Cross ROADS Initiative

Cross-jurisdictional Resources and Opportunities to Advance the Delivery of Services

Summer 2016
Cross ROADS Initiative

Cross-jurisdictional Resources and Opportunities to Advance the Delivery of Services

Purpose

Cross ROAD Study

- Internal Agency Assessment
- Cross ROAD Toolkit

Evidence-Based Policy
Participating Agencies

- Berkeley County Health Department
- Fayette County Health Department
- Grant County Health Department
- Hampshire County Health Department
- Hardy County Health Department
- Jefferson County Health Department
- Kanawha-Charleston Health Department
- Mid-Ohio Valley Health Department
- Mineral County Health Department
- Morgan County Health Department
- Putnam County Health Department
Cross ROADS Study Objectives

1. Understand the applicability of various models for local boards of health considering resource sharing, up to and including combining;

2. Learn from other service-sharing initiatives both in West Virginia and in other states;

3. Identify quantifiable benefits and costs that occur as a result of resource sharing; and

4. Determine the factors that should inform the geographic design under which local boards of health may share services and/or combine.
Definitions

Collaboration: working across boundaries and in multi-organizational arrangements to solve problems that cannot be solved – or easily solved – by single organizations or jurisdictions.*

Cross-jurisdictional sharing (CJS): the deliberate exercise of public authority to enable collaboration across jurisdictional boundaries to deliver essential public health services.

*Source: Rosemary O ’Leary, School of Public Affairs and Administration, University of Kansas
Examples of Current Service-Sharing Arrangements *(local-to-local and state-to-local)*

- Women, Infants and Children (WIC)
- Right From The Start
- Tobacco Cessation Services
- Epidemiologists
- Bureau for Public Health policies for local health departments requesting state support
Rationale for the Initiative

Cross-Jurisdictional Sharing (CJS) of Public Health Services Study (Jessica Woods)
Recommended investigation into factors that would quantify effects of CJS on a local level (financial, personnel, costs, revenue, ability to redistribute funds, employee workload, consistency of job functions, and compatibility of revenue sources).

West Virginia University Bureau for Business and Economic Research (BBER) Study
Recommended additional, in-depth literature review on the conditions under which local health agencies should share services and the costs/benefits associated with sharing, up to and including combination.

Marshall University Center for Business and Economic Research (CBER) Study
Recommended that consideration should be given to methods to promote the efficient delivery of public health services.

Public Health Impact Task Force (PHITF) Recommendations
Called for a statewide assessment, the efficient and effective use of resources and the development of a minimum package of public health services.

Chief Health Strategist
- Identify, analyze, and distribute information from new, big, and real-time data sources – data for decision making.
- Replace outdated organizational practices with state-of-the-art business, accountability, and financing systems.
### Cross-Jurisdictional Sharing Spectrum

<table>
<thead>
<tr>
<th>Informal and Customary Arrangements</th>
<th>Service-Related Arrangements</th>
<th>Shared Functions with Joint Oversight</th>
<th>Regionalization</th>
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</thead>
<tbody>
<tr>
<td>“Handshake”</td>
<td>Service provision agreements (e.g., contract to provide immunization services)</td>
<td>Joint projects addressing all jurisdictions involved (e.g., shared HIV program)</td>
<td>New entity formed by merging existing local public health agencies</td>
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<tr>
<td>Information sharing</td>
<td>Purchase of staff time (e.g., environmental health specialist)</td>
<td>Shared capacity (e.g., joint epidemiology services)</td>
<td>Consolidation of one or more local public health agencies into an existing local public health agency</td>
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<td>Equipment sharing</td>
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<td>Coordination</td>
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<tr>
<td>Assistance for surge capacity</td>
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**Looser Integration**

**Tighter Integration**

*Source: Center for Sharing Public Health Services. Adapted from: Kaufman, N. (2010) which in turn was adapted from Ruggini, J. (2006); Holdsworth, A. (2006).*
Opportunity for Increased Efficiency and Effectiveness

**Efficiency**
- Reduced costs – both overall costs and unit costs
- Greater productivity and economies of scale
- Ability to employ more robust and current service management systems
- Increased eligibility in some instances for state and federal grants

**Effectiveness**
- Greater range of public health services and/or functional capacities available
- Improved quality of services: Timeliness, Accessibility, Professional level
- Ability to meet state or other performance standards

**Mission**
Improve Health
Cross-Jurisdictional Sharing Roadmap

Phase 1: Explore
Is CJS a feasible approach to address the issue you are facing? Who should be involved in this effort?

Phase 2: Prepare and Plan
How exactly would it work?

Phase 3: Implement and Improve
Let’s do it!

Framework for Cross ROADS Initiative
Governance

These resources explain governance and best practices for shared services across jurisdictions.

The resources are part of the Center’s CJS and tools that can help jurisdictions consider CJS more broadly.

The following icons in the resource title show:

- The resource is a tool.
- The resource is an example document.
- The resource is a report.
- The resource is an article.
- The resource is a webinar, video or audio.
- The resource is a website.

The Center is constantly adding tools and resources to the library.

Resources related to Governance:

- Accreditation / Essential Services
- Background / History
- Change Management
- Communications
- Consolidation of Services
- Environmental Issues
- Fiscal and Service Issues
- Governance
- Legal Issues
- Legal Sharing Agreements
- Monitoring and Improving
- Preparedness / Emergency Response
- Quality Improvement
- Regionalization
- Research and Evaluation
- Rural / Small Jurisdictions
- Surveillance / Data Sharing
- Tribal Issues
- All Resources in the CJS Library
- Roadmap
- Quick Links

www.PHSharing.org
# Cross ROADS Study Work Plan/Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Secure Study Participants – Form Project Team and Launch Initiative</td>
<td>July</td>
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<tr>
<td>Confirm Data Requirements and Study Design</td>
<td>Early August</td>
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<tr>
<td>Launch Survey Instrument and Data Collection</td>
<td>Late August</td>
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<tr>
<td>Conduct Data Analysis and Literature Review</td>
<td>Late September</td>
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<tr>
<td>Conduct Regional Meetings</td>
<td>October</td>
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<tr>
<td>Release Final Report</td>
<td>November</td>
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Discussion and Q & A
Discussion Questions

1. Are any objectives missing from this study that you think would be helpful in supporting local boards of health who are exploring service sharing?

2. What questions need to be included in a statewide survey of public health service sharing?

3. What models/research are you aware of that would be helpful to include in this study?

4. Of the regions your agency participates in (highways, etc.), which regions function well and why?

5. What would be helpful in terms of engaging county commissions?

6. What would be helpful in terms of board member education?
• Slides 3, 6, 7 and 8 adapted from Center for Sharing Public Health Services resources available at http://phsharing.org


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