





From Vision to Action:
Resources & Approaches for
Public Health System Transformation

**BY PHIG PARTNERS** 

SHAPING TOMORROW'S PUBLIC HEALTH TODAY.



# **Presenters**



Melissa Sever PHAB



Grace Gorenflo ASTHO Consultant



Kristin Rzeczkowski Illinois DPH



# **Session Goal & Topics**

**Goal:** Increase awareness of resources and approaches that can be leveraged and adapted to support public heath system transformation efforts

#### Topics:

- Blueprint for Public Health System Transformation
- Enhancing Foundational Capabilities through State Transformation Efforts
- Illinois State and Local Public Health Transformation Initiative
- Q&A/Discussion



# Blueprint for Public Health System Transformation & State Efforts



# **Public Health System Transformation Defined**

Public health transformation requires reimagining the system and creating a shared vision. The vision must support the mindsets, workforce, capacity, and resources needed to deliver Foundational Public Health Services and 10 Essential Public Health Services—and to promote health and well-being.

Transformation occurs through a fundamental shift in the way public health systems are structured and how parts of the system function and interact.





## What's Driving Transformation?



RESEARCH BRIEF | OCTOBER 2021

Charting a

Course for an

Data System:

Recommendations from the

Equity-Centered

National Commission to Transform Public Health Data Systems

#### STAFFING UP

**Workforce Levels Needed to Provide Basic Public Health Services for All Americans** 



Public Health Forward: Modernizing the U.S. Public Health System

OVERVIEW PUBLIC HEALTH

HEALTH AFFAIRS > VOL. 43, NO. 6: REIMAGINING PUBLIC HEALTH OVERVIEW

Reimagining Public Health: Mapping A Path Forward

Jonathan Samet and Ross C. Brownson AFFILIATIONS V

PUBLISHED: JUNE 2024 @ Open Access

https://doi.org/10.1377/hlthaff.2024.00007

**MEETING AMERICA'S** December 2021 **PUBLIC HEALTH CHALLENGE** 

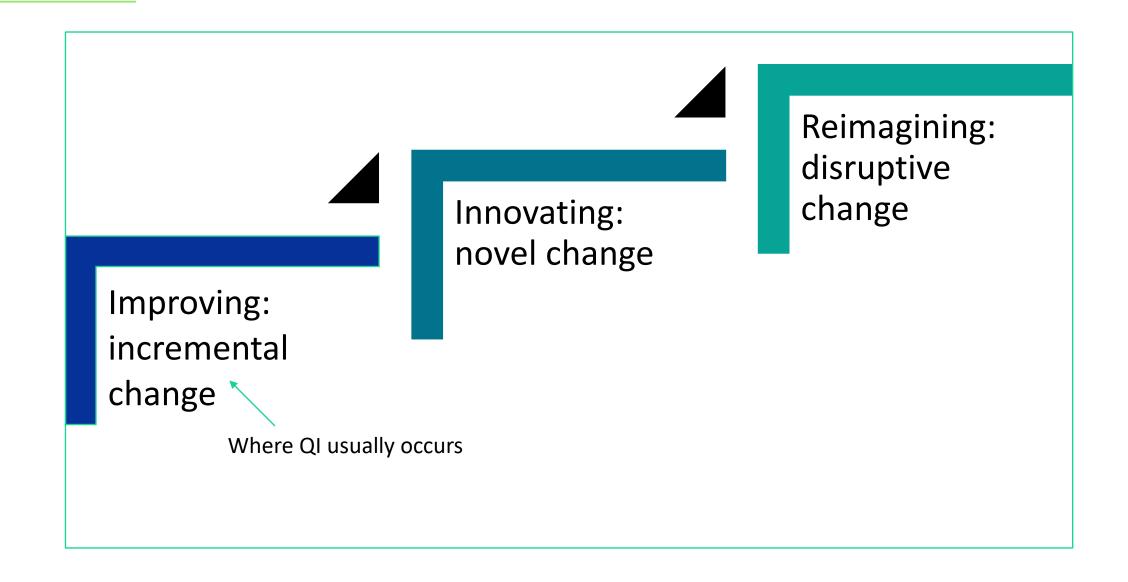
The Commonwealth Fund Commission on a National Public Health System

