



Mecklenburg County Public Health Department

Final Report

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Purpose and Scope

- Assessment
 - Review policies/procedures for non-clinical programs and general administration
 - Assess department wide quality assurance and quality improvement processes and plans
 - Review results of State program reviews
 - Assess organizational structure and leadership responsibilities
- Organizational Development
 - Provide written recommendations for changes to organizational structure and leadership responsibilities
 - Recommend policy, procedure and process changes
 - Assist, advise and support Public Health leadership and the County Manager's office on implementation of recommendations
 - Recommend evidence-based practices, including competency-based staff assessments specific to public health
 - Based on competency assessments, recommend leadership development and training needs

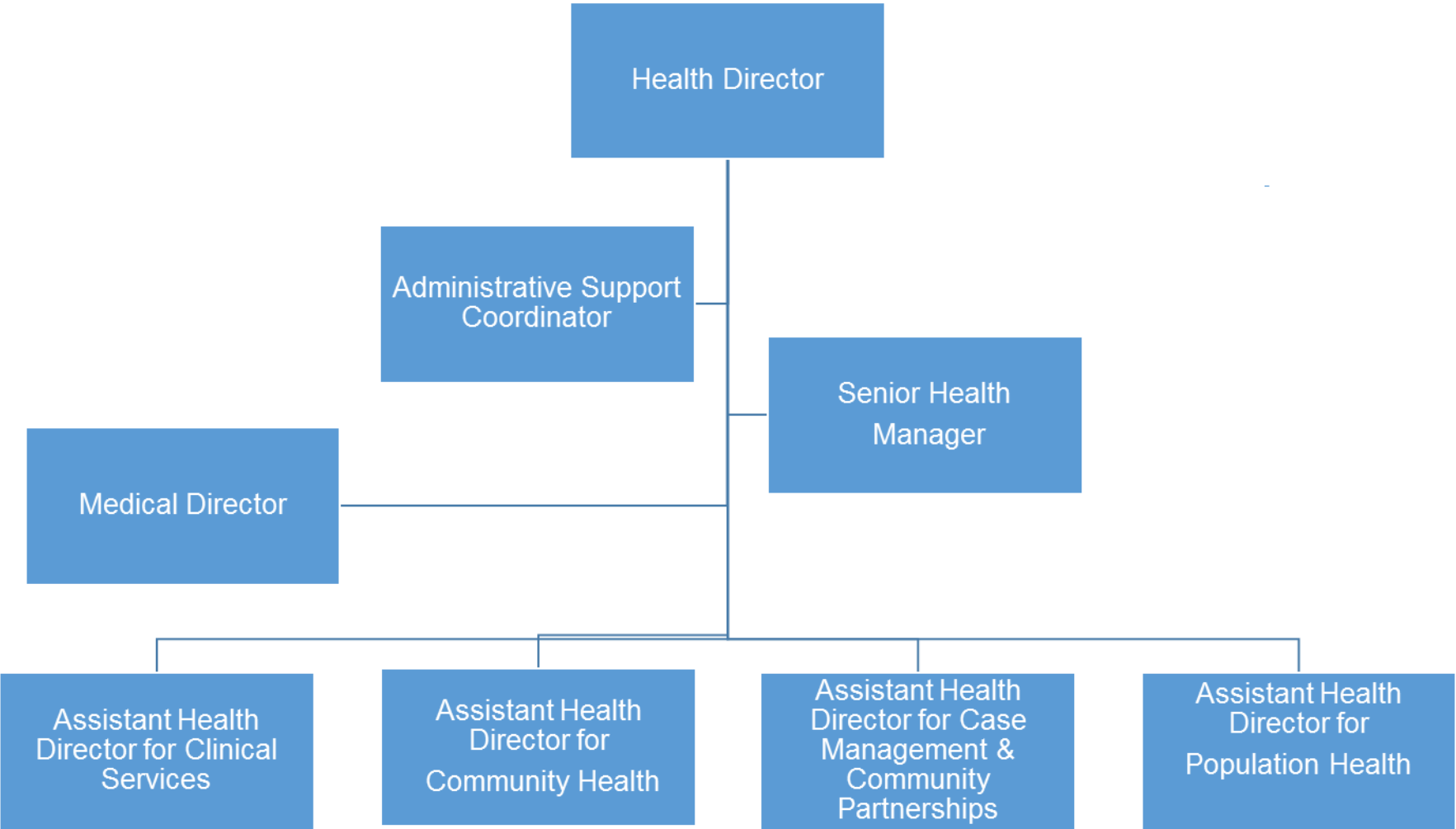
Purpose and Scope

- Public Health Oversight
 - Work with Navigant to assure that public health best practices are incorporated into recommendations
 - Make recommendations for improvements, if needed as result of State program reviews
- Employee Relations and Communication
 - Provide coaching and mentoring for current health director and executive team members as requested and needed for improving employee relations and communications

