

# The Center for Sharing Public Health Services

*Rethinking Boundaries for Better Health*



Jessica Solomon Fisher, MCP  
Katrina Rothenberger, MPH  
Pamela Hutchinson

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# What we do

The Center for Sharing Public Health Services provides access to tools, techniques, expertise and resources that support better collaboration and sharing across boundaries. We help public health departments across the country protect and promote the health of the people they serve.

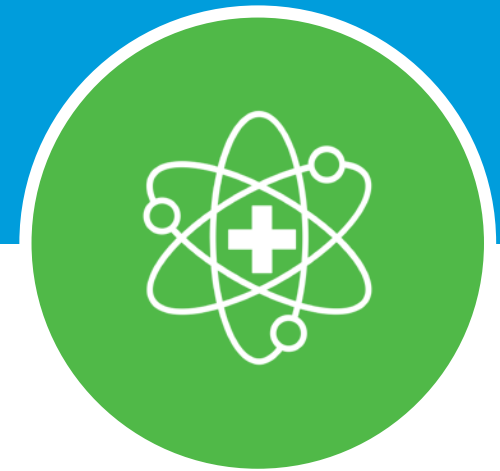
# How we can help



We help health departments of all sizes work together.



We provide tools and resources to support sharing arrangements.



We're well positioned to act on many issues that impact health.



# Today's Learning Objectives

- Describe the benefits to large and small local health departments when they are partners in a CJS arrangement
- Understand potential barriers to sharing between partners of unequal size and strategies to overcome them



# Today's Speakers

**Jessica Solomon Fisher, MCP**

Chief Innovations Officer

Public Health National Center for Innovations at the Public Health Accreditation Board

**Katrina Rothenberger, MPH**

Public Health Division Director

Marion County Health & Human Services, OR

**Pamela Hutchinson**

Former Public Health Division Director

Marion County Health & Human Services, OR





# Polling Question



# Introductory Remarks

**Jessica Solomon Fisher, MCP**  
Chief Innovations Officer  
Public Health National Center for  
Innovations at the Public Health  
Accreditation Board



## Population sizes served by LHDs

Size of population served	N	Percent
< 10,000	439	17%
10,000–24,999	595	23%
25,000–49,999	527	21%
50,000–74,999	243	10%
75,000–99,999	141	6%
100,000–199,999	244	10%
200,000–499,999	201	8%
500,000–999,999	96	4%
1,000,000+	47	2%
Total	2,533	

N=2,533

*Source: National Association of County and City Health Officials (NACCHO) 2016 National Profile of Local Health Departments*



## Mean and quartiles of total annual expenditures by size of population served

Size of population served	Mean	25th percentile	50th percentile (Median)	75th percentile
All LHDs	\$6,400,000	\$500,000	\$1,280,000	\$4,000,000
<25,000	\$760,000	\$250,000	\$480,000	\$890,000
25,000–49,999	\$1,640,000	\$600,000	\$1,140,000	\$2,100,000
50,000–99,999	\$3,280,000	\$1,440,000	\$2,640,000	\$4,290,000
100,000–249,999	\$6,220,000	\$3,220,000	\$5,100,000	\$7,650,000
250,000–499,999	\$16,500,000	\$6,920,000	\$10,100,000	\$19,800,000
500,000–999,999	\$32,900,000	\$15,200,000	\$24,400,000	\$42,200,000
1,000,000+	\$126,000,000	\$34,300,000	\$56,400,000	\$94,200,000

n=1,286

Source: National Association of County and City Health Officials (NACCHO) 2016 National Profile of Local Health Departments