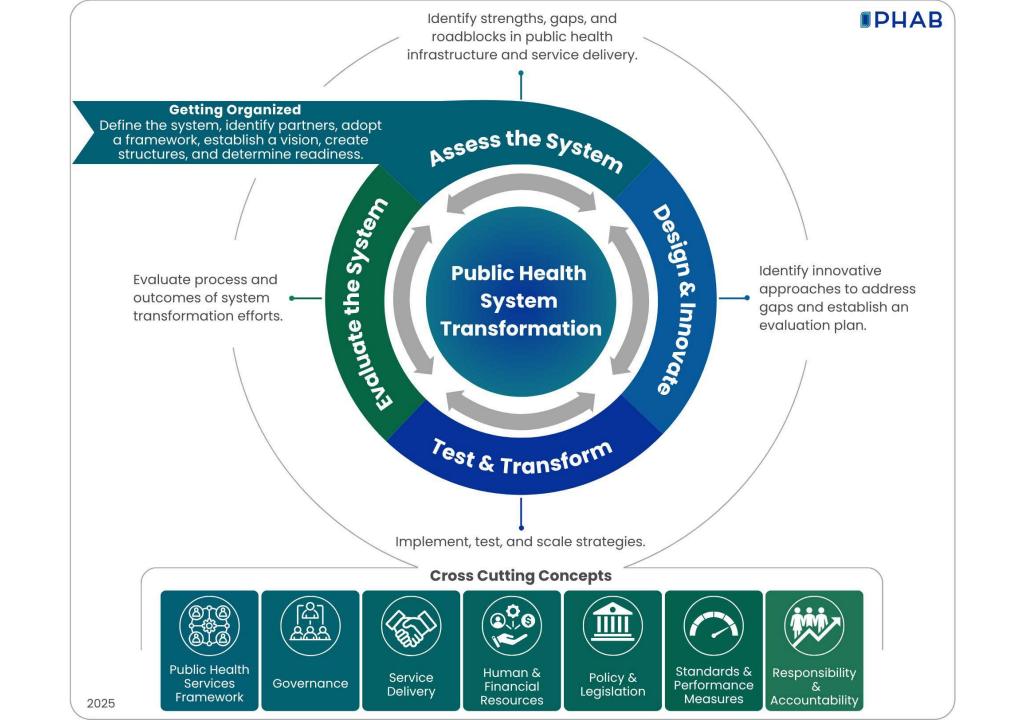






## **System Transformation Continuum**





# Assessment of Foundational Capabilities

#### 2023

• 17 states found to be implementing the Foundational Capabilities within the context of efforts to strengthen public health infrastructure

#### 2024

• States' and Territories' PHIG workplans reviewed to understand the progress toward implementation of Foundational Capabilities





## **Purpose of the Blueprint**

# WHAT THIS BLUEPRINT DOES

- >Serves as a guide for health departments interested and/or involved in system transformation.
- > Describes the four key phases of system transformation, including key questions and recommended steps for each phase.
- > Suggests external resources such as guides or tools.
- > Complements other system transformation resources.

# WHAT THIS BLUEPRINT DOES NOT DO

- Serve as a manual that identifies or addresses all challenges or opportunities as part of system transformation work.
- >Provide step-by-step guidance on how to implement recommendations in each of the phases.
- > Dictate an action plan for system transformation.
- >Provide a comprehensive list of questions, recommended steps, or external resources for transformation.



# **Getting Organized**

Outlines initial activities to lay the groundwork for transformation:

- Define the system
- Identify partners
- Adopt a framework
- Establish a vision
- Create structures
- Determine readiness



# Practice: Lead, co-lead, or participate in efforts to implement Foundational Capabilities statewide



LOCAL HEALTH DEPARTMENTS

STATE/LOCAL

STATE HEALTH DEPARTMENTS

Example: Kentucky

Example: Colorado

Example: Indiana



#### **Partners in Transformation**

- Governmental Public Health
- Tribal Health Authorities
- State Public Health Associations
- Elected Officials
- Academic Institutions
- Public Health Coalitions
- Philanthropic Organizations



# **Foundational Capabilities Frameworks**

13 states had established frameworks or referred to using the PHAB model as their framework:

CA	KY	MO
CO	MA	NC
IN	MN	ОН
KY	OR	WA
		WI

	Included	Not
Included	elsewhere	Included
11	2	
12	1	
7	4	2
10	2	1
7	6	
13		
12	1	
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## Phase 1 – Assess the System

Activities to identify strengths, gaps, and roadblocks in public health infrastructure and service delivery:

- Discover current assets and resources in the system
- Estimate gaps and resource needs
- Describe delivery structures
- Investigate facilitating and impeding policies
- Determine desired outcomes



#### **Secure Needed Resources**

- Expertise, experience, and bandwidth to ensure high quality data collection, analysis, and visualization
- Websites with guidance materials
  - Operational definition manuals
  - Instruction guides
  - FAQs
- Orientation webinars
- Office hours
- 1:1 technical assistance by email or phone



