

# Pointing the Way: A Series of Policy Papers to Transform the Health Safety Net

## Part 6: Comparison of City/County Health Departments- Governance and Systems Integration Processes

May 2011

	<b>Formal Name</b>	<b>Governance Structure</b>	<b>Scope of Services</b>	<b>Decision Process for Merge</b>	<b>Timeline</b>	<b>Scope of Change</b>
Akron-Summit County, Ohio	Summit County Health District	18 member Board of Health	Clinic Services, Communicable Disease, Community Programs, Emergency Preparedness, Environmental Health, School Services <sup>i</sup>	Health District Feasibility Committee formed, feasibility study, explored eight areas of concern, prepared by consultants- 2009-2/2010. Followed by Memorandum of Understanding (MOU) by District Advisory Council, City of Akron, March 2010. <sup>ii</sup>	10 months post feasibility study, began to merge. Milestones included MOU, followed by assignment of grants and contracts, review and modification of regulations, integration of staff and facilities, and public education about the merge. <sup>iii</sup>	150 employees in Akron Health Department, 123 employees in Summit County Health Department merged. All employees retained jobs. City employees transferred to county. Created organization chart to effectively merge employees and departments. Services merged. <sup>iv</sup>
Madison-Dane County, Wisconsin	Department of Public Health for Madison and Dane County	Separate Public Entity overseen by 8 member Board of Health for Madison and Dane County  Decisions Subject to approval of the Madison City Council and Dane County Board of Supervisors. <sup>v</sup>	Serves almost 500,000 people; Clinic services, environmental health, WIC, Communicable Disease, HIV/AIDS Counseling/ Testing, Immunizations, Oral Health, Health Promotion, Animal Services <sup>vi</sup>	Report prepared by Joint Public Health Advisory Committee over two years. <sup>vii</sup> Intergovernmental Agreement approved by City Council and County <sup>viii</sup>	Report prepared between 2000 and 2002, laying out phases for unification, including recommendations for governance, staffing and collective bargaining, organizations structure, programs and services, and funding. <sup>ix</sup> Approx. 3 years from Phase I agreement to enactment of final IGA in 2007. <sup>x</sup>	Number of staff remained constant, county employees became city employees; expanded and increased services, more efficiency in tracking disease outbreaks. <sup>xi</sup> City Treasurer keeps Joint Fund. City handles contracts, communicable disease and animal control issues, while county handles public records and confidentiality, personnel/ human resources, child protective services, reproductive health, and both handle lawsuits, ordinance enforcement, interpretation and administrative hearings. <sup>xii</sup>

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San Antonio-Bexar County, Texas	San Antonio Metropolitan Health District	Metro Health is a City/County organization, administrative control is under the City of San Antonio <sup>xiii</sup> . A 13 member Advisory Board of Health: 11 of which are appointed by the City Council, one appointed by University Health System, and one appointed by the Bexar County Commissioners Court. The Board advises the Director of Health and the governing bodies of the City and County. <sup>xiv</sup>	Health code enforcement, food inspections, immunizations, clinical services, environmental monitoring, disease control, health education, dental health, emergency preparedness and issuance of birth and death certificates to the public.	The goal was to create a more efficient and effective model to address prevention and provide greater access to follow up care.	Spring 2007- San Antonio Metro Health (10 preventive health clinics) established a population-based service area. Feb. 2008- Metro Health integrated clinical preventive services with University Health System (UHS) (the Bexar County Hospital) through a city-county integration agreement. <sup>xv</sup>	“This partnership is resulting in even better service to residents through not only the existing clinics but also a new model of care involving Goodwill Industries.” – 2007-2008 Annual Report