## Population-based primary prevention services provided directly in the past year by LHD characteristics

	All LHDs	Size of population served			Degree of urbanization		
		Small (<50,000)	Medium (50,000–499,999)	Large (500,000+)	Urban	Suburban	Rural
Nutrition	74%	70%	81%	85%	69%	79%	75%
Tobacco	74%	72%	77%	86%	70%	76%	79%
Physical activity	60%	55%	68%	73%	59%	61%	61%
Chronic disease programs	57%	50%	65%	79%	59%	57%	52%
Unintended pregnancy	51%	46%	56%	66%	42%	58%	51%
Injury	42%	38%	49%	51%	39%	45%	45%
Substance abuse	34%	31%	36%	43%	33%	33%	35%
Violence	22%	19%	25%	36%	21%	24%	19%
Mental illness	17%	15%	19%	31%	19%	16%	16%

n=1,672–1,886

Source: National Association of County and City Health Officials (NACCHO) 2016 National Profile of Local Health Departments

# Examples of Issues to Address

- Use of levies
- Equitable decision-making
- Benefit to all parties





# Marion and Polk Counties, OR

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**Katrina Rothenberger, MPH**

Public Health Division Director

Marion County Health & Human Services



**Pamela Hutchinson**

Former Public Health Division Director

Marion County Health & Human Services



*Marion County*

OREGON

Health & Human Services

# Collaborations between Large & Small Departments

Katrina Rothenberger, Public Health Division Director

Pam Hutchinson, Former Public Health Division Director

Marion County Health & Human Services

# Marion & Polk Region

- ▶ Marion County: 341,286
- ▶ Polk County: 83,696
- ▶ Share the largest city: Salem
- ▶ Share a CCO: Willamette Valley Community Health
- ▶ Share an Early Learning Hub: Marion & Polk Early Learning Hub, Inc.

