Public Health PBRN Monthly Virtual Meeting December 18, 2014

Research in Progress Presentation by the New Hampshire Public Health PBRN:

Exploring Funding Sources, Infrastructure, and Public Health
Service Delivery in New Hampshire

Presented by Lea Ayers LaFave, Patrick Bernet, Jo Porter, and Stacey Gabriel

Please remember to mute your telephone/computer speakers during the presentation

To mute your telephone press *6, to unmute #6

Conference Phone: 877-394-0659
Conference Code: 7754838037#



at the University of Kentucky College of Public Health









Exploring Funding Sources, Infrastructure, and Public Health Service Delivery in New Hampshire

LEA AYERS LAFAVE PATRICK BERNET

JO PORTER
STACEY GABRIEL

DECEMBER 18, 2014

Partners

- NH Institute for Health Policy and Practice at UNH (PBRN)
 - Jo Porter, MPH
 - Stacey Gabriel, BA
- NH Division of Public Health Services
 - Jose Montero, MD, Director
 - Donna Fleming, MPH, Tobacco Prevention and Control Program
- Community Health Institute/JSI
 - Lea Ayers LaFave, RN, PHD
- Technical Assistance:
 - Patrick Bernet, PhD
 - O Danielle Varda, PhD

Purpose of the Study

To better understand...

- funding sources and allocations for a key public health focus (tobacco prevention and cessation)
- how to collect data that can be used to do a similar financial assessment for other public health issues and services in the future
- how funding and allocation for services relate to connectivity among partner members of local public health systems

Setting the Context

Small State (pop ~ 1.3M)

"Live Free or Die"
Little formal infrastructure
Lack of tax base



Regionalization:

Transformation of the regional public Health system

NH Public Health Infrastructure

Local Level

- 234 cities and towns, Health Officer required by statute
- 2 Comprehensive Municipal Health Departments

Regional Level

- 13 Regional Public Health Networks (RPHN)— evolving
- Lead organization for each RPHN
- No county health departments
- Strong community-level informal public-private partnerships

State level:

DHHS – Division of Public Health Services

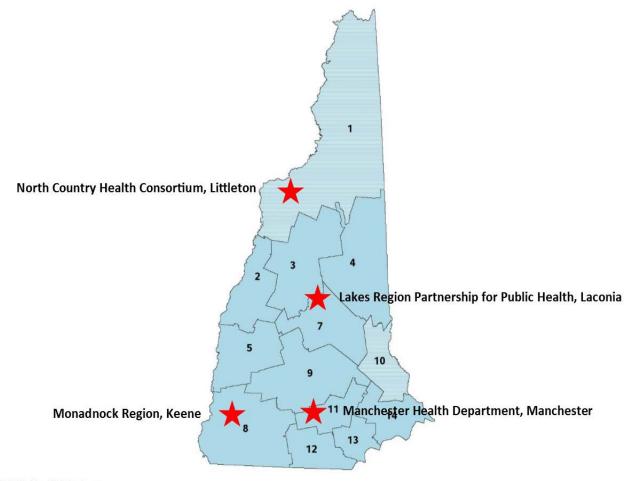
Foundational Work:

- 2009-2010: Regional Public Health Assessment: PH Capacity, Governance,
 Financial
- 2013: Network Assessment: Coordinated Chronic Disease Prevention
- o 2013-2014: Development of Leadership Councils within each Regional Network

New Hampshire Public Health Regions

Study Location

Covers 416K people (~ 32% of total population)