Assessment

- *Interviews*
 - 11 interviews with staff leaders in Department
 - Interviewed representatives from Human Resources, Office of Budget and Management, Internal Audit, and Assistant County Manager for Health and Human Services
- *Policy Reviews*
 - All non-clinical program policy manuals
 - Administrative policy manual
- *State Program Review Letters*
 - Reviewed 9 state program review letters
- *Coordination Meetings*
 - Multiple coordination meetings with Navigant staff and Audit staff

Executive Level Organizational Recommendations



Organizational Components: Health Director

- **Directly responsible for all activities of the health department**
- Must be recognized as the leader of ALL divisions of the Department
- Must have intimate knowledge of the inner works of each Division
- Must be able to rely on each Assistant Director to provide specific leadership and accountability for the work of all programs under each person's purview.
- Directly responsible for the development of the Strategic Business Plan for the Department, as well as an overall Performance Management Plan
- Accountability for diversity, equity, and inclusion
- Primary liaison to key community partnerships

Organizational Components: Medical Director

- Responsible for overall medical leadership and consultation for all divisions in the department
- Directly responsible for supervising the quality assurance and quality improvement functions of all medical services (this includes clinics AND communicable disease investigation and follow-up)
- Provides advice and assistance for all communicable disease investigations and interventions, regardless of the divisional location
- Directly accountable for and supervises nurse practitioners/physician assistants, and physicians in the clinics and/or in other divisions in the department
- Maintains a close working relationship with the Assistant Health Director for Clinical Services

Organizational Component: Senior Health Manager

- Responsible for all financial aspects of the department, liaising with all assistant directors and county structures for budget preparation, contracting, contract management, financial reporting, grant preparation and grant management.
- Responsible for working with assistant directors to ensure that data is collected for performance measurement and quality assurance purposes
- Coordination of an overall direction for quality improvement across all divisions
- Responsible for IT support and coordination with existing county services and any unique IT needs of the health department
- Responsible for coordination of staff development and training for the department overall
- Responsible for managing the strategic planning process under the direction of the Health Director
- Coordinates with the County Public Information Department

Organizational Components: Assistant Health Directors

- Each of the 4 assistant health directors is the leader of a set of program priorities for the Department
- Each is responsible for all aspects of the programs in their control **AND** are responsible for ensuring that program requirements are met **AND** that all programs function together cohesively
- Each is responsible for program policies and procedures for all of the programs and activities under their supervision
- Each division will have different supervisory structures depending on the functions
- For the Department to function effectively, these leaders must all work together for the good of the organization and the people of Mecklenburg County.
- **All Assistant Health Directors must recognize an interconnectedness between programs and services.**

Organizational Component: Assistant Health Director for Clinical Services

- Responsible for **all functions of clinical services** provided by the Health Department and reports directly to the Health Director
- Provides for the supervision of the scope of practice issues for nursing staff regardless of licensure level for the entire Department
- Acts in close concert with the Medical Director to implement quality assurance and quality improvement activities
- Responsible for all business functions of clinical activities and for supporting managers at each clinical site
- The Navigant recommendations call this position the Clinic Director, the important factor is the placement of this position at the executive level equivalent to other executive team members

Organizational Component: Assistant Health Director for Community Health

- Responsible for all functions of **services provided to the community to safeguard their health**. In North Carolina, these are considered to be core public health functions.
- Recommend five program areas be included in this Division:
 - **Environmental Health**
 - All currently state mandated environmental health programs
 - Any local programs that have a local ordinance authorizing health department enforcement.
 - **Communicable Disease Control**
 - Receives communicable disease reports from the Clinical Division, local medical providers, health care institutions and other surveillance systems and following up as required by state protocol.
 - **There should be a coordinative relationship with the Epidemiology Program and with the School Health Program**
 - **School Health**
 - Provides nursing services to all schools in Charlotte-Mecklenburg Schools
 - Wide ranging responsibilities and must be aware of all services offered by the Health Department
 - Refers students with needs to appropriate services

Organizational Component: Assistant Health Director for Community Health

- Programs (continued)
 - **HIV/STD Program**
 - Investigation of reported sexually transmitted infections (STI's) once laboratory confirmation has been received for purposes of contact tracing to prevent the spread of infection and enforcement of control measures for those infected. It also includes community outreach efforts to educate and prevent further transmission of STI.
 - Ryan White Program that provides assistance to HIV infected individuals
 - **There should be a close coordinative relationship with the STD/STI clinics in both health department clinical locations.**
 - **Public Health Preparedness and Response**
 - Requires cooperation of all health department personnel and a variety of community and county partners to respond to an emergency situation.
 - Primarily a planning and coordination function.

