

# The Impact of Economic Downturn on Local Public Health: Qualitative Data Analysis of Decision Drivers

**Gulzar H. Shah\***, \*\* PhD, MStat, MS

**Carolyn J. Leep\***, MS, MPH

**Rachel Willard\***, MPH

\*National Association of County and City Health Officials (NACCHO),  
Washington, DC

\*\* Adjunct Professorial Lecturer, George Washington University

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# Objectives

- Analyze LHDs' decision drivers for programmatic cuts in response to budget cuts, using qualitative data
- Discuss implications of restricted LHD budgets on service delivery



# Data and Methods

## 1. NACCHO Survey on Job Loss and Program Cuts, August, 2009

- Stratified sample of 990 LHDs
  - Using state and LHD size as strata
- Number of respondents – 623, a response rate of 63%

## 2. NACCHO Survey on Job Loss and Program Cuts, January

–February 2010

- Stratified random sample of 997 LHDs
- Number of respondents – 721, a response rate of 72%
- QSR NVivo 8 was used to organize, code, and synthesize qualitative data.
- 328 respondents answered the question on decision drivers for program cuts



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# Decision Drivers



# Budget Reduction

“What factors influence your decision about which services and activities to reduce?”

## Decision Drivers

### Little or no LHD control

Decisions made by another Authority

Program cut driven by reduction in staff positions

Program cut driven by loss of specific funds

### LHD had some control over decisions

Alternative providers

Mandatory/core vs discretionary services

Expected health impacts of cuts

Preference for cost-efficient services

Anticipation of public outcry

Number of clients

Perceived importance of services

Services for vulnerable population

Advice from board of health

Changes in Programs and Services



## Prevalence of Decision Drivers by Type of Governance

Decision Drivers	Type of Governance		
	State	Local	Total References
Program cut driven by loss of specific funds	18	148	166
Availability of alternative providers	5	56	61
Mandatory or core vs. discretionary service	8	45	53
Expected health impact	2	34	36
Program cut driven by reduction in staff positions	8	25	33
Decisions made by another authority	7	25	32
Number of clients	3	28	31
Preference for cost effective services	5	20	25
Perceived importance of services	1	12	13
Advice from board of health	1	10	11
Anticipated public outcry	2	4	6
Services for vulnerable populations	1	5	6



# Comparison of Decision Drivers by Type of Governance

Decision Drivers	Type of Governance	
	State	Local
Program cut driven by loss of specific funds	18%	29%
Availability of alternative providers	8%	15%
Mandatory or core vs. discretionary service	19%	12%
Expected health impact	8%	10%
Program cut driven by reduction in staff positions	17%	6%
Decisions made by another authority	9%	7%
Number of clients	4%	7%
Preference for cost effective services	9%	6%
Perceived importance of services	1%	4%
Advice from board of health	3%	2%
Anticipated public outcry	2%	1%
Services for vulnerable populations	3%	1%

Note: The difference in color-code is due to rounding to whole number



## Comparison of Decision Drivers by Size of Local Health Department

Decision Drivers	LHD Jurisdiction Size		
	Small	Medium	Large
Program cut driven by loss of specific funds	29%	26%	25%
Availability of alternative providers	12%	16%	10%
Mandatory or core vs. discretionary service	7%	15%	22%
Expected health impact	14%	6%	14%
Program cut driven by reduction in staff positions	9%	8%	4%
Decisions made by another authority	6%	7%	15%
Number of clients	8%	6%	3%
Preference for cost effective services	7%	6%	4%
Perceived importance of services	2%	4%	2%
Advice from board of health	3%	3%	1%
Anticipated public outcry	2%	1%	0%
Services for vulnerable populations	2%	2%	0%

LHD Size (population served)– Small <50,000; Medium 50,000-499,999; Large 500,000+



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## Multiple Factors

### Multiple Factors, Rather than Single Decision-Driver, Characterized Decisions

“We looked at many factors, including: the **demographics** of our county; the **number of people served**; the **staff time required** to provide the service; the **(alternative) availability of similar services**, etc. The final decision was made by the County Board.”

“Determined if service was **mandated or non-mandated** at local, state or federal level; **impact of reduction** on population served; whether reduction resulted in true **cost savings or cost shifting**; **status of key health indicators** for the past 3-5 years; ability of community to **fill service gap**.”



## Decisions were often Difficult; Based on Deliberate and Systematic Prioritization

“The factors considered in ranking programs are listed in their order of importance to the Board of Health:

1. **Mandated** program vs. non-mandated **program** (per Nevada Revised Statutes) - 4 pts
2. Public Health **Essential Service** - 3 pts
3. **District Board of Health priority** - 2 pts
4. **Community expectation/political** - 1 pt.”