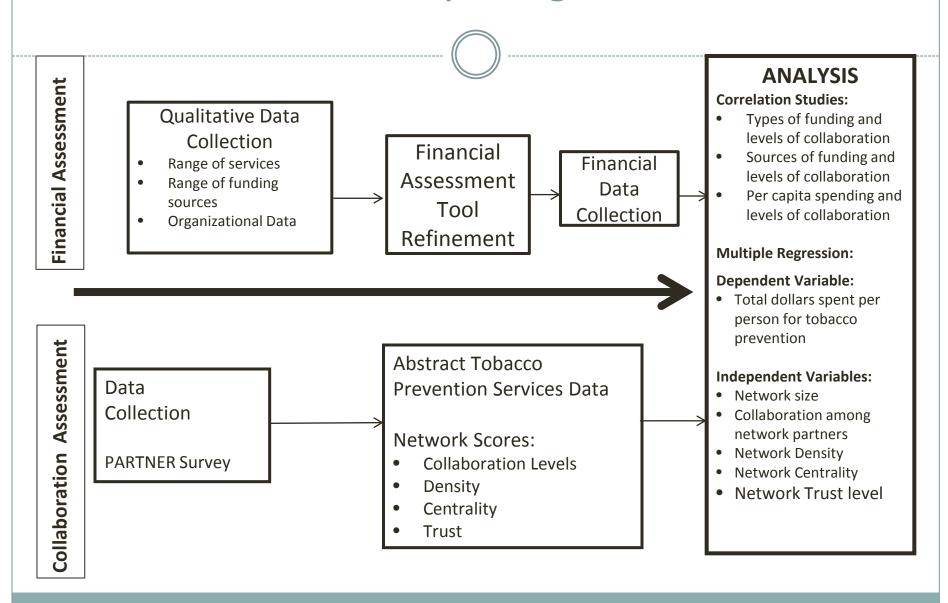


Public Health Regions

1 = North Country 2 = Upper Valley 3 = Central NH 4 = Carroll County 5 = Greater Sullivan County 7 = Lakes Area

8 = Greater Monadnock 9 = Capital Area 10 = Strafford County 11 = Greater Manchester 12 = Greater Nashua 13 = Greater Derry 14 = Seacoast

Study Design



Methods- Qualitative

- Qualitative interviews
 - Organizational framework / Governance
 - Range of services offered
 - Variability of funding sources
 - How funding flows between organizational partners
- Transcripts analyzed to identify major themes
- Information from the interviews informed the data collection process for the quantitative financial information from the sites

Qualitative Findings - PH Issues

- Tobacco Prevention or Cessation
- Oral Health
- Substance Misuse Prevention
- Obesity Prevention
- Immunization
- Environmental Hazards
- Behavioral Health
- Violence Prevention

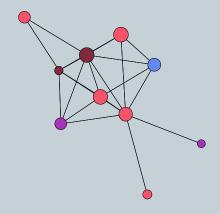
Qual Findings- Public Health Functions

Types of Services Provided	ES1	ES2	ES3	ES4	ES5	ES6	ES7	ES8	ES9	ES10
Health Education			Х							
Clinical Integration							Х			
Wellness Programs			Х							
Care Coordination-Transitions							Х			
Insurance Enrollment							Х			
Service Coordination							Х			
Veteran's Community-based Services							Х			
Immigration Program				Х						
Public Health Training								Х		
Emergency Preparedness		Х								
Advocacy					Х					
Assessment_Data Resources	Х									
Quality Improvement									Х	
Convening				Х						
Leadership development								Х		
Healthy Homes		Х								

Methods- Quantitative

- Collected detailed financial information for each site
 - Funding sources and types
 - Amount of Funding
 - Services delivered
- Partner Survey
 - Describe characteristics and levels of collaboration within regional public health systems

Data Colle	ction T	em	plate					
NCHC Data								
Collection Tool					Service Area/	Горі	с	
		1	oforce	Workfor	rce Development	1	rkforce elopment	W
		Tillots	nd Louise son Fund of the naritable	HRSA - A	AHEC and Public		A - AHEC and lic Health	HF Ru
Funding Source		Found	dation	Health T	raining Center	Traii	ning Center	Po
Funding Type		Privat	e Foundation	Federal		Fede	eral	Fe
Funding Amount By Source		\$	10,926.12	\$	69,231.21	\$	139,374.89	\$
Total Funding for Service Area/Topic		\$	417,736.00	\$	417,736.00	\$	417,736.00	\$
	Expense Code							
Funding uses		\$	5,799.79	\$	47,927.75	\$	90,379.41	\$
Salary & Wages	5000	\$	436.59	\$	3,511.26	\$	6,553.20	\$
SS & Medicare	5010	\$	590.09	\$	5,780.97	\$	7,965.39	\$
Employee Benefits	5030	\$	37.74	\$	359.25	\$	609.09	\$
Workers Comp	5040	\$	37.74	\$	1,607.96	\$	2,080.40	\$
In-State Travel	6010	Ś		Ś	69.36	Ś	155.22	\$



