

# West Virginia Bureau for Public Health Center for Local Health

## Cross ROADS Initiative

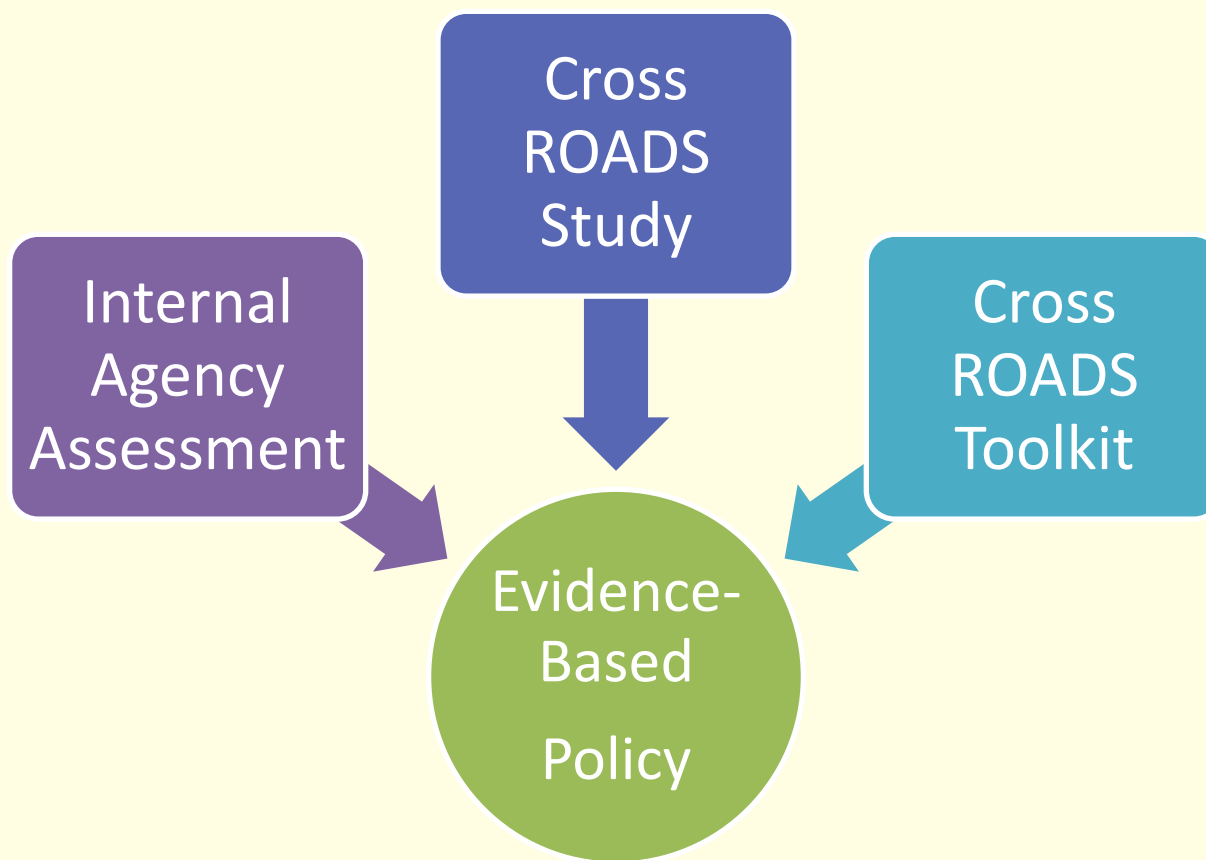
*Cross-jurisdictional Resources and Opportunities to  
Advance the Delivery of Services*

