

Engaging Governing Boards in Strengthening Local Public Health Infrastructure

*Part II: Working with Local Governing Boards,
2015 Local Board of Health National Profile*

National Association of County and City Health Officials

June 15, 2016

Part 2: Engaging Local Governing Boards

- Findings from the 2015 Profile of Local Boards of Health
- A Local Health Department experience

Today's Speakers

- Sarah Newman, MPH
Senior Research and Evaluation
Specialist, NACCHO
- Sandy Tubbs, RN, PHN
Administrator, Horizon Public
Health



Engaging Governing Boards in Strengthening Local Public Health Infrastructure

2015 Local Board of Health National Profile



Sarah Newman, MPH
Senior Research & Evaluation Analyst

Background

Local boards of health are an essential link between public health services and a healthy community

Local board of health governance functions

- Policy development
- Resource stewardship
- Legal authority
- Partner engagement
- Continuous improvement
- Oversight

Study methods

Identify study population and study sample

Field July through September 2015

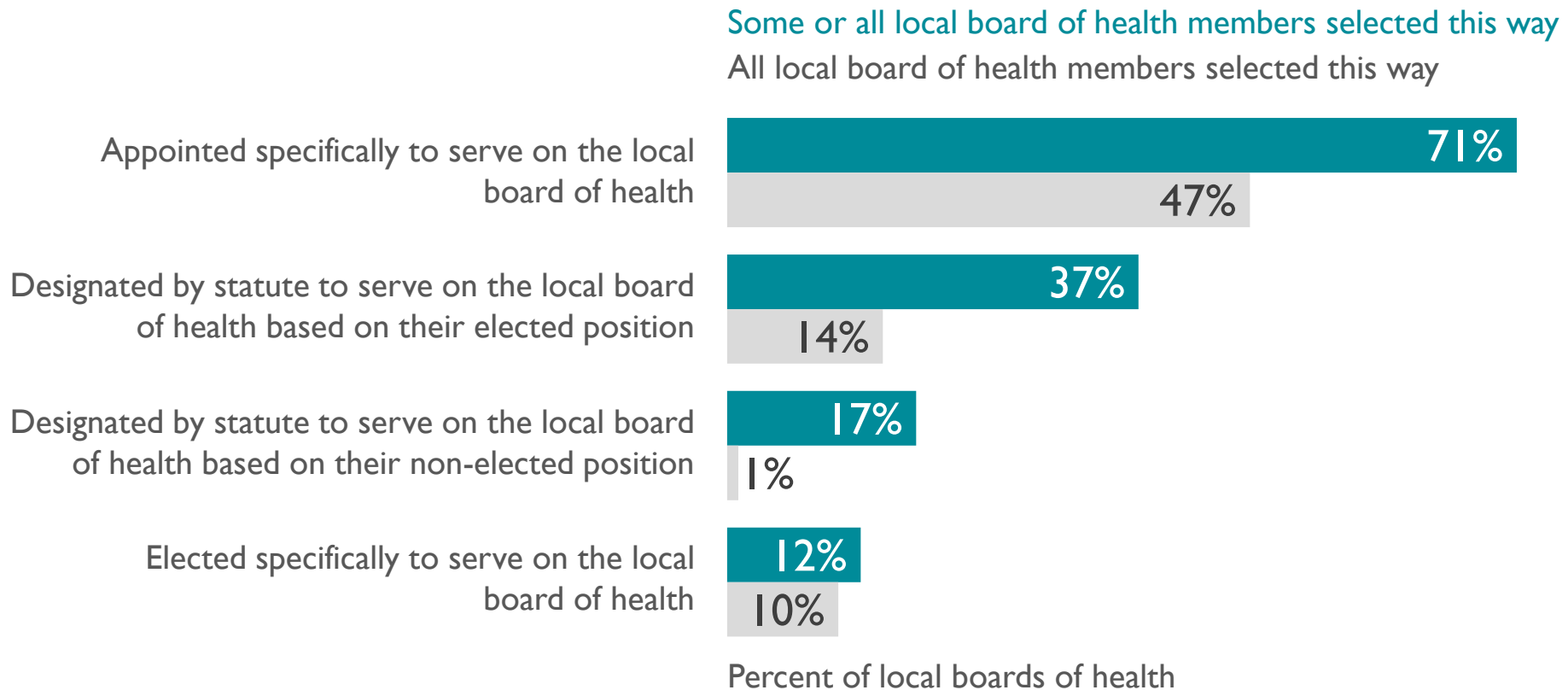
394 completed (58% response rate)