# **Assessment Results**

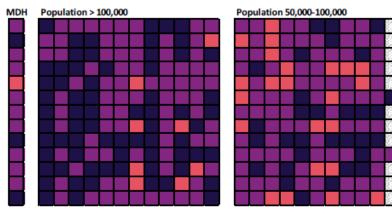
#### Missouri



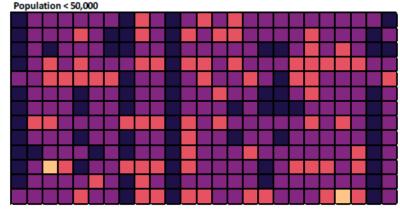


#### Level of implementation of foundational responsibilities by department (weighted)

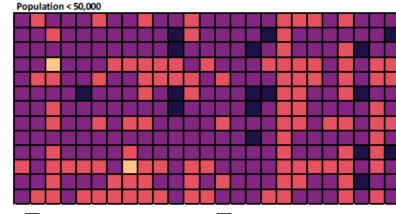




Assessment and planning
Communications
Community partnerships
Data and epidemiology
Health equity
Leadership and governance
Organizational management
Policy development
Preparedness and response
Infectious disease prevention and control
Environmental health
evention and population health improvement
Access to health services



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Infectious disease prevention and control
Environmental health
evention and population health improvement
Access to health services



Minnesota

Substantially implemented
Partially implemented
Minimally implemented

Not implemented
Data missing



## Phase 2 – Design & Innovate

Activities to identify innovative approaches to address gaps and establish an evaluation plan:

- Define new or expanded services
- Design performance standards
- Create new oversight and delivery structures
- Plan for changes in human and financial resources
- Pursue innovative approaches to transform the system



## New service delivery models

For several years now, Massachusetts has provided grants to health departments interested in developing health districts or other forms of service and resource sharing arrangements.



#### Rural North

Del Norte, Glenn, Humboldt, Lake, Lassen, Mendocino, Modoc, Shasta, Siskiyou, Tehama, Trinity

#### ■ Central California

Calaveras, Fresno, Kern, Kings, Madera, Mariposa, Merced, San Joaquin, Stanislaus, Tulare, Tuolumne

#### Greater Sierra Sacramento

Alpine, Amador, Butte, Colusa, El Dorado, Nevada, Placer, Plumas, Sacramento, Sierra, Sutter, Yolo, Yuba

#### ■ Southern California

B 1 ... V ...

Imperial, Inyo, Mono, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa

#### Bay Area

Alameda, City of Berkeley, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma

#### Los Angeles

City of Long Beach, Los Angeles, City of Pasadena



# **Examples of new cost allocation formulas**

Minnesota	Oregon	
<ul> <li>Base funding to all LHDs</li> <li>60% of remaining funds allocated based on social vulnerability index</li> <li>40% of remaining funds to the smallest health departments</li> </ul>	<ul> <li>Base funding base plus additional amounts according to: <ul> <li>Burden of disease</li> <li>Health status</li> <li>Racial and ethnic diversity</li> <li>Poverty</li> <li>Education</li> <li>Limited English proficiency</li> <li>Rurality</li> </ul> </li> </ul>	





### Phase 3 – Test & Transform

Activities to implement, test, and scale strategies:

- Pilot new strategies to detect strengths and weaknesses
- Identify facilitating and impeding factors for implementation
- Pass and enact legislation
- Adopt and enforce policies
- Coordinate implementation of transformed practices



# Examples of how legislation and polices support implementation of Foundational Capabilities

- Develop recommendations to strengthen public health infrastructure
- Require provision of Foundational Capabilities
- Report on investments in Foundational Capabilities
- Support new service delivery models
  - o Nevada: health districts do not have to comprise contiguous counties
  - o Indiana: multi-county health departments must maintain a physical office in each participating county









Communicate about the value of Public Health



## Phase 4 – Evaluate the System

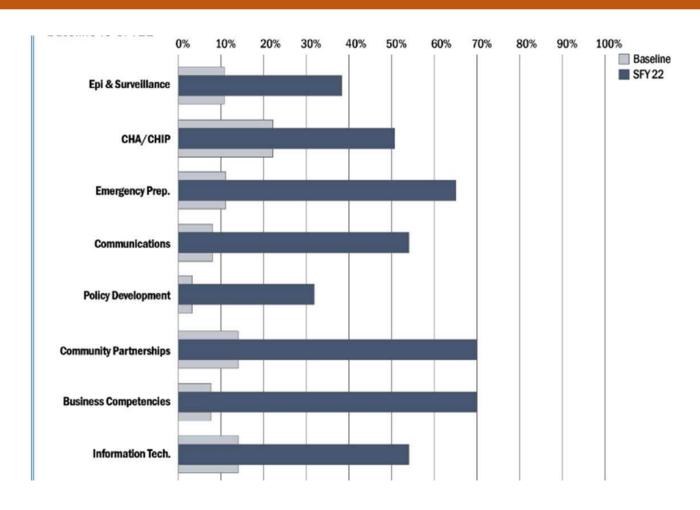
Activities to evaluate the processes and outcomes of the system transformation efforts:\*

- Design metrics to align with performance standards
- Identify and implement corrective actions

\* Activities should begin in prior phases (i.e., ongoing process improvement) with summative evaluation at end.



