Transforming Public Health
Making Decisions in a Changing World

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Overview

• Robert Wood Johnson Foundation approach to improving the quality and impact of public health
• The opportunity for transformation
  • IOM*: For the Public’s Health
  • RWJF/RESOLVE: Transforming Public Health Project
• Seizing the opportunity
  • Public Health Accreditation
  • Health Impact Assessment

* Institute of Medicine
ROBERT WOOD JOHNSON FOUNDATION

40 YEARS OF IMPROVING HEALTH AND HEALTH CARE
Opportunity for Transformation
Health Spending and Life Expectancy

Life expectancy at birth, years

Total expenditure on health per capita, US$PPP

*2008 data, or latest year available. Source: OECD Health Data 2010.
Health Outcomes

Mortality (length of life) 50%
Morbidity (quality of life) 50%

Health Factors

Health behaviors (30%)
- Tobacco use
- Diet & exercise
- Alcohol use
- Sexual activity

Clinical care (20%)
- Access to care
- Quality of care

Social and economic factors (40%)
- Education
- Employment
- Income
- Family & social support
- Community safety

Physical environment (10%)
- Environmental quality
- Built environment

Policies and Programs

County Health Rankings model ©2012 UWPHI
Public Health at a Crossroads

- Health system transformation
- Health challenges increasingly chronic diseases
- Growing recognition of importance of “health in all policies” and social determinants of health
- Health IT
- Accreditation

fiscal environment

change and opportunity

skepticism about role of government
IOM: For the Public’s Health

Changing the conditions for health through:

Measurement  Laws and public policy  Funding
“Every health department needs: a well described and standardized set of public health services that: protect and promote the health of populations and are available and visible in all communities serve as a framework for program and financial management.”
“[The field] needs to develop a model chart of accounts for use by public health agencies at all levels to enable better tracking of funding related to programmatic outputs and outcomes across agencies.”
Funding Mechanisms to Consider

- Billing for services & using discretionary funding as a last option for those services which are reimbursable
- Leveraging categorical programs
- Looking to the Prevention & Public Health Fund
- Recognizing the value of non-health dollars
- Making the case for core budget support from state & local dollars
- Leveraging opportunities within, and/or contributions from, the health care delivery system
- Establishing creative arrangements such as 501 (c) (3) organizations
Polling Question

How familiar are you with the IOM Report, *For the Public’s Health: Investing in a Healthier Future*?

A. **Very familiar** – have read it and am using it
B. **Familiar** – have read it as general information
C. **Aware of Report** – have not read it
D. **Not aware of the Report at all**
RESOLVE: Transforming Public Health Project

For a healthier nation:

- Build skills
- Establish expertise
- Develop strategic partnerships
- Make case for governmental PH departments, interventions, & community prevention
Foundational Capabilities

- Demonstrate accountability
- Protect the public with a cross-trained workforce
- Build models that integrate clinical & population health
- Cultivate leadership & skills
- Develop policy to promote health
- Harness power of data
- Communicate information
- Protect the public with a cross-trained workforce
### Framework for the Minimum Package

- **Foundational Capabilities**
  - Assessment (surveillance and epidemiology)
  - Emergency preparedness and response (all hazards)
  - Communications
  - Policy development and support
  - Community partnership development
  - Business competencies

- **Essential Programs**
  - Communicable Disease Control
  - Chronic Disease & Injury Prevention
  - Environmental Public Health
  - Maternity Child Family Health
  - Access to Clinical Care
  - Vital Records

- **Additional Important Services**

**Minimum Package**
Polling Question

How do you think Foundational Capabilities should/could be supported?

A. Leverage existing categorical funding (e.g., grants and contracts)
B. Dedicate Foundational Capabilities funding
C. Combination of above and other resources
D. Don’t know

Other ideas? Type them into the Chat box.
Prioritizing Programs / Services

Considerations for public health in developing a framework for prioritizing

- Make sure programs are done well and efficiently
- Coordinate (public health system, other governmental agencies, & jurisdictions) to maximize impact
- Train the workforce to deliver foundational capabilities when implementing programs
Seizing the Opportunity
Concept 1
Using national accreditation standards for transformation
• 515,000 residents
• Second & fifth largest cities
• 70% urban/suburban, 30% rural
• 1/3 Hispanic
• Second youngest county in Illinois
• Fastest growing segment: 45-64 year olds
The Opportunity

The recession and the state fiscal crisis demand a strategic organizational response from the Kane County Health Department.
The Strategy

Transform the Kane County Health Department to completely focus on population health

• Transfer direct client services to three community clinics
• Reduce workforce by 50%
• Re-organize using national accreditation standards as framework
## 2010 Agency Reorganization

<table>
<thead>
<tr>
<th>Then</th>
<th>Now</th>
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<tbody>
<tr>
<td>120 FTEs</td>
<td>60 FTEs</td>
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<tr>
<td>50% grant funded</td>
<td>20% grant funded</td>
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<tr>
<td>Budget: $10 million</td>
<td>Budget: $6 million</td>
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<td>Focus: Mixed, individual-level programs</td>
<td>Focus: Population health, 10 essential</td>
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<td>and services, and population</td>
<td>services</td>
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<td></td>
<td>All job descriptions include quality</td>
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<td>improvement, population focus, essential</td>
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<td>services, and preparedness and response</td>
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</tbody>
</table>
Re-organization Results So Far…

• Financial sustainability
• Impact on maternal and child health services
• Population focused practice
• Quality improvement and accreditation
Concept 2
Using health impact assessment to address the impact of non-health policy and practices
Asthma, Obesity, Diabetes…

Housing

Exercise
How Do We Put HIA into Practice?

• No common language
• Few formalized requirements for collaboration
• Priorities don’t necessarily match:
  • Public health is one consideration of many; transportation decisions involve many other considerations (moving people, funding, technical limitations, local politics, etc.)
Health Impact Assessment (HIA)

“A systematic process that uses an array of data sources and analytic methods and considers input from stakeholders to determine the potential effects of a proposed policy, plan, program or project on the health of a population and the distribution of those effects within the population. Health impact assessment provides recommendations on monitoring and managing those effects.”

—National Research Council, 2011
A Diverse Practice: HIA Grantees
Polling Question

From your work and/or community experience, are you seeing a public health presence in land use and other public services sector policy and decision making?

A. Yes
B. No
C. Not sure

If yes, what and where are you seeing it? Type your reply in the Chat box.
Public Health – A Turning Point

“Public health agencies alone cannot assure the nation’s health.”

—Institute of Medicine, 2002.

The Future of the Public’s Health in the 21st Century
Transforming Public Health: A NewPublicHealth Q&A

The Transforming Public Health project supported by the Robert Wood Johnson Foundation and convened by RESOLVE brought together a group of local, state and national public health leaders to develop guidance for public health officials and policymakers in prioritizing critical public health functions in a changing political and funding landscape. The report, which emerged from the discussions, stresses the need for public health leaders to take critical steps such as to develop policy goals, mobilize the community and forge partnerships with health care, business and other sectors.
Thank You. Questions?

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New Public Health: www.newpublichealth.org

IOM: For the Public’s Health

RWJF/RESOLVE: Transforming Public Health Project
http://www.doh.wa.gov/Portals/1/Documents/1200/A4C-TransformPH.pdf