## Decisions Re Service Change -- Program-to-Program Basis, not Uniform Across the Board

“**STD** - the program was required to reduce expenses and these services selected would have the **less impact** of the program being able to continue to **provide core services** and **meet primary services**.”

**Office of Women’s Health** - **Number of people served**; no **external funding**.

**ADPA** (Alcohol and Drug Program Administration) - **Loss of program specific funding** resulted in a direct reduction in services available.

**OAPP** (Office of Adolescent Pregnancy Programs)- Emphasis on maintaining **Core Medical HIV services** over HIV Supportive Services.

**ACDC** (Acute Communicable Disease Control Program) - We have to **maintain mandated functions**, so expansion into new, non-mandated areas is no longer possible.

...

**CHS** - availability of **alternative** community services.”



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## Program Cut Driven by Loss of Specific Funds

“Most of our services are State or Federally funded, so we **cut local programs** in accordance with **funding cuts** from those **sources**.”

“In my agency, the loss of **program specific funding** and availability of alternative services would be the top two factors. Because of the loss of program specific funding, staff duties need to be reassessed.”



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## Availability of Alternative Providers

“We considered ...whether there were **other providers** of comparable services in the community, ...”

“Availability of **other private providers** who provide family planning and immunization services in our county.”

“We try to find **other ways** for the community **to get services.**”

“Tobacco program funding was eliminated ... **alternative tobacco prevention services** exist through the [County] Drug Free Coalition.”

“Availability of **alternative services** related to geographic location.”



## Availability of Alternative Providers (2)

“Billable vs. non-billable; if **community partners were also providing** the service (duplication); highest need; highest risk; staffing; loss of funding.”

“Possibility of having access to **other similar programs** in the community...”

“Due to reduction in nursing hours made cuts where **private sector** might be able to **fill in gaps**.”

“Tried to **keep** focus on services that **no other provider would provide**, services that generated revenue, ...”



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## Mandatory or Core vs. Discretionary Services

“The department leadership reviewed to which functions local funds were allocated, and prioritized both mandated activities and those services that most fulfill core community health protection responsibilities.”

“Those programs that had a reduction were prioritized by mandated services, followed by availability of alternative services. ....”



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## Number of Clients

To “prioritize programming. ... we selected the **sites** (for service reduction) that had **fewer numbers of people served** in the prior years”

The **number of people served**, programs/services that may generate more revenue, and ...”

“ ... also the number of people served ...**number of people it would do an injustice to** if no program were available.”

“A combination of **number of people served**, public health impact, and core mission.”

“**Number of people needing services**, ....”

“**# of families reached** compared to more population based services”



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## Expected Health Impact

“Programs which had direct and effective **impact on community health** were maintain. Programs such as food service, septic system, well water and complaints are essential, unlike exercise or certain health promotion programs.”

“More urgent or time sensitive issues that have obvious **impact on immediate health** to the public.”

“Only peripheral services were reduced that resulted in the **least amount of visible impact** to the community.”



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## Program Cut Driven By Reduction in Staff Positions

“Decisions were affected by **staff losses** (not able to replace people so the work load had to change and be absorbed by remaining staff), and statewide reorganization of programs and services (e.g. it wasn't our decision, but was decided for us statewide). Certain "core programs" must be covered, which means that others must take the **brunt of staff reductions**.”

“**Inability to staff** the prevention and education sessions. The staff we have is overburdened in attempting to provide the daily services.”

“Decrease in state funding and a reduction in the number of food licenses (local revenue) necessitated a **reduction in the staff** who conduct food service inspections.”



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## Decisions made by Another Authority

“I have little power within the decision-making structure. [state] is a statewide system for public health and many decisions are made by programs or leadership at the [state level](#).”

“Our [Board](#) or [County Commissioners](#) handle most of those decisions.”

“[The County Council](#) and [State Department](#) of Health Program Coordinators make those decisions.”

“The decisions were made by our [mayor](#) and I have no influence ...”

“Most functional service cuts were decided by [Policy Board of Health](#) members.”

“Service reductions were determined by the [Legislative Authority](#), ...”



## Perceived importance of services

- “We tried to cushion the impacts as best we could by making **reductions in areas of least utilization** or where there may be less public health impacts.”
- “May see an increase in teen pregnancy rates. We are trying hard to hang onto our family planning clinic; this will make a difference in the number of unwanted pregnancies and that will impact Social Services and other county services affected with unwanted pregnancies.”
- “...Infectious disease surveillance and investigation continues, but the **more immediate public health problems** receive priority. i.e. vaccine preventable diseases, food borne illness, will precede the follow up of a case of Lyme disease ....”