Summer 2016



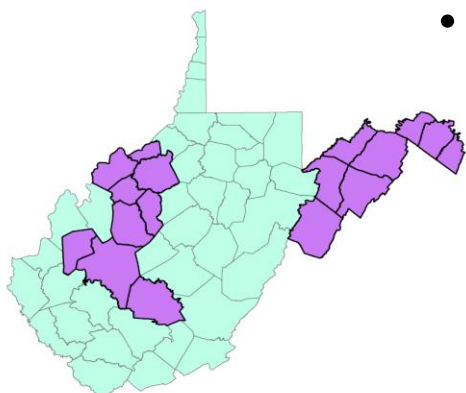
## Cross ROADS Initiative

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

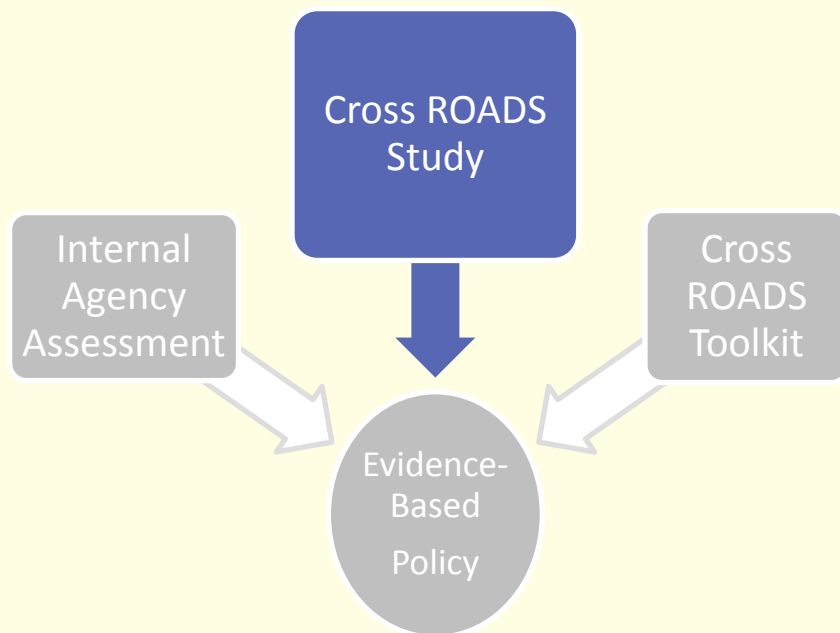


# Participating Agencies

- 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.

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*

# Service Sharing in West Virginia

## 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

Mid-Ohio  
Valley  
Created  
(1982)

Preparedness  
Regions  
Created  
(2001)

Kanawha-  
Putnam  
Agreement  
(2013)

Cross ROADS  
Initiative  
Launched  
(2016)

Monroe  
Board of  
Health  
Contracts  
with Health  
Center  
(1987)

Marshall  
University  
Study on  
Local Health  
Funding  
Formula  
(2007)

Study on  
Service  
Sharing  
(2013)