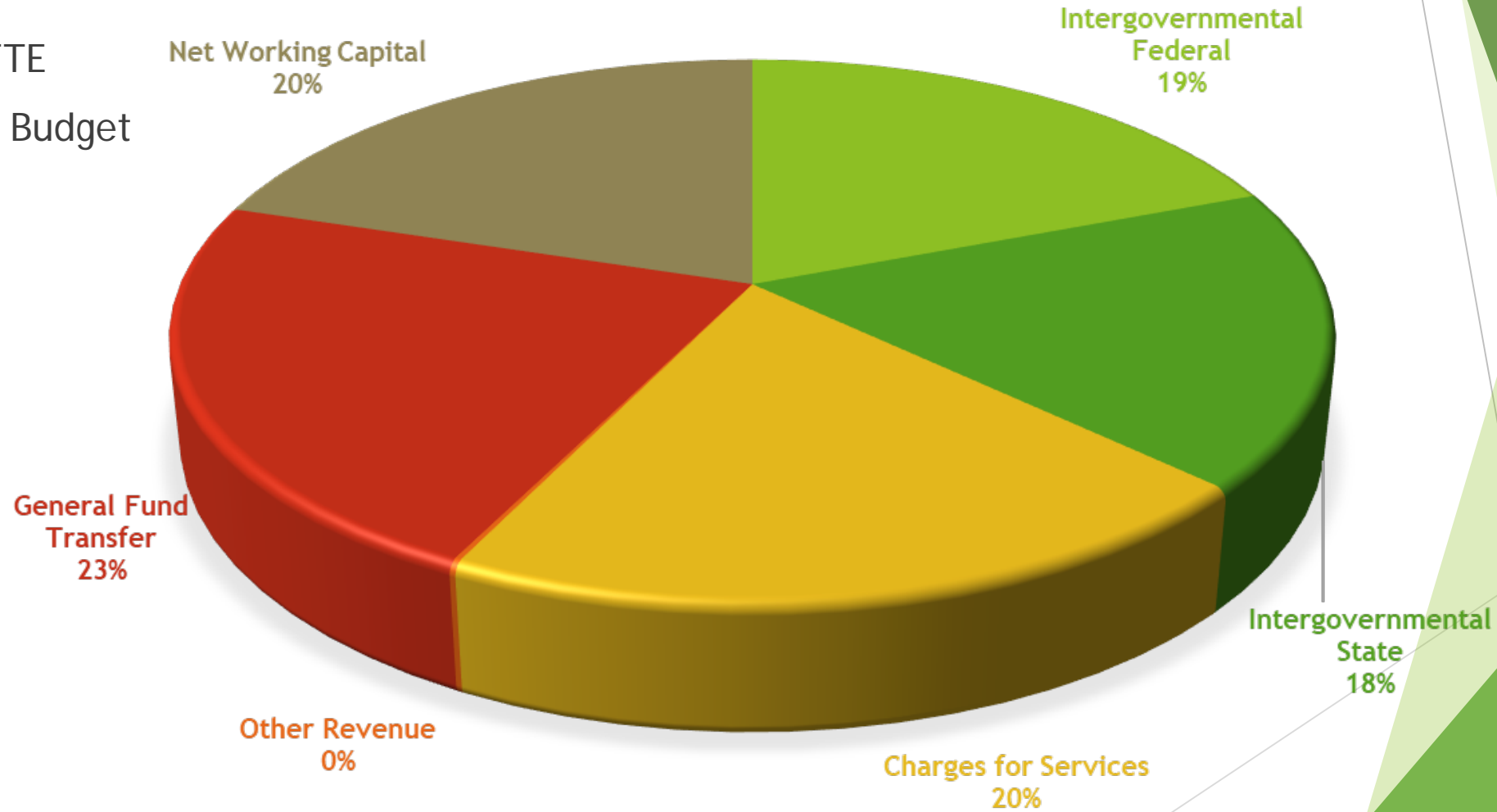


# Marion County Programs

- ▶ Clinical services
  - ▶ Provides direct and community services including, immunizations, reproductive health, STI screening, testing & treatment
- ▶ Communicable Disease Control
  - ▶ Reportable disease control, tuberculosis case management, STD/HIV case management
- ▶ Environmental Health
  - ▶ Food, pool, lodging inspections, water system surveys, vector control, and animal bite follow up
- ▶ Emergency Preparedness
  - ▶ ESF 8 lead and Continuity of Operations for MCHHS, emerging diseases response
- ▶ Maternal Child Health Services
  - ▶ Early childhood nursing, WIC, and Oregon Mothers Care
- ▶ Prevention & Promotion
  - ▶ Environmental, systems, and policy changes, alcohol, gambling and tobacco prevention, mental health promotion and suicide prevention. Coordinates CHIP