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St.Paul-Ramsey County, Minnesota	Saint Paul - Ramsey County Department of Public Health	Ramsey County Board of Commissioners holds governing and decision-making authority for all services provided by County.  City designates the County as its agent for services agreed upon in Joint Powers Agreement but retains its own Board of Health, and County designates City as its agent for the services the City agreed to perform.	Public Health Services	MN state law (Statute 383A.12) developed in 1971 to enable cities and counties to merge or consolidate with city voter approval.  Ramsey County Board and Saint Paul City Council adopted Saint Paul-Ramsey County Community Health Services Plan for 1996-1999; City and County officials prepared report in favor of merge; Joint Powers Agreement adopted in December 1996 <sup>xvi</sup>	Transition during 1997. Milestones included collaborative planning, developed and communicated statement of mission, vision, values and customers, external community involvement, development of organizational chart, creation of combined budget, study of office space, process for moving staff, development and administration of employee survey, monitoring of JPA implementation and development of expectations by section managers. <sup>xvii</sup>	City employees transferred to county. Services not eliminated or reduced. City retained responsibility for housing enforcement services, animals control, food inspection services, solid waste activities within city limits. The City begin providing services in dangerous dog registration, lead paint hazard control, lead hazard reduction. The County maintained or assumed control of all other services in the county and city. <sup>xviii</sup>
Toledo-Lucas County, Ohio	Toledo-Lucas County Department of Public Health	Separate Public Entity overseen by 11 member Toledo-Lucas County Board of Health	Public Health and some clinical services, environmental health, Disaster response and preparedness <sup>xix</sup>	Report prepared by outside firm; education campaign in county; contract of merger between county and towns <sup>xx</sup>	Merged in 2000.	Maintenance of all services, but with higher pay scale, plus addition of 30-40% more services. <sup>xxi</sup>

\* Springfield-Sangamon County, Illinois also merged in 2006. No additional information available as of May, 2011.

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- <sup>i</sup> Summit County Health District (2011). Summit County Health District. Retrieved May 4, 2011 from <http://www.schd.org/index.html>.
- <sup>ii</sup> Center for Community Solutions (2010). *Summit County Health District and Akron Health Department Consolidation Feasibility Study*. Retrieved on May 4, 2011 from <http://www.schd.org/pdfs/Final%20Report%202-12-10.pdf>
- <sup>iii</sup> *Ibid.*
- <sup>iv</sup> *Ibid.*
- <sup>v</sup> Public Health Madison & Dane County (2011). Health Board. Retrieved May 4, 2011 from <http://www.cityofmadison.com/mayor/mycommit/roster/102975.cfm>.
- <sup>vi</sup> Public Health Madison & Dane County (2011). Services. Retrieved May 4, 2011 from <http://www.publichealthmdc.com/about/services.cfm>.
- <sup>vii</sup> Joint Public Health Advisory Committee (2002). *The Final Report: Recommendations Regarding the Unification of Public Health Services in Madison and Dane County*.
- <sup>viii</sup> City of Madison and Dane County (2007). *Intergovernmental Agreement Between the City of Madison and Dane County for Creation of a City-County Health Department*
- <sup>ix</sup> Joint Public Health Advisory Committee (2002). *The Final Report: Recommendations Regarding the Unification of Public Health Services in Madison and Dane County*.
- <sup>x</sup> City of Madison and Dane County (2007). *Intergovernmental Agreement between the City of Madison and Dane County for Creation of a City-County Health Department*. p.3
- <sup>xi</sup> Personal communication with Department of Public Health for Madison and Dane County.
- <sup>xii</sup> City of Madison and Dane County (2007). *Intergovernmental Agreement between the City of Madison and Dane County for Creation of a City-County Health Department*. Appendix C.
- <sup>xiii</sup> San Antonio Metropolitan Health District (2011). *Metro Health- About Us*. Retrieved May 4, 2011 from <http://www.sanantonio.gov/health/About-Us.html>.
- <sup>xiv</sup> San Antonio Metropolitan Health District (2008). Building the Foundation for a Healthier San Antonio. Retrieved May 4, 2011 from <http://www.sanantonio.gov/health/pdf/AnnualReport07-08.pdf>.
- <sup>xv</sup> *Ibid*
- <sup>xvi</sup> City of Saint Paul and County of Ramsey (1996). *Joint Powers Agreement between the City of Saint Paul and the County of Ramsey for Public Health Services*. p. 1.
- <sup>xvii</sup> Fulton, Robert (1997). *Joint Powers Agreement Implementation: Saint Paul – Ramsey County Department of Public Health Milestones*. p. 1-2.
- <sup>xviii</sup> City of Saint Paul and County of Ramsey (1996). *Joint Powers Agreement between the City of Saint Paul and the County of Ramsey for Public Health Services*. p. 1.
- <sup>xix</sup> Toledo-Lucas County Health Department (2011). *Keeping Our Community Healthy*. Retrieved May 4, 2011 from <http://www.co.lucas.oh.us/documents/Health/2010%20Health%20Department%20brochure%20UPDATED.PDF>.
- <sup>xx</sup> Personal Communication with Toledo-Lucas County Department of Public Health.
- <sup>xxi</sup> *Ibid.*