Responses reflect perspectives
of LHD leaders

Data were self-reported



Local board of health members are most often appointed to serve on the board



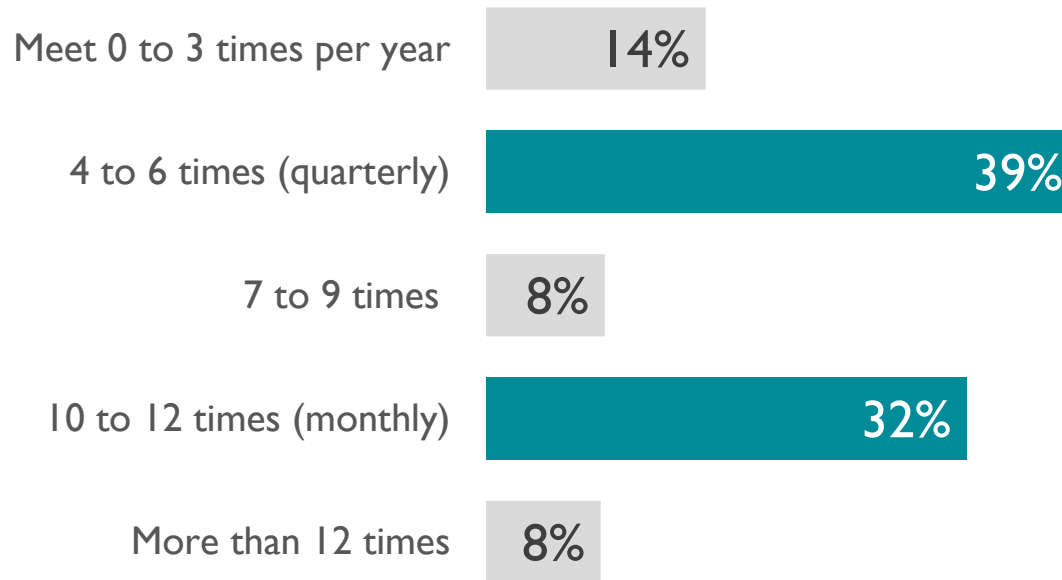
Members are more likely to have training in **healthcare** than public health

Percent of local boards of health with at least one member with the following professional backgrounds



*Prior to serving on the local board of health

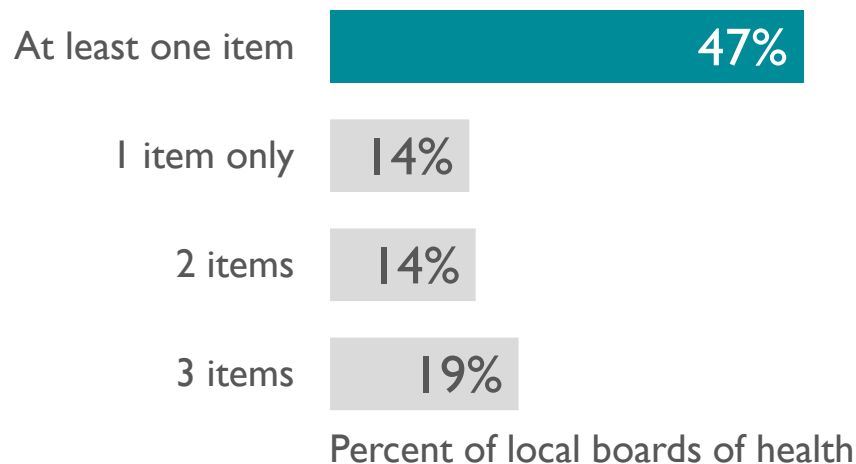
Most local boards of health meet between quarterly and monthly