# 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.

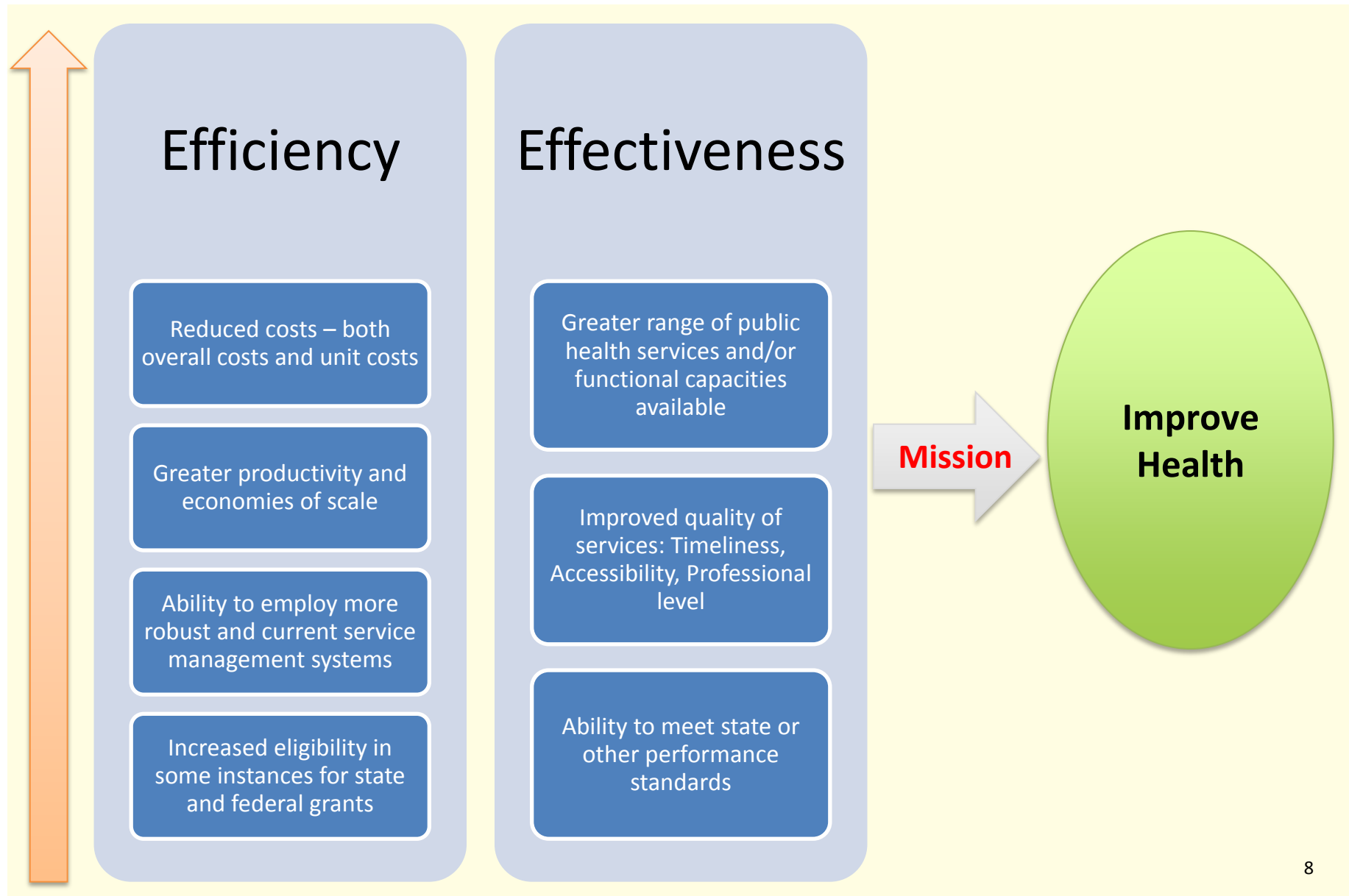
# Cross-Jurisdictional Sharing Spectrum

Cross-Jurisdictional Sharing Spectrum			
Informal and Customary Arrangements	Service-Related Arrangements	Shared Functions with Joint Oversight	Regionalization
<ul style="list-style-type: none"> <li>• “Handshake”</li> <li>• Information sharing</li> <li>• Equipment sharing</li> <li>• Coordination</li> <li>• Assistance for surge capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Service provision agreements (e.g., contract to provide immunization services)</li> <li>• Purchase of staff time (e.g., environmental health specialist)</li> </ul>	<ul style="list-style-type: none"> <li>• Joint projects addressing all jurisdictions involved (e.g., shared HIV program)</li> <li>• Shared capacity (e.g., joint epidemiology services)</li> </ul>	<ul style="list-style-type: none"> <li>• New entity formed by merging existing local public health agencies</li> <li>• Consolidation of one or more local public health agencies into an existing local public health agency</li> </ul>
Looser Integration		Tighter Integration	