Organizational Component: Assistant Health Director for Behavioral and Maternal Health

- Responsible for all functions of **case management services that support individuals/families maintaining or improving their health or mental health status.**
- Recommend six program areas be included in this Division:
 - **Community Alternatives Program for Children (CAP C) and Community Alternatives Program for Disabled Adults (CAP DA)**
 - Federally reimbursed case management programs for children and adults with special medical and/or emotional needs.
 - **Child Development Service Agency (CDSA)**
 - Provides coordination of services for children identified with moderate to severe behavioral issues.
 - **Maternal and Child Health Programs**
 - Provides case management services including the Care Coordination for Children (CC4C), Community Care for Children, Pregnancy Management Program (including postpartum and newborn home visits), and Smart Start Healthy Families.

Organizational Component: Assistant Health Director for Behavioral and Maternal Health

- **Programs (continued)**

- **Other Maternal and Child Health Programs** offered in the community

- Child Care Consultants who provide consultative and training services to child care providers and the ICO/MCH Program

- **Women's, Infants and Children Nutrition Program (WIC)**

- Provides nutrition education, counseling and food for pregnant women and children who qualify for the program
- While there are periodic clinical requirements, this program can be provided in a variety of non-clinical locations throughout the community

- **Trauma and Justice Partnerships**

- Focused on behavioral health issues resulting from traumatic experiences
- These efforts have a variety of community partners focused on community interventions and supports

Organizational Component: Assistant Health Director for Population Health

- Responsible for developing and maintaining the data and analysis that will lead to engaging partners and community wide efforts in best practice programs for improving the overall health of county residents
- There must be **close coordination with all programs throughout the Department**
- Recommend three program areas be included in this Division:
 - **Epidemiology**
 - Gather and analyze data and statistical information to identify health status and health needs.
 - Responsible for coordinating the development of the community health assessment/community action plan for the county and for providing data for the development of the strategic plan
 - Close coordination with the Business Manager and all other Division Directors to determine data needs. In addition close coordination with the Community Engagement Section will provide support to community efforts to improve health status.

Organizational Component: Assistant Health Director for Population Health

- **Programs (continued)**

- **Policy and Prevention Section**

- Responsible for applying best practice principles to implement the community action plans chosen for focus in the community health assessment
 - Work with community partners, policymakers, and other institution to achieve policy changes that will impact health status

- **Community Engagement Section**

- The work of this Division occurs through **partnerships** in the community
 - Work directly with specific communities identified through the community health assessment/community action plan process
 - Assist those communities to become advocates for improving the health status of their specific community for the long-term
 - Focus on social determinants of health as well as specific health conditions.

Recommended Next Steps: Organizational Structure

- Decisions on recommended organizational structure need to be made and implemented in coordination with County HR
- Manage organizational restructuring of remainder of functions/programs within the Health Department working with each Assistant Director
- Inform staff in small groups of planned reorganization regarding changes in structure and supervision
- Hear staff concerns and respond appropriately
- Develop ongoing plans with specific mechanisms for communications with staff

Recommended Next Steps: Quality Assurance and Quality Improvement

- Recommend the use of one of two national models for quality assurance/quality improvement development
 - The Public Health Performance Management Self-Assessment Tool
<http://www.phf.org/focusareas/performancemanagement/>
 - Self-assessment tools available through the Baldrige Performance Excellence Program (<http://www.nist.gov/baldrige/enter/self.cfm>)
- Ensure that all staff have training in quality assurance and quality improvement
- Imbed responsibility for assurance and quality in all workplans
- Recommend assessment of all staff competencies specific for public health
 - Public Health Foundation competency assessment tools
(www.phf.org/resourcestools/pages/core_public_health_competencies)

Recommended Next Steps: Policies

- Assure that all of the most current program and administrative policies and procedures are easily accessible to all staff at all times
- Ensure that there is a process in place for review of all policies and procedures and that the review is coordinated across program areas
 - Program policies need to be consistent across programs when policies impact more than one program
- Evaluate and monitor fidelity to all program and administrative policies
- Establish a process for staff orientation and ongoing training to all policies and procedures