# Marion County Budget FY1819

- ▶ 71.62 FTE
- ▶ \$10.1M Budget



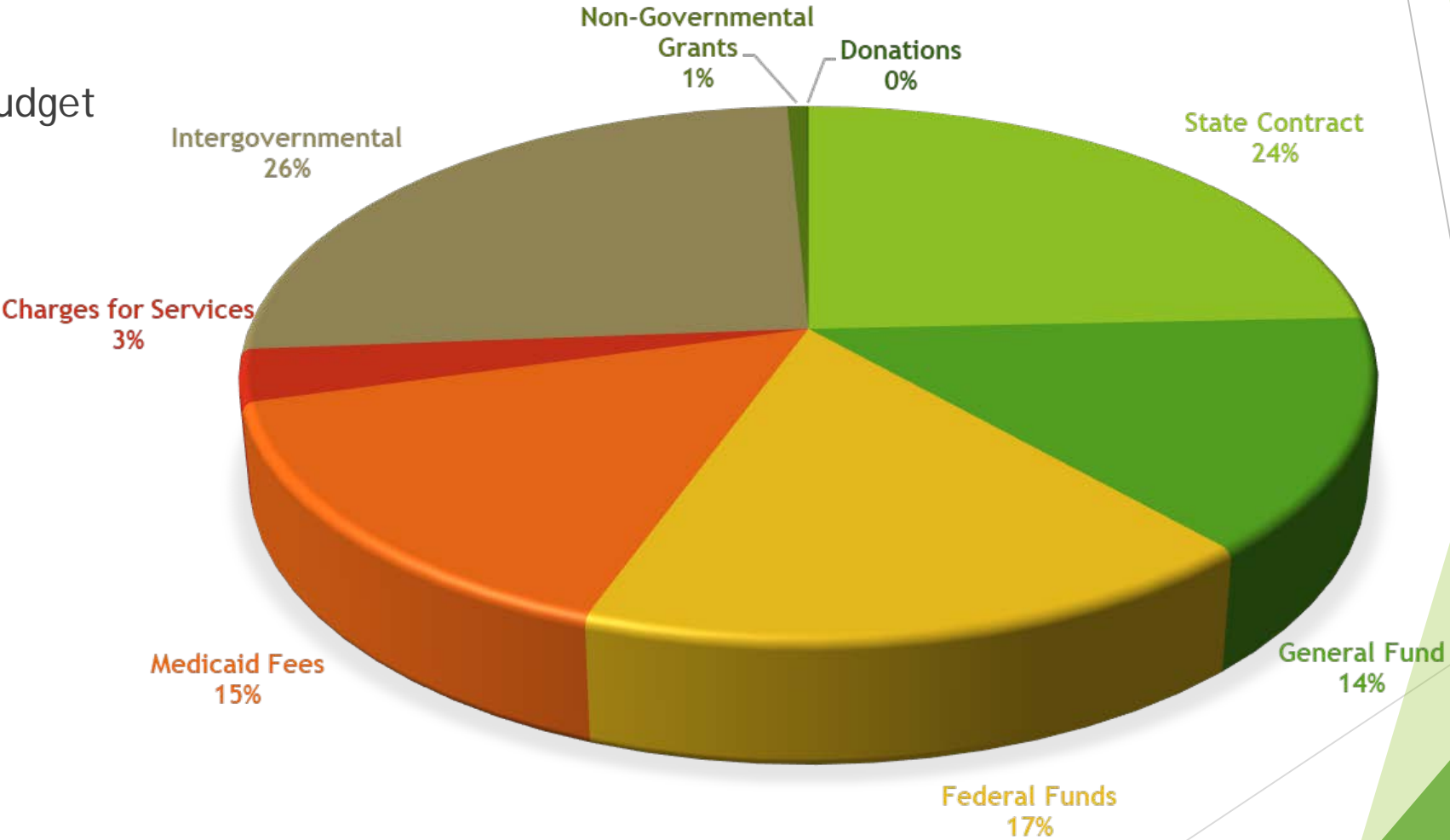


# Polk County Programs

- ▶ Clinical services
  - ▶ Provides direct and community services including, immunizations, reproductive health, STI screening, testing & treatment
- ▶ Communicable Disease Control
  - ▶ Reportable disease control, tuberculosis case management, STD/HIV case management
- ▶ Emergency Preparedness
- ▶ Maternal Child Health Services
  - ▶ Early childhood nursing, WIC, and Oregon Mothers Care
- ▶ Prevention & Promotion
  - ▶ tobacco prevention
- ▶ Jail Health Services

# Polk County Budget FY1819

- ▶ 17 FTE
- ▶ \$2.5M Budget






# Communicable Disease Control

- ▶ High Rates of disease in both counties - chlamydia, gonorrhea, syphilis, HIV
- ▶ Funding - an opportunity to continue CJS work through Public Health Modernization grant
- ▶ Commissioner support of the process

# Marion Polk CJS Arrangement

- ▶ As-Needed
  - ▶ Information Sharing: meetings with joint partners
  - ▶ Surge: TB Contact Investigation
  - ▶ Surge: Water contamination
- ▶ Service-Related
  - ▶ Purchase of staff time on occasion
- ▶ Shared Programs or Functions
  - ▶ Public Health Modernization
  - ▶ Community Health Assessment & Improvement Plan
- ▶ No support for Regionalization/Consolidation

Spectrum of Cross-Jurisdictional Sharing Arrangements			
As-Needed Assistance	Service-Related Arrangements	Shared Programs or Functions	Regionalization/Consolidation
<ul style="list-style-type: none"> <li>● Information sharing</li> <li>● Equipment sharing</li> <li>● Expertise sharing</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 programs and services (e.g., shared HIV program)</li> <li>● Joint shared capacity (e.g., epidemiology, communications)</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. (2017).