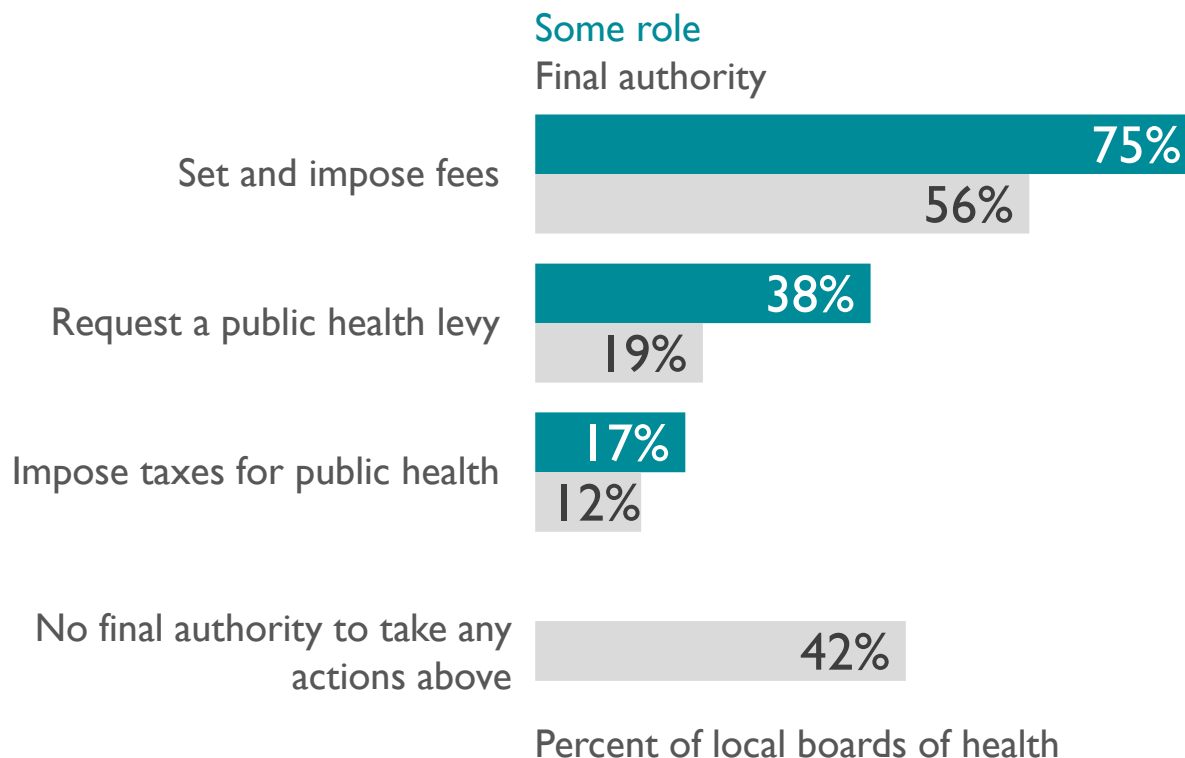
Percent of local boards of health

Less than half have at least one document that guides their activities

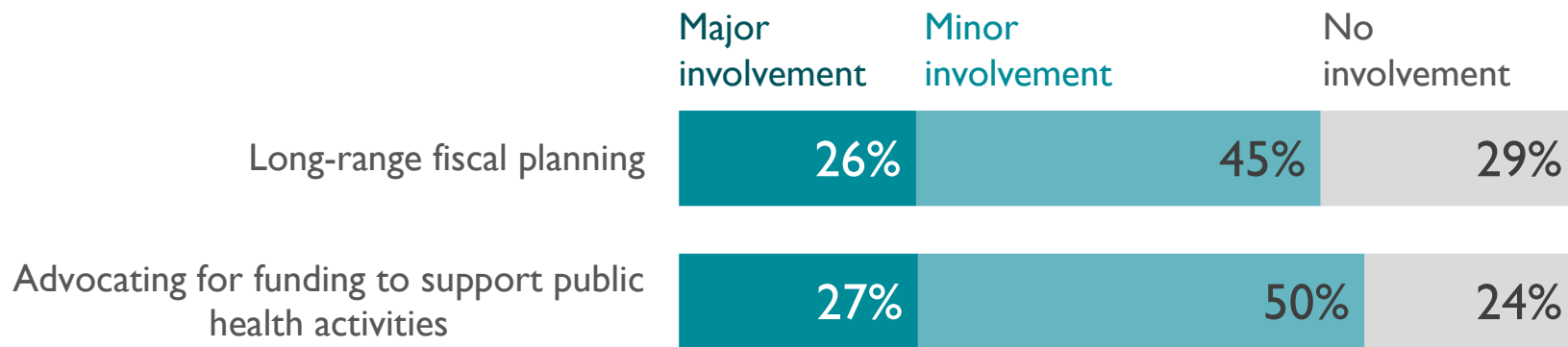
A vision or mission statement, strategic plan, or goals or objectives