# **Example of demonstrating accountability in transformation plans and funding requests**





- Health Equity
- Policy Development, Legal Services, and Analysis
- Legislation
- Accountability
   Measures
- New Delivery Models for Foundational Capabilities
- Transition from COVID-19 emergency response

# Progress with Foundational Capabilities . . .

- 1. Accountability, Performance Management, and Accreditation
  - State health improvement plans, performance management systems,
     workforce development plans, accreditation and Pathways recognition
- 2. Communications
  - Communications plans, equitable access to materials, social media
- **3.** Organizational Administrative Competencies
  - Grants, software, policies and procedures

... as reported by states and territories in PHIG workplans



# See the full report for more examples and links to referenced materials



# **Top Take Aways**

Blueprint can be helpful to individual health departments and health department systems no matter where you might be on your transformation journey.

Blueprint can guide your work (theory) while pulling examples from other states for inspiration (practice).

PHAB building a website to accompany the Blueprint that will be more interactive and allow for easy updating as new resources and stories from the field emerge.



# Public Health Transformation in Illinois

Kristin Rzeczkowski Workforce Director Illinois Department of Public Health

# **About IDPH**



Our mission: The Illinois Department of Public Health is an advocate for and partner with the people of Illinois to re-envision health policy and promote health equity, prevent and protect against disease and injury,

and prepare for health emergencies.

## By the numbers



IDPH is one of the state's oldest agencies, organized in 1877 with only 3 employees.





Regional Health Offices



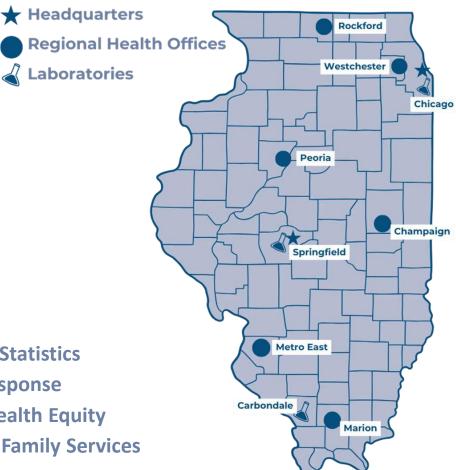
IDPH employs 1,400 Illinoisans who are committed to making the state a healthier place.

# **Our Programmatic Offices**

- Office of Disease Control
- Office of Health Care Regulation
- Office of Health Promotion
- Office of Health Protection

- Office of Policy, Planning, and Statistics
- Office of Preparedness and Response
- Office of Racial and Cultural Health Equity
- Office of Women's Health and Family Services

Laboratories



# **IDPH Overview**

#### Vision

• Illinoisans empowered and supported to achieve their optimal health with dignity and acceptance in diverse and thriving communities.

#### Mission

- The Illinois Department of Public Health is an advocate for and partner with the people of Illinois to re-envision health policy and promote health equity, prevent and protect against disease and injury, and prepare for health emergencies.
- Over 200 programs, affecting health & wellbeing of every Illinois resident & visitor
  - Childhood immunization
  - Food, water and drug testing
  - Hospital and nursing home licensure
  - Infectious and chronic disease control
  - Vital records
  - Health statistics collection and evaluation
  - Newborn screenings
  - Women's health promotion
  - Emergency Preparedness
  - Workforce development



# **Public Health System Challenges: Nationally**

Public health challenges increase in complexity, but funding steadily declines

Chronic disease and mental health conditions account for most of U.S. health care spending Less funding limits
public health
capacity to address
complex issues (e.g.,
health equity) and
provide basic public
health programs

Experts estimate a shortfall of \$4.5 billion per year necessary for health departments to provide basic public health programs

Substantial governmental public health workforce intend to leave due to stress and burnout

Nearly one-third of state and local public health employees (32%) said they are considering leaving their organization in the next year

By Jonathon P. Leider, Brian C. Castrucci, Moriah Robins, Rachel Hare Bork, Michael R. Fraser, Elena Savoia, Rachael Piltch-Loeb, and Howard K. Koh

The Exodus Of State And Local Public Health Employees:
Separations Started Before And

**Continued Throughout COVID-19** 

Public health position available: Low pay. Promise of burnout and harassment. Master's preferred.