Standardizing Template

	N. 1972.							
PH Topic Area	Tobacco	F	IEAL	Public Health Network	Healthy Homes	₩orkforce Development	Total	
	Private Non-Profit	F	ederal					
unding Type	Grant	G	Grant		19			
unding Amount By Source	\$ 201,850	.00	\$ 138,000.00		N. Control of the con		\$ 339,850.00	
Total Funding for Service Area/Topic		- 0				1		
Funding uses	700 g 300 cm		101 14-10-45-00-00-0				4	
Salary and Benefits	\$ 165,000	.00					\$ 275,000.00	
Consulting	\$	- :	\$ 5,000.00		N.C.		\$ 5,000.00	
Food	\$	- :	\$ 250.00			1	\$ 250.00	N/
Misc. Supplies	. *		\$ 100.00				\$ 100.00	
Office Supplies	\$ 5,000	.00	\$ 1,500.00				\$ 6,500.00	
Maintenance Contracts	\$		\$ -		×		\$ -	
Dues/Subscriptions/Memberships	\$ 1,500	.00	\$ -				\$ 1,500.00	
Travel	\$ 6,700						\$ 9,200.00	
Employee Recognition		.00					\$ 500.00	
Misc. Expenses		.00			8		\$ 900.00	
Rental/Lease Expenses	\$ 2,000						\$ 4,000.00	
Pharmaceuticals (patches)	\$ 4,000						\$ 4,000.00	
Advertising	\$ 5,000						\$ 5,450.00	
Postage	\$ 500	.00	\$ -		×		\$ 500.00	
Printing & Duplicating	*		\$ 1,200.00				\$ 1,200.00	
Stipends/contract Labor	\$	- (\$ 13,000.00				\$ 13,000.00	
Equipment	•		\$ -				\$ -	
Training	\$ 750				S		\$ 2,750.00	
Total	\$ 191,850	.00	\$ 138,000.00				\$ 329,850.00	
Personnel FTE		0						Total Personne
Vice-President Community Health & Clinical								
ntegration								
Director		7	30%	:	8			1
amily Resource Counselor		- 5						3
Community Health Program Manager	1.0		30%					
Community Health Coordinator	1	00%	30.00		10			
Community Health Program Assistant		50%						7
PHN Coordinator		0						
Emergency Preparedness Coordinator			pps accepts					
HEAL Coordinator			100%					
Program Coordinator	×				×			0
Tobacco Educator	1	00%			45			2 0
TODACCO EGGCATOL								

Standardizing Template

	PH Topic Area	· ·	8	I		T	
	Funding Source						
	Funding Type		- 8	2			
	Funding Amount By Source	-					
	Total Funding for Service Area/Topic						
	Funding uses						
	Salary and Benefits						
	Travel	<u> </u>	119				old to the state of the state o
	Stipends/contract Labor						
	Consulting						-
	Employee Recognition						
^	Pharmaceuticals (patches)	<u> </u>			1		
/	Advertising						-
Step 3	Food	1					-
3	Misc. Supplies						-
	Postage	<u> </u>					-
7	Office Supplies		F1 198				200
	Maintenance Contracts						
	Dues/Subscriptions/Memberships						
	Printing & Duplicating						
	Rental/Lease Expenses						
	Equipment						
	Training						
	Misc. Expenses						
	niso. Espenses						
	Personnel FTE						Total Personnel FTE
	Vice-President Community Health & Clinical						Taran araan araa
	Integration						
	Director						
	Family Resource Counselor						
	Community Health Program Manager						
	Community Health Coordinator						
	Community Health Program Assistant						
	PHN Coordinator		(I - III)		0		0
	Emergency Preparedness Coordinator						(4)
	HEAL Coordinator						
	Program Coordinator						
	Tobacco Educator				12		
	Director Community Health and Clinical Integration						
	Totals	7					

Standardizing Template

I	1				
	State of				
Funding Source					
Funding Type		Totals	Total By Budget Group	% of Total Budget	100
Funding Amount By Source					
Total Funding for Service Area/Topic					
Funding uses	. 70				
Salary and Benefits	Salary/Vages/ Benefits				
Travel	Travel/Meeting	\$ -			
Stipends/contract Labor		\$ -			
Consulting	Contractors	\$ -			
Employee Recognition	Staff Development	\$ -			
Pharmaceuticals (patches)		\$ -	8		
Advertising	T	\$ -			
Food	Program Supplies	\$ -			
Misc. Supplies	and Costs	\$ -			
Postage		\$ -	1		
Office Supplies	- P	\$ -		100	
Maintenance Contracts		\$ -			
Dues/Subscriptions/Memberships		\$ -			
Printing & Duplicating	Operations	\$ -			
Rental/Lease Expenses		\$ -			
Equipment		\$ -			
Training		\$ -			
Misc. Expenses	Other	- \$ -			
		•			
	Total	\$ -			
	100000000000000000000000000000000000000	•			
Personnel FTE		Total Personnel FTE	Total by FTE Group		
Vice-President Health & Clinical Integration					
Director	Leadership				
Director Community Health and Clinical			1		
Family Resource Counselor	W				
Community Health Program Manager					
Community Health Coordinator					
PHN Coordinator	D				
Emergency Preparedness Coordinator	Program Staff				
HEAL Coordinator					
Program Coordinator					
Tobacco Educator					
Community Health Program Assistant	Administrative Staff				
Totals	The state of the s				