# Intergovernmental Agreement

- ▶ 2018-2020
- ▶ Only leadership may request support
- ▶ Discussed liability, motor pool usage, other legal & risk-related issues

## INTERGOVERNMENTAL AGREEMENT HE-2448-18

Between  
MARION COUNTY and POLK COUNTY

### 1. PARTIES TO AGREEMENT

This Agreement is between Marion County, a political subdivision of the state of Oregon, hereafter called Marion, and Polk County Public Health, a political subdivision of the state of Oregon, hereafter called Polk, (Collectively referred to as "Counties") and is made pursuant to ORS 190.010 (Cooperative Agreements).

### 2. PURPOSE/STATEMENT OF WORK

The purpose of this Agreement is to establish the terms and conditions under which Marion and Polk Counties will provide staffing services to each other to assist in requested program responsibilities for the purpose of furthering cross-jurisdictional sharing of Public Health services between the Counties. These services are further described in Section 5.

### 3. TERM AND TERMINATION

3.1 This Agreement shall be effective for the period commencing upon all signatures and ending on June 30, 2020 unless terminated or extended as provided herein.

3.2 This Agreement may be extended by agreement of the parties. Any modifications in the terms of such amendment shall be in writing.

3.3 This agreement may be terminated by mutual consent of both parties at any time or by either party upon 30 days' notice in writing, and delivered by mail or in person. Any such termination of this agreement shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination.

# Challenges

- ▶ Turnover
  - ▶ New public health leaders
  - ▶ New commissioners elected/appointed in 2019
  - ▶ Staffing pool - competitive job market
- ▶ Understanding the culture and process of each organization
  - ▶ Marion has many layers so smaller grant opportunities may not be worth it
  - ▶ Polk more nimble and may apply for the smaller grants
- ▶ Aligning job descriptions
- ▶ Cross Training
- ▶ Pay scales are not comparable

# Evaluating Success

- ▶ Small, Short-term success
  - ▶ Completed an incident-specific contract, then had an opportunity to evaluate and make changes
  - ▶ Aligned job classification and related training for one position
  - ▶ Sharing a health care task force to improve system in both counties
- ▶ Mid-term
  - ▶ A new program specific conversation each year
  - ▶ Develop a joint recruitment for a health officer
- ▶ Long-term
  - ▶ Alignment of all services offered in each health department

Thank you!





# Polling Question

Q&A

# 2019 Webinar Series

- **Webinar 1:** *Success Factors for CJS: What Does It Take to Succeed?*
- **Webinar 2:** *The Value of CJS: Getting the Biggest Bang for Your Buck*
- **Webinar 3:** *Change Management in CJS: Taking Care of Your People*



# What we offer



## TECHNICAL ASSISTANCE

Our staff has decades of experience in public health and the sharing of services. Call or email us at **855-476-3671** or **phsharing@khi.org**



## THE ROADMAP

The Roadmap guides health departments through the process of considering and establishing CJS arrangements. Access it online at **www.phsharing.org**



## COMPASS

COMPASS is an expansion of the Roadmap. It is an interactive online tool that walks through the step-by-step process of exploring, planning and implementing CJS arrangements. Visit **www.compass.sharing.org**

**Please evaluate today's webinar:**

**[Evaluation Link](#)**

**Learn more at:  
[www.phsharing.org](http://www.phsharing.org)**



**THANK YOU!**