By Kimberly Ma | September 1, 2023

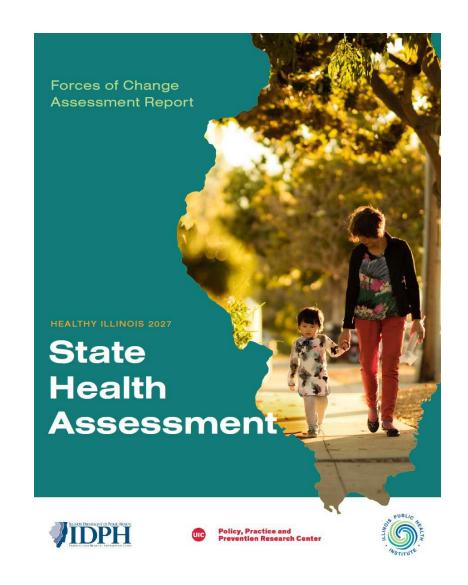
Kimberly Ma | Kimberly Ma | September 1, 2023

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Kimberly Ma | Kimberly Ma

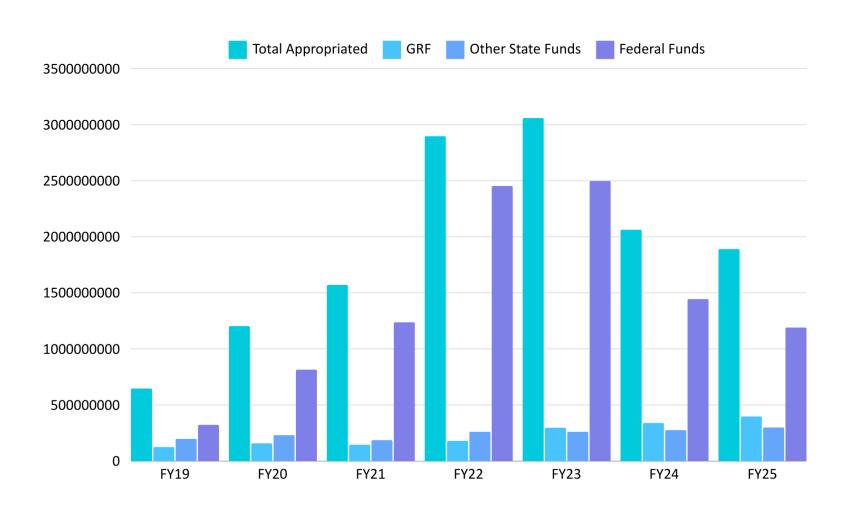
# Public Health System Challenges: Illinois

- 1. Illinois has profound health inequities
- 2. Lack of sustainable and flexible funding plagues public health's ability to address population health
- 3. Compared to nationally, Illinois ranks among lowest states for public health funding





# **Boom or Bust Funding**





# Illinois's Public Health System





Non-Sustainable System



State and Local Capacity



Burned
Out
Workforce





# Illinois Public Health Workforce Transformation Initiative

### **A Timeline for Action**

Fall 2023 - Winter 2024

Transformation Initiative forms

**Initiative Reset** 

Fall 2024

#### February 2025

New Leadership Committee formed

### March 2025-August 2025

Workgroups meet to add details to strategic agenda

















April 2024-September 2024

Data collection/

assessment phase. Training plan launched

#### December 2024/January 2025

Intensive engagement between LHDs/State

#### March 2025

Leadership Committee presents outline of strategic plan and 3 workgroups launch

### September/ October 2025

Finalize strategic plan



## Launching the Initiative









Illinois Director Vohra Announces Groundbreaking Public Health Workforce Transformation Initiative at Kick-Off Meeting

June 25, 2024

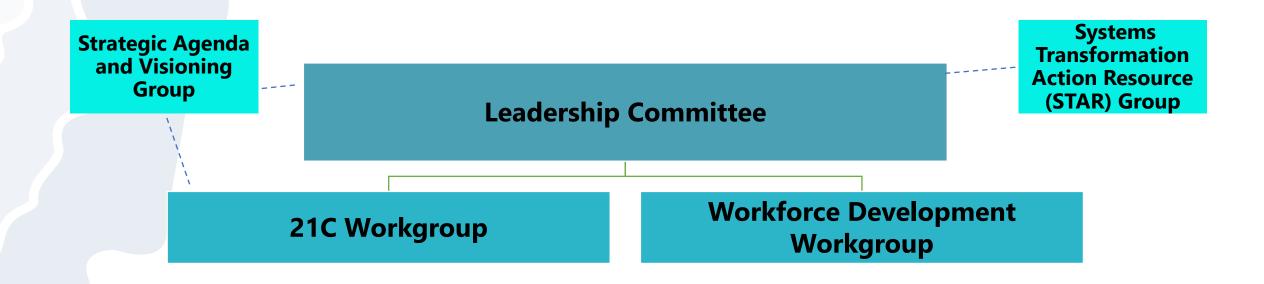


## **Getting Organized**

- Participating Partners
  - Solely governmental public health (state and local HDs and state public health association)
  - Engaged other states early on for guidance/learn from experience
- Legislation
  - No legislation involved in getting this off ground
  - Have not yet engaged electeds
- Facilitation
  - Had academic partner throughout assessment phase
  - Do not have external/third party facilitation now