Standardization Across Sites

Spending Areas

- Salary/Wages/Benefits
- o Travel/Meeting
- Contractors
- Staff Development
- Program Supplies and Costs
- Operations
- O Vehicles
- Other

Funding Areas

- Federal
- O State
- O Private Foundation
- Healthcare
- Business
- Higher Education

Summary - Spending Categories

% Total Spending by Category	LRPPH	MHD	Cheshire	NCHC
Salary/Wages/ Benefits	65%	79.0%	38.7%	53.8%
Travel/Meeting Expenses	7%	0.3%	3.4%	1.8%
Staff Development	4%	0.1%	0.1%	1.9%
Contractor	2%	16.0%	29.6%	0.2%
Vehicles	0%	0.2%	0.0%	0.6%
Program Supplies and Cost	9%	2.0%	6.3%	30.2%
Operations	12%	3.0%	6.3%	11.4%
Other	2%	0.2%	15.50%	0%

Total FTE by Group	LRPPH	MHD	Cheshire	NCHC
Leadership	0.40	.75	2.80	0.55
Program Staff	5.95	8	5.50	7.50
Administrative Staff	1.00	.65	0.50	1.30

Summary - Funding Sources

% of Funding by Source	LRPPH	MHD	Monadnock	NCHC
Federal	0%	18.5%	0%	58.0%
State	64%	27.6%	20%	15.0%
Private Foundation	29%	7.3%	57%	19.0%
Municipal	3%	45.8%	0%	0%
Healthcare	1%	0.7%	0%	0%
Higher Education	3%	0.2%	0%	0%
Business	0%	0.0%	23%	7.0%

Federal: HHS, HUD, EPA, HRSA

State: DPHS

Network Data

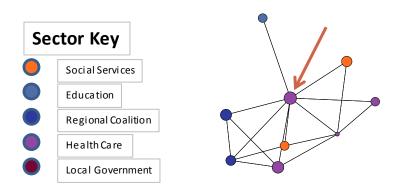
PARTNER TOOL

(PROGRAM TO ANALYZE, RECORD, AND TRACK NETWORKS TO ENHANCE RELATIONSHIPS)

Network Metrics

Network Dimension/ Indicator	Description
Density	% of ties present in the network in relation to the total # of possible ties in the entire network.
Degree Centralization	The lower the centralization score, the more similar the members are in terms of their number of connections to others (e.g. more decentralized).
Trust	 The % of how much members trust one another. Reliability In support of network mission or purpose Open to discussion/negotiation 100% occurs when all members trust others at the highest level.

Greater Monadnock Region PH Network



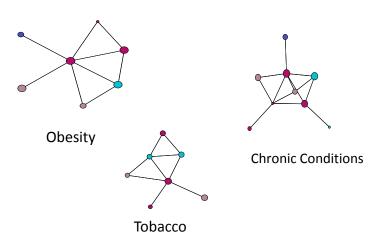
Monadnock Region
Tobacco, Obesity, Chronic Conditions
(n=9)

Total FTE by Group				
Leadership	2.80			
Program Staff	5.50			
Administrative Staff	0.50			

Service Area	N	Density	Degree Centralization	Trust
Municipalities: 32 Population Served: 104,000 Budget FY2013: \$ 467,676.00	9	28.7%	54.2%	82.4%

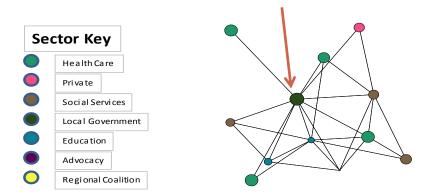
Greater Monadnock Region PH Network

- Strong community-based infrastructure
- Engaged in a community change initiative designed to foster and sustain a positive culture of health throughout the Region



% of Funding by Source					
Federal	0%				
State	20%				
Private Foundation	57%				
Municipal	0%				
Healthcare	0%				
Higher Education	0%				
Business	23%				