Local boards of health have varied authorities to generate revenue

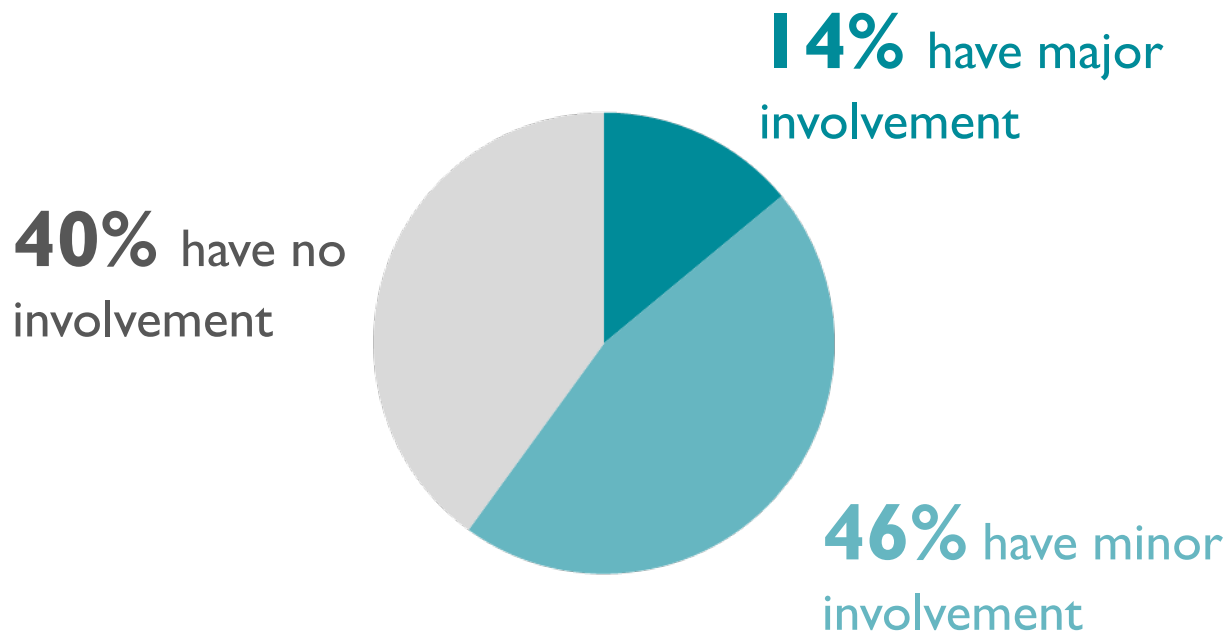


Most are involved in planning and advocating for financial resources

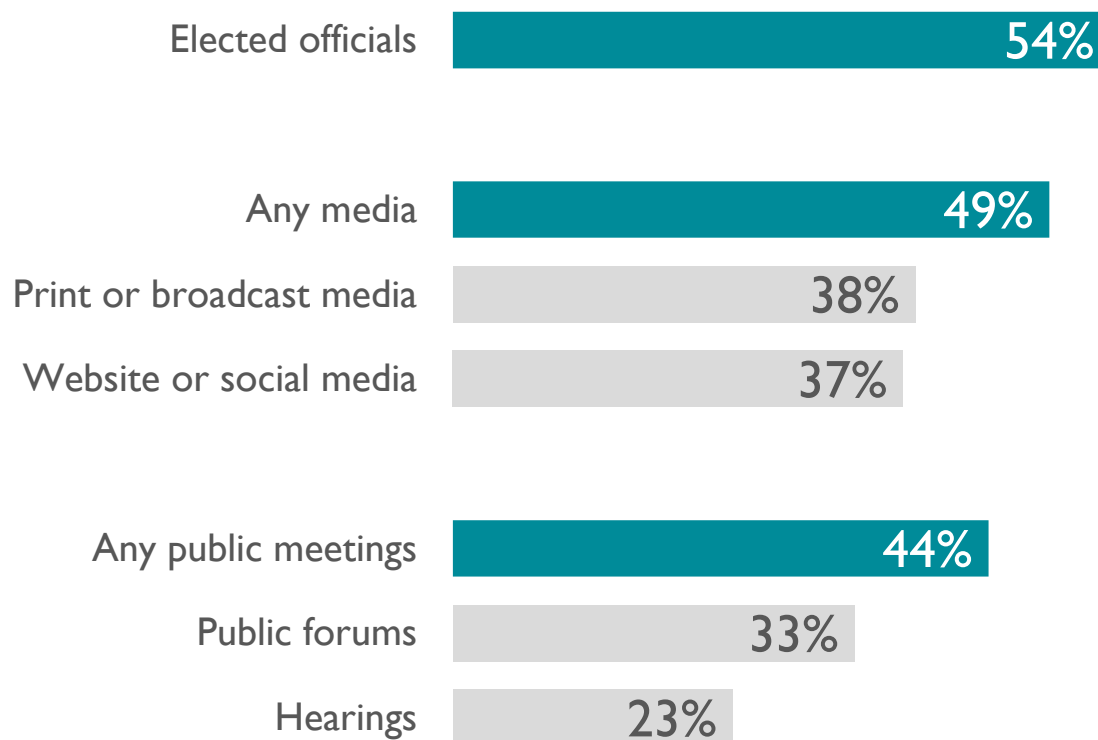


Percent of local boards of health

More than half determine whether public health services meet legal requirements

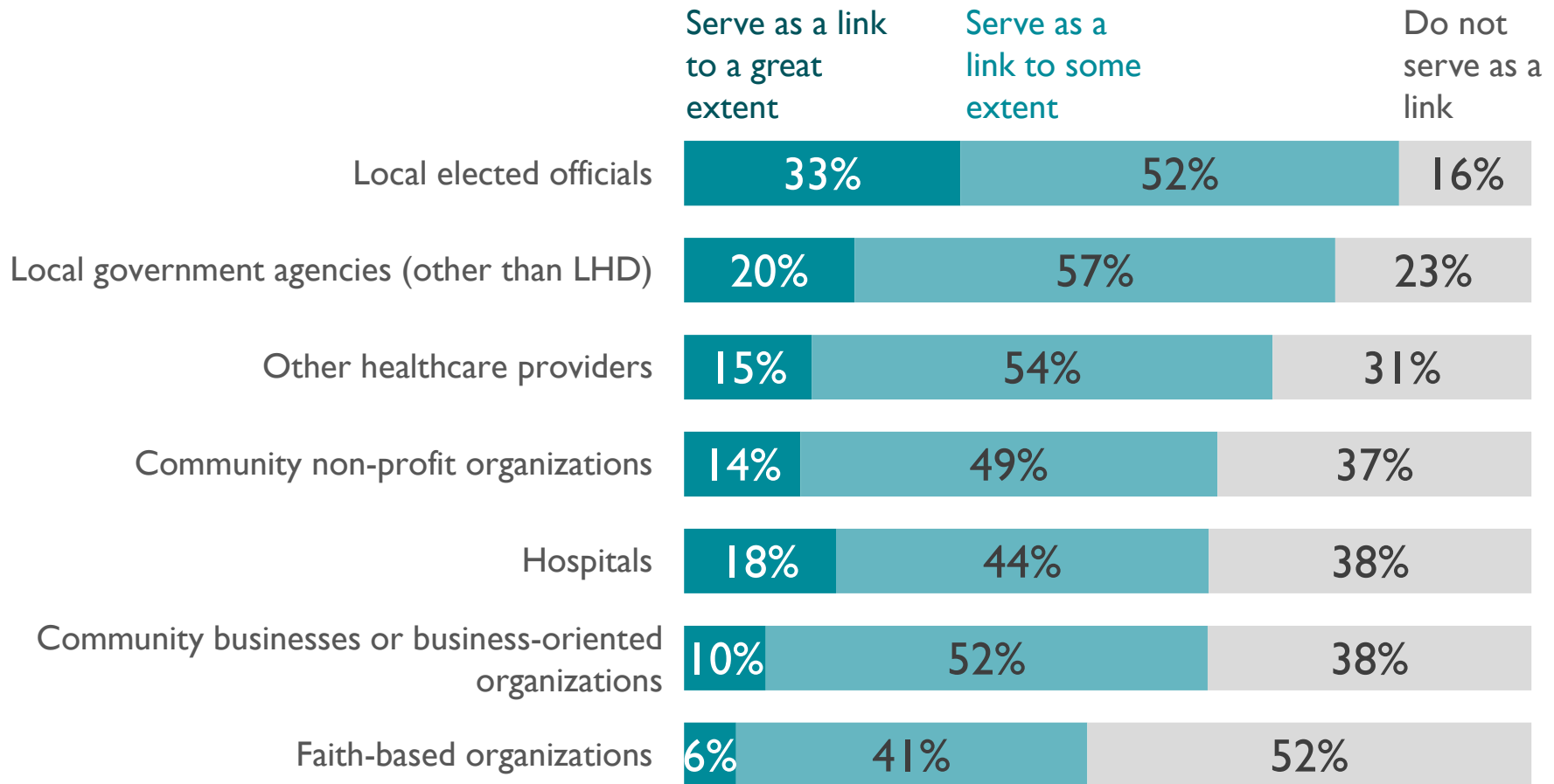


Local boards of health solicit community input in a variety of ways