### **Initial Structure of Transformation Initiative**





## **Working Goals and Activities**

### Create and Implement a Training Plan

Address rapid workforce development needs

#### •Intended Use:

 Establishes sustainable training for all levels of public health and public health pathways in Illinois

#### Identify LHD/SHD Capabilities for Foundational Services

 Use the capacity and cost assessment process to understand existing LHDs/SHD positions and funding toward basic public health services

#### •Intended Use:

 Provides concrete evidence of the financial resources needed to ensure all Illinoisans receive basic public health services

#### Develop Strategic, Systems Innovations and Structural Agenda

- Explore items raised in listening sessions:
- Modernization policies and pipeline issues
- Opportunities to leverage resources (e.g., regional position sharing, innovations in training, propose funding needs)

### •Intended Use:

 Identifies the specific strategies and activities the Illinois public health system collectively recommended to address shared and unique challenges

#### Develop a Strategic Proposal for Sustained Support

 Propose a funding approach for sustained capacity for positions and innovations

#### Intended Use:

 Outlines funding models and approaches to address the gaps identified and financing the collectively recommended strategies



## **New Leadership Training**



### **Transformational Leadership**

Public Health Leadership Institute for Systems Change (PHLISC)

- Strategic and Developmental Skills: Leadership, systems change
- New to leadership or revisioning post-COVID-19



### **Supervisory Skills**

In partnership with IL Public Health Association

- Soft and Hard Skills: Performance management, budgeting, communication
- New to management, addressing burn-out



### **Foundational Public Health**

New to Public Health – (N2PH) Residency Program

- Basic Core Skills: Public health frameworks, understanding what other divisions/units do
- New to the public health field



### **Assessments**

- Listening sessions (13 held)
  - With participation from 31 LHDs, state, and IL Public Health Association in late 2023 to gather preliminary public health workforce gaps
- Individual LHD feedback via interviews and surveys
- Breakout brainstorming sessions, April 2024 at transformation kick-off event
- Leadership Committee and workgroup participation composed of IDPH, LHD consortia and IPHA representatives
- Subject matter expert input and partner interviews facilitated over the summer of 2024
- Capacity and Cost Assessment completed by 73 (of 97) LHDs and state
  - between May-November 2024



## **Assessment Findings- 5 Buckets**

- Communications
- Funding and Infrastructure
- Workforce Capacity and Capability
- Data, Assessment, and Surveillance
- Policy Development and Implementation



### **A Timeline for Action**

Fall 2023 - Winter 2024

Transformation Initiative starts to form

### Fall 2024

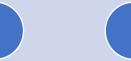
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### Where Do We Go From Here?

- Explore items raised in listening sessions:
- Modernization policies and pipeline issues
- Opportunities to leverage resources (e.g., regional position sharing, innovations in training, propose funding needs)

### •Intended Use:

 Identifies the specific strategies and activities the Illinois public health system collectively recommended to address shared and unique challenges Now is the time to take what we have learned and agree upon a path forward.



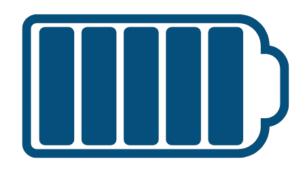


# Building a Statewide, Coordinated Public Health Service Delivery Model

## Illinois's Ideal Public Health System



Coordinated System



Sustainable System



Optimizing
State and
Local
Capacity



Resilient Workforce



### **Initial Proposed Framework**

Define Core Level of Service

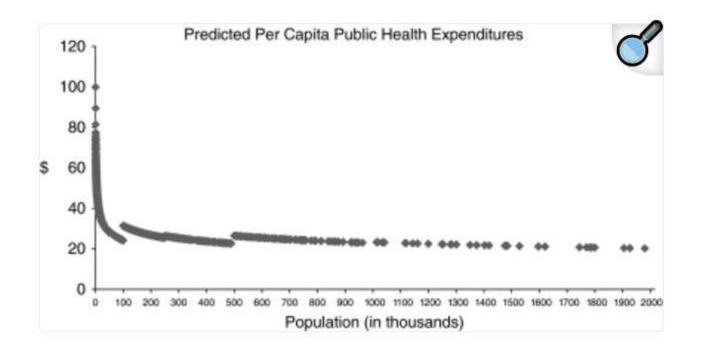
Public Health Data Systems

Partnership Driven Service Model



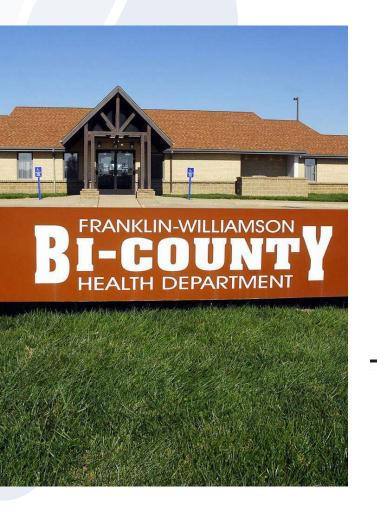
## LHD to LHD Partnerships

Population Served	Number of LHDs
Over 100,000	23 (24% of LHDs)
Under 100,000	74 (76% of LHDs)