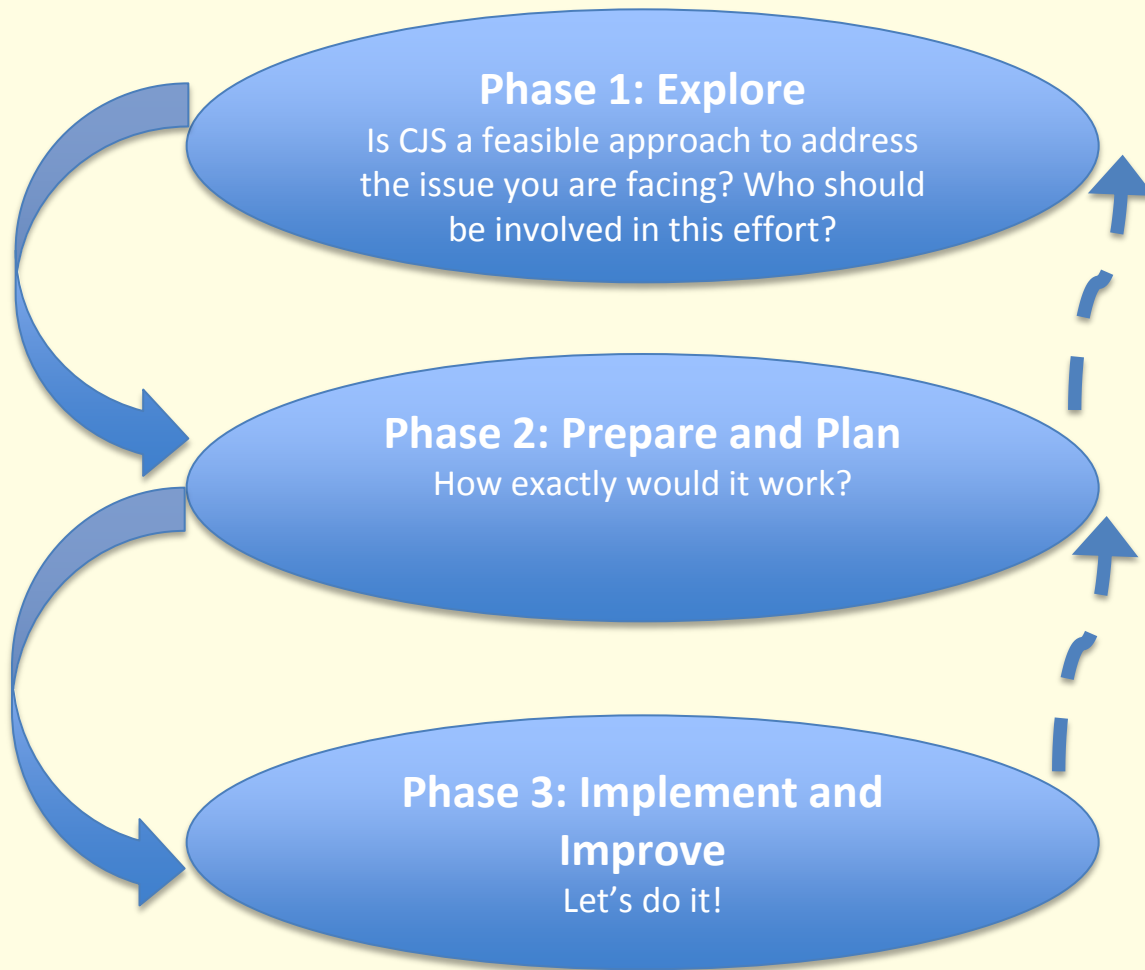
Source: Center for Sharing Public Health Services. Adapted from: Kaufman, N. (2010) which in turn was adapted from Ruggini, J. (2006); Holdsworth, A. (2006).



# Opportunity for Increased Efficiency and Effectiveness



# Cross-Jurisdictional Sharing Roadmap



**Framework for  
Cross ROADS  
Initiative**

# Center for Sharing Public Health Services



**Center for Sharing  
Public Health Services**  
*Rethinking Boundaries for Better Health*

What We Do

Roadmap

CJS Resources

Technical Assistance

search

## Governance

These resources explain governance and for shared services across jurisdictions.

The resources are part of the Center's CJS and tools that can help jurisdictions consolidate. While most tools and resources in the library address CJS more broadly.

The following icons in the resource title signify:

- 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 information.

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

when establishing agreements

best practices, lessons learned  
sharing (CJS) arrangements.

IS, some address public sector

uring initiative.

often to find additional

## Roadmap Index



**Overview and Guidebook** This path leads to a quick overview that can be expanded to more in-depth information about each phase, area and issue. It contains links to resources and tools along the way.

**Summary Table** This path leads to a printable table where all phases, areas and issues are listed. It also contains links to tools and resources for each area.

**Where should I start?** This path leads to a self-assessment of progress along the CJS Roadmap.

# Cross ROADS Study Work Plan/Timeline

Activity	Date
Secure Study Participants – Form Project Team and Launch Initiative	July
Confirm Data Requirements and Study Design	Early August
Launch Survey Instrument and Data Collection	Late August
Conduct Data Analysis and Literature Review	Late September
Conduct Regional Meetings	October
Release Final Report	November

## 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>
- Atkins, A. (2015). West Virginia Bureau for Public Health Presentation to the Public Health Impact Task Force. *West Virginia Bureau for Public Health*.
- Auerbach, J. (2016). Becoming the Chief Health Strategist: The Future of Public Health. *Centers for Disease Control and Prevention*.
- Center for Business and Economic Research. (2007). People at Risk: The Financial Crisis in West Virginia Public Health. *Marshall University*.
- Deskins, J. and Lego, B. (2016). Briefing on Local Health Department Consolidation Potential in West Virginia. *West Virginia University Bureau of Business and Economic Research*.
- Woods, J. (2013). Cross-Jurisdictional Sharing of Public Health Services: An exploratory study of West Virginia local health departments. *Ohio University*.

## West Virginia Bureau for Public Health Center for Local Health

[dhhrbphclh@wv.gov](mailto:dhhrbphclh@wv.gov)