Percent of local boards of health

Local boards of health serve as a link between the LHD and the community



Percent of local boards of health

Where can I get more information?

www.nacchoprofilestudy.org/other-materials

1 2 3 4 5 6 7 8

9 10 11 12 13 14 15 16

17 18 19 20 21 22 23 24

25 26 27 28 29 30 31 32

Thank You

www.nacchoprofilestudy.org/other-materials

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Working with Local Governing Boards

One Local Health Department Experience

June 15, 2016

Sandy Tubbs, PHN, Administrator



**Horizon
Public Health**

Prevent. Promote. Protect.

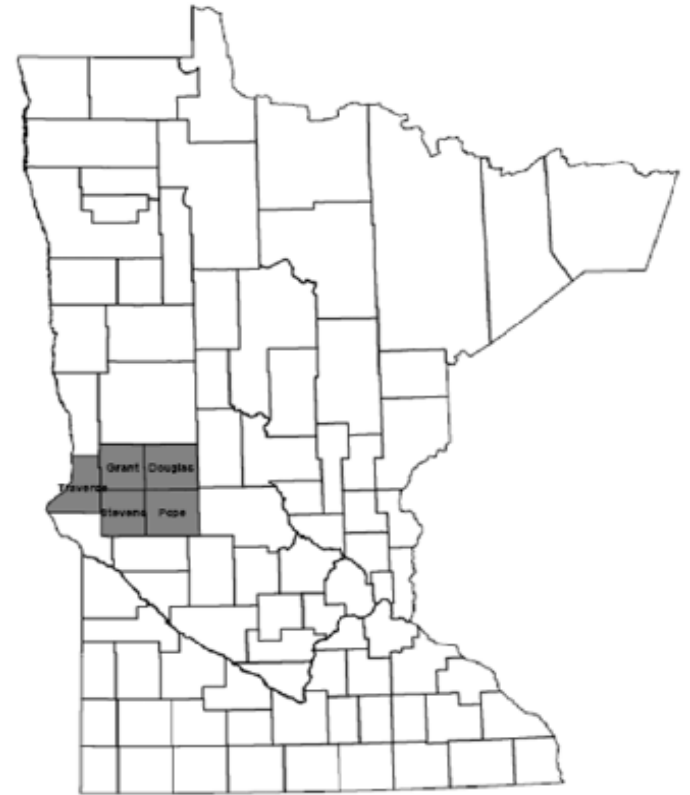


Objectives for today

- ▶ To share with you how we engaged our local governing boards in the merger of 3 LHDs and turned them into Champions
 - ▶ The challenges
 - ▶ The lessons learned
 - ▶ The rewards