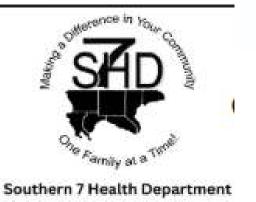




## Various LHD Partnerships











## LHD and IDPH Partnerships

## IDPH Health Regions & Local Health Departments

### Health Regions and Local Health Departments

Click on a region on the map for a list of local health departments.

- All Health Regions
- All Local Health Departments
- \* IDPH Regional Office
- Westchester
- Champaign
- Marion
- Metro East
- Peoria
- Rockford
- ☐ No Local Health Department
- Local Health Department Jurisdictional Boundaries





## **Center for Local Public Health**

### Center for Public Health Practice

The Center for Public Health Practice is located in the <u>MDH Community Health Division</u>. We work to build capacity and improve performance of Minnesota's state and local public health system. We provide leadership, technical assistance, consultation, planning support, and performance measurement to state and local partners.

### Local Health Department Outreach

Supporting Indiana's local health departments.

Local health departments are vital to our communities where Hoosiers live, work, and play. Through continuous engagement with 95 health departments, IDOH program areas and the Local Health Department Outreach Division provide direct support to Indiana's locally controlled health departments and their respective boards of health to carry out essential public health services.

The Local Health Department Outreach Division supports local health departments and the state by:

- Serving as the agency liaison for the local health departments and boards of health
- Providing programmatic and administrative technical assistance and policy support
- Delivering current and robust training opportunities to local health department personnel

Local health departments provide essential health services to protect the public's health such as environmental health service protection, emergency preparedness, preventative and primary care, immunizations, training and education, and others per si local government mandates.

To contact the Local Health Department Outreach Division email LHDinfo@health.in.gov.





A > Executive Office of Health and Human Services > Department of Public Health

## Office of Local and Regional Health (OLRH)

OLRH provides local public health (LPH) with the resources, tools, and support needed to promote and protect the health of their communities. We offer training and technical assistance for LPH's unique challenges and needs.

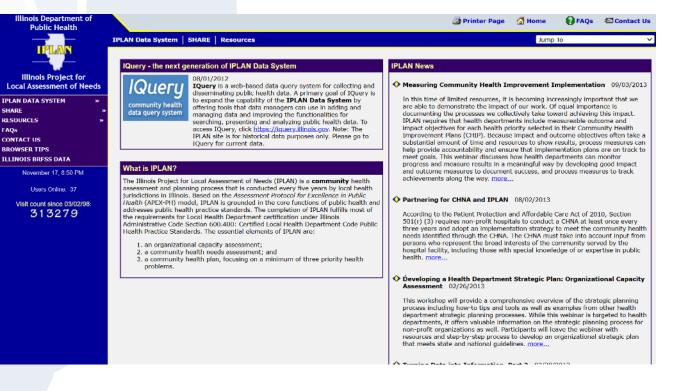
We also coordinate the State's LPH response for emergencies and promote wellness and health equity for all individuals. We support improvements in local public health performance and quality and are committed to building and maintaining a skilled public health workforce. We connect our LPH partners with Department of Public Health (DPH) programs, services, and resources, which work to advance public health planning at the community level.

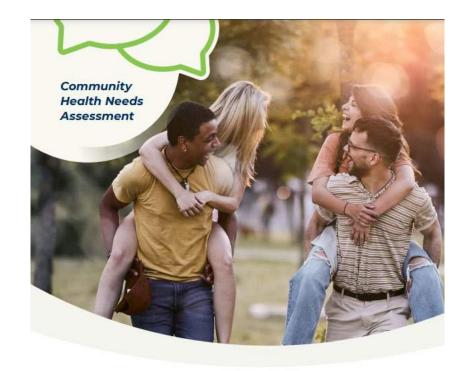
Read more about our Mission, Vision, and Values in our  $\frac{\text{Strategic Plan}}{\text{DOC}} \mid \frac{\text{DOC}}{\text{DOC}}$  and About OLRH page

### The Connecticut Department of Public Health Local Health Administration Section Local Health Infrastructure Overview

The Office of Local Health Administration (OLHA) is responsible for ensuring the delivery of public health services at the local level. The mission of OLHA is to work with local partners to fulfill Connecticut General Statutes and Regulations thereby providing essential public health services statewide.