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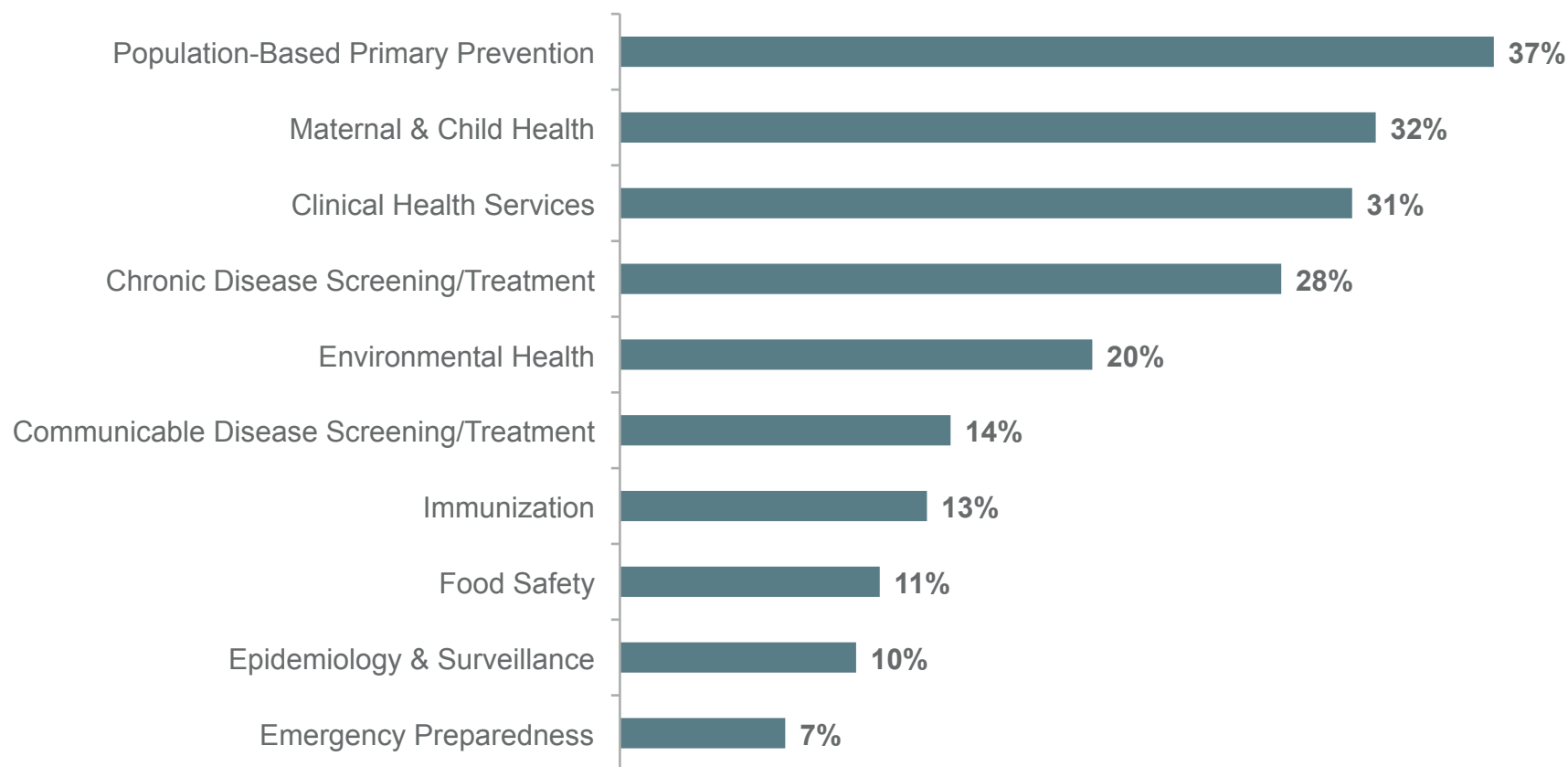