Manchester Health Department

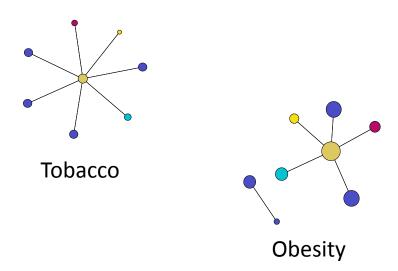


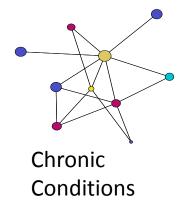
Greater Manchester
Tobacco, Obesity, Chronic Conditions
(n=12)

Total FTE by Group		
Leadership	.75	
Program Staff	8.0	
Administrative Staff	.65	

Service Area	N	Density	Degree Centralization	Trust
Municipalities: 8 Population Served: 180,000 Budget FY2013: \$3.077.356.00	12	24.3%	66.3%	66%

Manchester Health Department

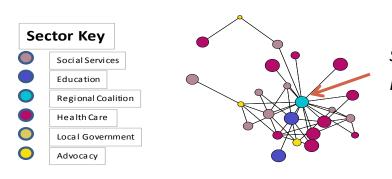




 "At any time, we'll have at least twenty to twenty-five outside funding sources coming through the department...there's a blending of funding that we get as a department and some of it's clean and very direct and some of it is not."

% of Funding by Source	MHD
Federal	18.5%
State	27.6%
Private Foundation	7.3%
Municipal	45.8%
Healthcare	0.7%
Higher Education	0.2%
Business	0.0%

North Country Regional PH Network



"We have probably thirty something funding sources. Our funding model really is grant based; we are pretty much all soft money."

North Country
Tobacco, Obesity, Chronic Conditions
(n=24)

Well-established consortium of partner organizations

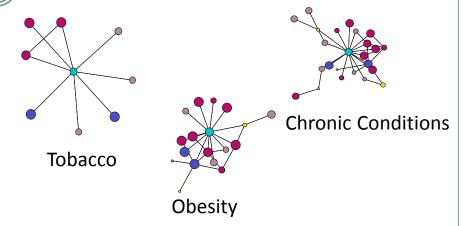
Total FTE by Group

Total I I by Gloup		
Leadership	0.55	
Program Staff	7.50	
Administrative Staff	1.30	

Service Area	N	Density	Degree Centralization	Trust
Municipalities: 37 Population Served: 52,000 Budget FY2013: \$ 1,408,445.35	24	17.6%	74.1%	76.8%

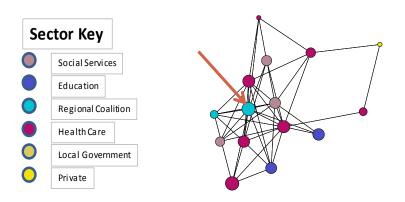
North Country Regional PH Network

- "...none of these programs could exist alone without the infrastructure of the Consortium behind them because the resources are just too small individually."
- "The downside of the type of funding model is that we're often limited because of the demands of the particular funders. You know we try not to be driven solely by the dollar we try to maintain our... being true to our mission but at times its challenging because we are really, often directed by the funds that we receive."



% of Funding by Source		
Federal	58.0%	
State	15.0%	
Private Foundation	19.0%	
Municipal	0%	
Healthcare	0%	
Higher Education	0%	
Business	7.0%	

Winnipesaukee Regional PH Network



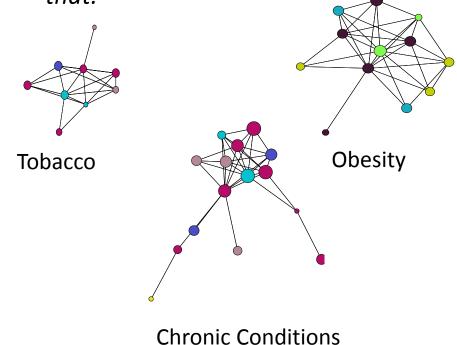
Winnipesaukee
Tobacco, Obesity, Chronic Conditions
(n=16)

Total FTE by Group		
Leadership	0.40	
Program Staff	5.95	
Administrative Staff	1.00	

Service Area	N	Density	Degree Centralization	Trust
Municipalities: 16 Population Served: 80,000 Budget FY2013: \$ 748,784	16	26.1%	43.8%	74%

Winnipesaukee Regional PH Network

 "We do a lot of work ... because we exist as human beings, not because somebody wrote us a check to do that."