## **IPLAN & CHNAs**





Sangamon County Illinois 2024

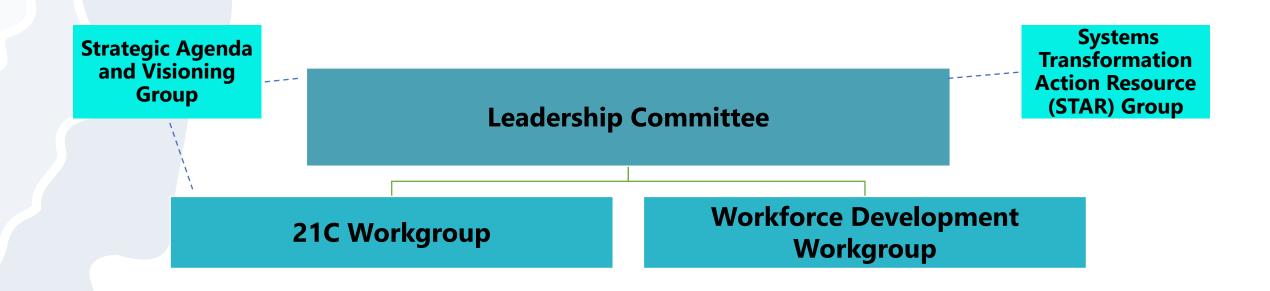






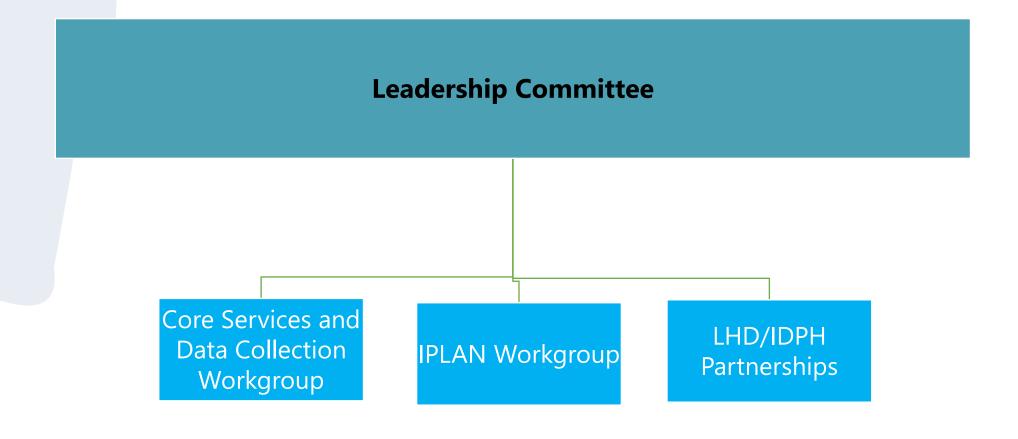
### **New Governance Structure**

### **Initial Initiative Structure**





### **Streamlined Initiative Structure**





### **Transformation Initiative Co-Chairs**

President, Southern IL Public Health Consortium

President, IL Association of Public Health Administrators

Assistant Director, IL Department of Public Health

President, Northern IL Public Health Consortium





## **Next Steps**

### **A Timeline for Action**

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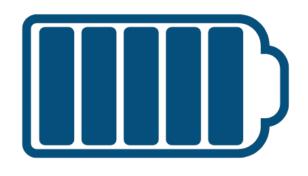


# Building a Statewide, Coordinated Public Health Service Delivery Model

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## Strategic Agenda Framework

Define Core Public Health Services in Illinois and Measure Performance

Strengthen Public Health Data Systems

Leverage LHD/IDPH Partnerships



## **Key Elements and Assumptions**

- 1. Working within "baseline" funding, setting aside expectations for funding increases in short-term
- 2. Optimize resources we currently have through strengthened partnership
- 3. Expand the definition of "core" public health services/capabilities ("raise the floor")
- 4. Measure performance
- 5. Improve access to and collection of data
- 6. Leverage and strengthen relationships
- 7. Eventually codify changes in administrative code and reflect what it means to be a certified health department



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October 2025

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Q&A



## Wrap Up



### **Resources & Contact Information**

- Blueprint for Public Health System Transformation
- IL Transformation Launch
- 21st Century Learning Community
- Melissa Sever: <a href="mailto:msever@phaboard.org">msever@phaboard.org</a>
- Grace Gorenflo: <u>ggorenflo@gmail.com</u>
- Kristin Rzeczkowski: <u>Kristin.Rzeczkowski@Illinois.gov</u>