Horizon Public Health

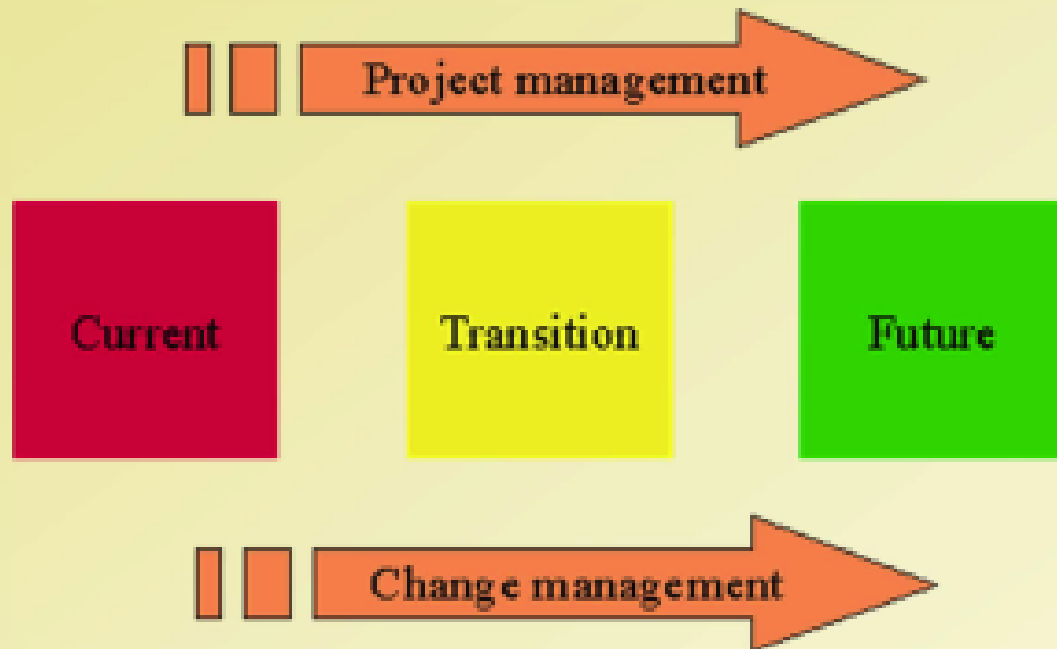
- ▶ County Populations
 - ▶ Douglas - 36,009
 - ▶ Grant - 6,018
 - ▶ Pope - 10,995
 - ▶ Stevens - 9,726
 - ▶ Traverse - 3,558



Summary of the Process

- ▶ March 2012 - Horizon Board appoints “Restructuring Committee” to explore the benefits and risks of merging 3 LHDs (5 counties) into a single Public Health Organization
- ▶ December 2012 - Preliminary approval granted by all of the individual county boards giving the Restructuring Committee the “go-ahead” to continue moving forward
- ▶ January 2013 - Awarded 1 of 16 Cross-Jurisdictional Sharing grants from RWJF
- ▶ 2013 - Spring 2014 - Project Management and Change Management activities implemented throughout the year in preparation for the final vote
- ▶ March - April 2014 - All 5 individual Boards of Commission vote in favor of integration
- ▶ January 2015 - Horizon Public Health is launched as an independent 5 county health department

Develop a Change Management Strategy



Identify the Stakeholders

- ▶ Who are the various groups who will be affected by this change?
- ▶ Who's going to want it?
Who has the most to gain?
- ▶ Who's going to resist it?
Who has the most to lose?
- ▶ Who's got the power to decide?
- ▶ Who's got the power to influence?



Focus on Change Management

- ▶ Identified key stakeholders that would be impacted by the integration
 - ▶ Policy makers, primarily the elected County Commissioners from all 5 counties
 - ▶ Public Health staff from 3 PH Departments
 - ▶ County Department partners in all 5 counties
 - ▶ Public: Current and future residents of Douglas, Grant, Pope, Stevens and Traverse counties

Elected Officials

- ▶ Five individual Boards each appointed one elected official to serve on the 5-County Restructuring Committee along with 2 community representatives
- ▶ Over a 3-year period, this “Group of 7” became the center of the exploration and implementation of the integration
- ▶ All but one of them emerged as Champions within their own respective governing boards

6 Steps to Successful Change

1. *Clarify* **WHAT** we want to achieve
2. *Articulate* a key idea of **WHY** it's worthwhile
3. Stakeholders *understand the why* (the key idea) and *buy into* it
4. Develop a *plan* for **HOW** to achieve it
5. Implementers *understand how* to do it and are *able to* do it successfully
6. Everyone partners to *celebrate* & *sustain*

Where do you start?