% of Funding by Source			
Federal	0%		
State	64%		
Private Foundation	29%		
Municipal	3%		
Healthcare	1%		
Higher Education	3%		
Business	0%		

Collaborative Activity Levels

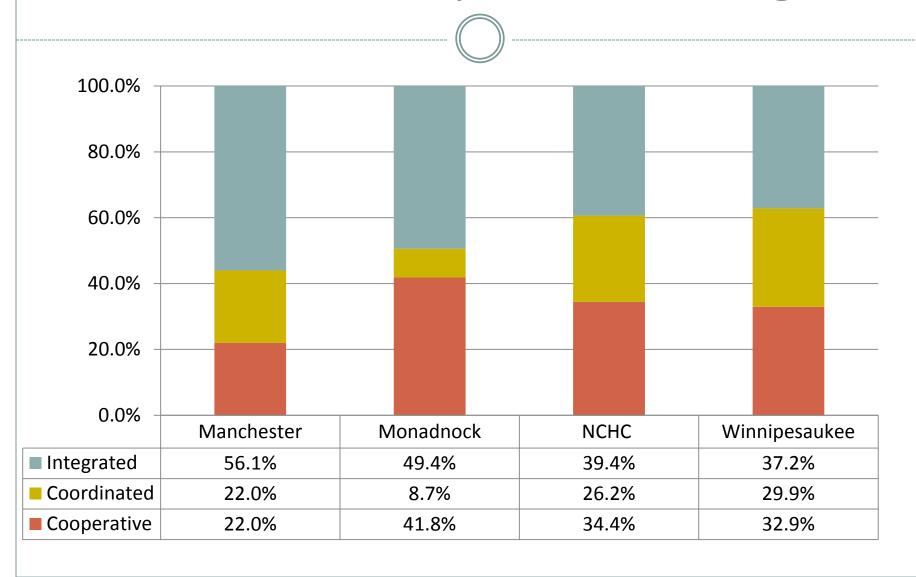
Cooperative

Coordinated

Integrated

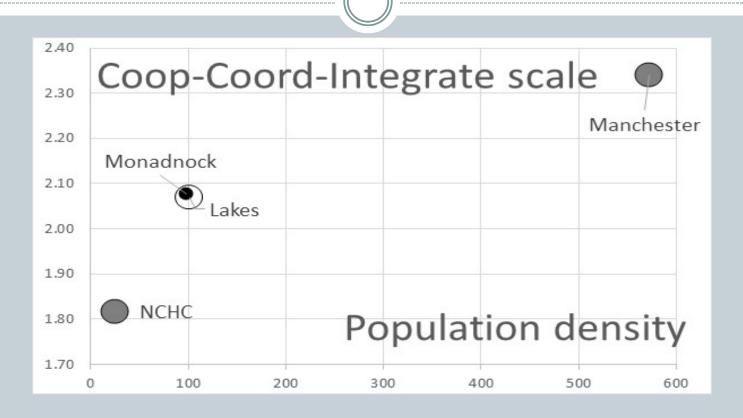
- **Cooperative Activities**: Exchange information, attend meetings together, offer resources to partners. Resources are kept separate. No risk.
 - <u>Example:</u> Informs other programs of RFP release
- ▶ **Coordinated Activities:** Intentional efforts to enhance each other's capacity for the mutual benefit of programs. Includes cooperative activities. Requires some planning and division of roles.
 - <u>Example:</u> Separate granting programs utilizing shared administrative processes and forms for application review and selection.
- ▶ Integrated Activities: Foster interdependence to create unified capacity a center of knowledge and programming that supports work in related content areas. Includes cooperative and coordinated activities. Requires planning, and sharing of resources and power.
 - <u>Example:</u> Developing and utilizing shared priorities for funding effective prevention strategies. Funding pools may be combined.