# The Impacts of Budget Cuts on Our Communities



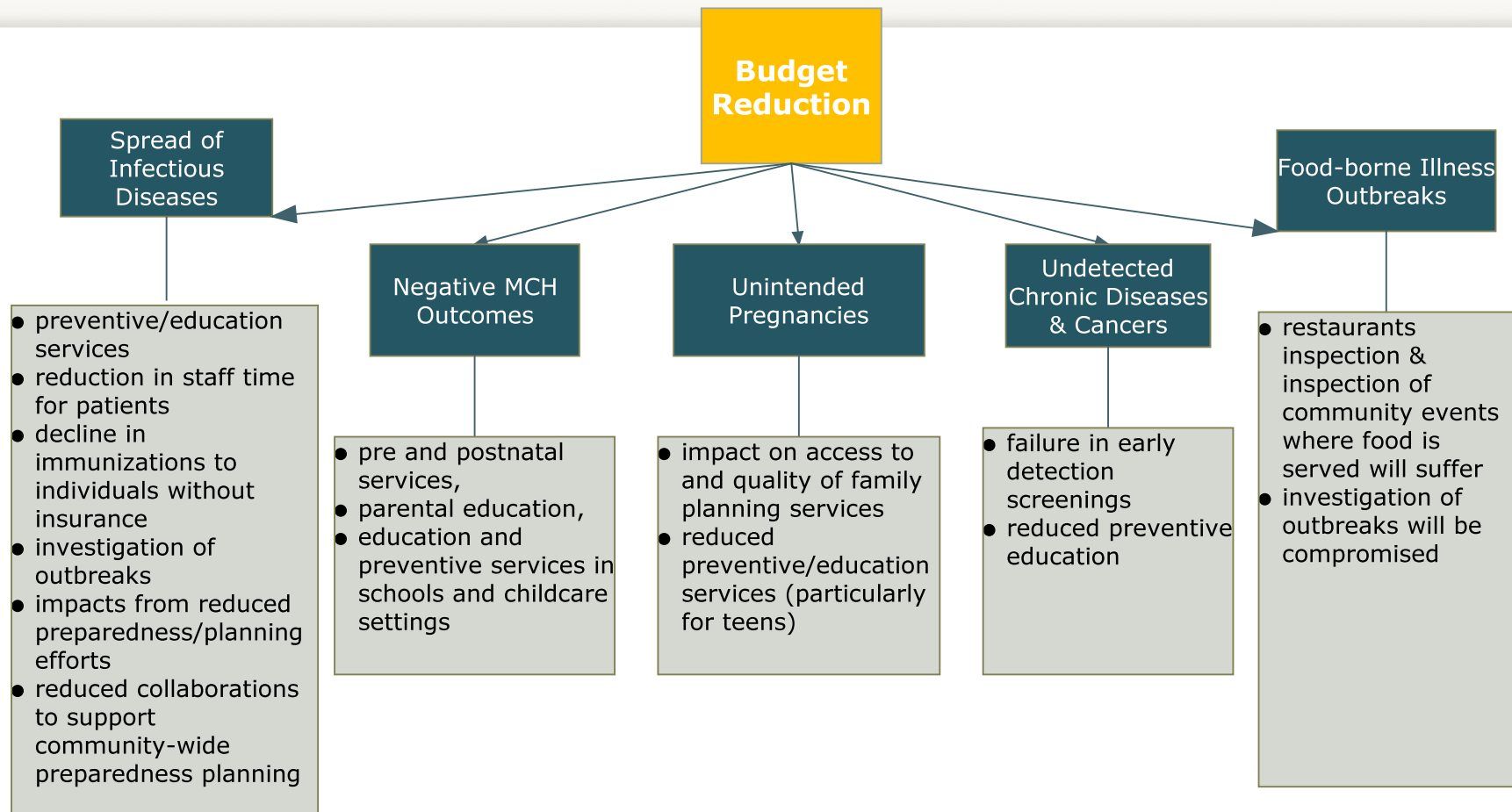
# Program Cuts – a Different View...

## Percentage of LHDs With Services in Program Area that Made Program Cuts in Calendar Year 2009 Due to Budgetary Reasons, by Program Area



Source: NACCHO Survey of LHD Budget Cuts & Workforce Reduction (January 2010).

# Expected Impacts of the Budget Reductions on the Community – Summary of Qualitative Responses



Source: NACCHO Survey on Job Loss and Program Cuts (August 2009).

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## Contact info

Gulzar H. Shah, email: [gshah@naccho.org](mailto:gshah@naccho.org)

## Want More Info on Data Sets?

**NACCHO Survey of LHD Budget Cuts & Workforce  
Reduction:**

<http://www.naccho.org/advocacy/lhdbudget.cfm>

**NACCHO's National Profile of LHDs 2008 and 2005**

[www.naccho.org/profile](http://www.naccho.org/profile)



*Thank You*

**NACCHO**  
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