- ▶ The first step was to agree on the key idea.....the answer to the questions “What and Why”?



A word of advice.....

- ▶ Re-state your goal over and over (what and why)
- ▶ Do not move on until your stakeholders understand the what and the why....if you do, you'll eventually have to come back

Why before How....Always!

You know
WHAT we
ought to
do...

Why:
Key
Idea

Yes!
We
can.

Yes! We're
on board.

And
here's
How



And then came the “How”

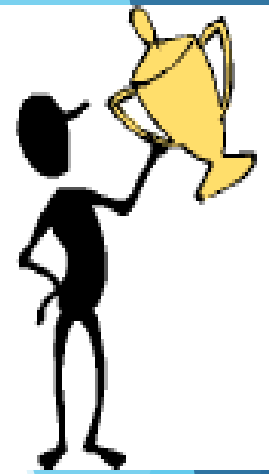
- ▶ Identified six primary areas of focus:
 - ▶ Governance
 - ▶ Personnel/Staffing
 - ▶ Programs/Services
 - ▶ Budget and Finance
 - ▶ Community Partnerships
 - ▶ Offices and Facilities

The making of our Champions....

► Education, Education, Education

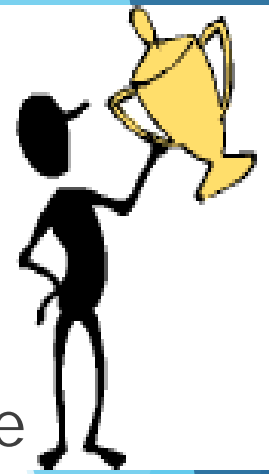


The making of our Champions....



- ▶ Committee meetings were held every 1-2 months for almost 3 years
- ▶ Analyzed in-depth information related to each of the 6 primary areas of focus
- ▶ Engaged elected officials in conversation with other elected officials with similar experiences
- ▶ Provided monthly newsletters updating them on the activities of the previous month
- ▶ All elected officials from the 5 counties were invited to come together to collectively share their thoughts and concerns

The making of our Champions....



- ▶ Engage and empower
 - ▶ 5 County Board representatives took a lead role in informing their respective Boards of the progress and the recommendations as they were developed
 - ▶ Board representatives attended all-staff meeting to address questions and concerns
 - ▶ Staff assumed a support role for the elected officials and provided educational resources/tools
- ▶ Elected officials committed to the goal of the initiative and “owned” its successful implementation

And then we took our show on the road...

- ▶ Meetings scheduled with each of the 5 individual County Boards of Commission
- ▶ Purpose was to provide an update on the information that had been gathered and to gain an understanding of any questions and concerns from the individual County Boards of Commission
- ▶ “Group of 7” actually delivered the presentation and engaged in a Q & A discussion with the County Board members

The bumps in the road?

- ▶ Elected officials:
 - ▶ Variable understanding of core responsibilities of local public health
 - ▶ Elected official turnover during process
 - ▶ Adjusting to shared decision-making; maintaining trust
 - ▶ Equitable distribution of local tax levy

Lessons Learned on our Journey

- ▶ Be sure everyone agrees on the “why” and emphasize that in every communication
- ▶ Expect a time-consuming process
- ▶ Elected officials, when armed with information and commitment, yield a powerful voice
- ▶ Find your champions and exploit them; But expect opposition and be willing to accept it
- ▶ You cannot over-communicate or over-educate
- ▶ Be honest and be transparent

The Payoff:

Horizon Public Health

- ▶ Horizon Public Health implemented January 1, 2015
- ▶ All staff transitioned with no loss of jobs or salary
- ▶ One union emerged from 3
- ▶ Strong Governing Board support
- ▶ Stable and healthy fiscal status

Thank You!

For More Information

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Q&A

- Please type your questions in the Q&A box
- Contact:
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 - Sandy Tubbs, sandyt@horizonph.org