Collaborative Activity Levels Across Regions



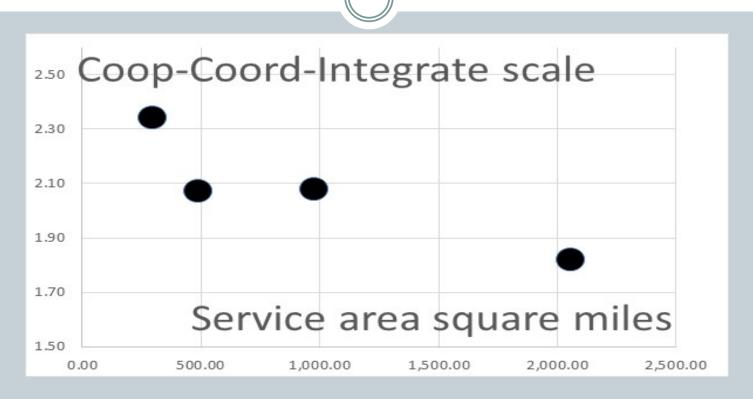
Financial / Network Analysis

Population Density and Network Measures



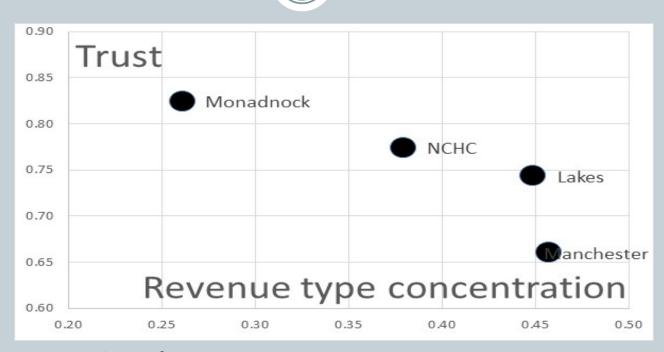
- LHD networks are more integrated in densely populated areas.
 - Densely populated areas → more interpersonal interaction → public health concerns (like flu).
 - Short distance between participants → more activities can be efficiently shared.

Service Area Size and Network Measures



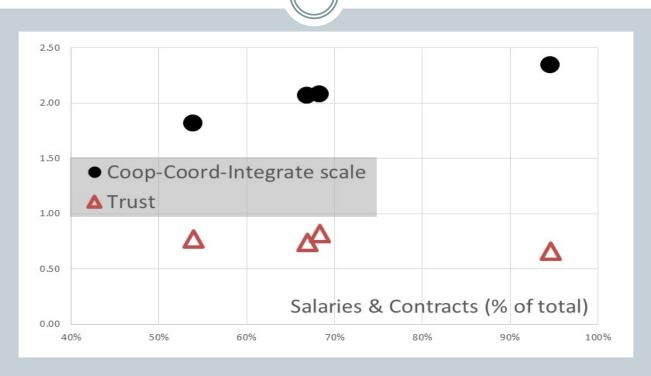
- Larger geographic area ~ lower levels of collaborative activity.
 - o Physical distance → fewer interactions that form bonds.
 - Physical distance fewer activities for which collaboration makes financial sense.

Revenue Type Concentration and Network Measures



- Greater concentration of revenue sources
 - ~ lower levels of trust.
 - ⊙ Greater revenue concentration → more competition among nodes for same funding source.

Salaries and Network Measures



- More spending on Salaries & Contracts (at central node):
 - o More is done in central node, so less 'need' for inter-node trust (downhill slope of the red triangles Δ).
 - However, with relatively more people, also need higher levels of coordination (uphill slope of the black circles
).

Summary and Final Thoughts (...to date)

- Decentralized system with wide regional variation across all dimensions, including structure
- Developed mechanism to standardize revenue and spending streams
- Main Limitation: network scores reflect the entire network (multiple partners); but financial data reflect the lead public health entity in the region

Next steps:

- In process of validating with regions to finalize data
- Potential for future research: incorporating financial data from each partner organization within each network

Thank you!

Thanks to funding and support of

- Robert Wood Johnson Foundation Practice-Based Research Network in Public Health – Delivery and Cost Studies Grant # 71155
- Public Health Services and Systems Research Coordinating Center

Contact:

Lea Ayers LaFave llafave@jsi

Jo Porter jo.porter@unh.edu

Coordinating Center Updates

 Coalition for Evidence-Based Policy's Randomized Control Trial Competition Glen Mays

PHSSR Translation Toolkit
 Cynthia Lamberth

PHSSR Research-In-Progress

Research Dissemination and Implementation

December 18, 2014 at 1:00-2:30pm EDT

Grantee Reflections from Recent Conferences

PHSSR NATIONAL COORDINATING CENTER AT THE UNIVERSITY OF KENTUCKY COLLEGE OF PUBLIC HEALTH

Moderator: Anna Hoover, Pho National Coordinating Center

Presenters: Grantees will present lessons learned at December conferences

- Disseminating and implementing research results
- To benefit other researchers who are reporting/implementing research results

Mentored Research Development Awardees (2012-14)

- Jackie McDonald Gibson, PhD
- Jenine Harris, PhD
- Thad Miller, DrPH

Questions and Discussion

What is "Science of Dissemination & Implementation?"

- Resources
 - AcademyHealth Translation and Dissemination Institute
 - ▼ NIH OBSSR Dissemination and Implementation page
 - Canadian Institute of Health Research Knowledge Translation Clearinghouse Tools
 - UNC's NC TRaCS Dissemination & Implementation Portal
 - Washington University Center for Dissemination and Implementation
 - 7th Annual Conference on the Science of Dissemination and Implementation Slides

Lessons from:

7th Annual Conference on the Science of Dissemination and Implementation:

Transforming Health Systems to Optimize Individual and Population Health



Jackie McDonald Gibson, PhD

Assistant Professor, Department of Environmental Sciences and Engineering Gillings School of Global Public Health University of North Carolina, Chapel Hill

Research:

Racial Disparities in Access to Public Water and Sewer Service in North Carolina: *Public Health Impacts and Policy Solutions*

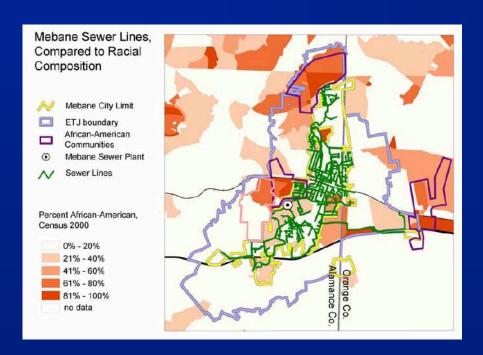
Conference:

Society for Risk Analysis Annual Meeting

Racial Disparities in Access to Public Water and Sewer Service in North Carolina

- Observations on Research Dissemination and Implementation
 - Jacqueline MacDonald Gibson, Associate Professor
 - Gillings School of Global Public Health
 - University of North Carolina at Chapel Hill
 - December 18, 2014

Background: Minority Communities Were Historically Excluded from City Services



SOURCE: Cedar Grove Institute for Sustainable Communities, Mebane, NC

Anecdotal reports: NC African American communities excluded from city services (including water and sewer)

- Legacy of institutionalized segregation (Jim Crow)
- Magnitude of problem not known

Mebane, NC, example:

- African American
 neighborhoods excluded from
 sewer service
- Wastewater treatment plant borders excluded community



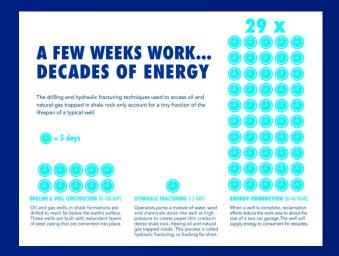
Project Objectives

- Locate NC communities on the fringes of cities and towns that lack public water and/or sewer service.
- Characterize the health risks of lack of service.
- Identifies barriers and solutions to establishing water and sewer services to these communities.



Research Translation Lessons from the Society for Risk Analysis Conference

- "Risk Analysis: The Common Denominator," Denver, Colorado, December 7-11
- Key lesson: pitfalls in communicating risks related to a politically charged subject
- Context: Plenary session on fracking, "Technological Advances, Risk Tradeoffs, and Societal Concerns Associated with Hydraulic Fracking"





SOURCES: energyfromshale.ord; AP photo, Matt Rourke, reproduced at thinkprogress.org



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Plenary Speaker Recommendations for Improving Discourse on Fracking

"Cut back on the shouting and take part in a civil discourse shaped by the consideration of evidence rather than the denunciation of opponents."

- 1. Take aim at the key risks.
- 2. "Attend carefully to the genuine distress" of affected communities. Government officials: "Recognize more legitimacy in the concerns of . . . residential neighbors."
- 3. Realize that, on their own, scientific findings will not be able to "chart the route to sound decisions and policies."
 - Dr. Patty Limerick, Professor of History and lead for "citizen science" component of University of Colorado fracking study



Why Is This Relevant to Water/Sewer Service Disparities?

Issue of municipal service disparities remains politically charged.

- Local politicians: Bristle at accusations of racism.
- Example: Some Wake County officials angered by my research findings, published in *Frontiers in PHSSR*.
- Communities: Distrust public officials; have had to resort to civil rights lawsuits.



SOURCE: Mark Schultz, Raleigh News and Observr



Possible Research Dissemination and Translation Strategy

- Stakeholder meeting in neutral setting:
 - Members of affected communities
 - Local public utility officials
 - County health departments
 - NC Division of Public Health
 - Local mayors
- Hear concerns of each group; brainstorm solutions; discuss dissemination activities and future needs.
- Possible venue: UNC Water Institute Water Microbiology Conference, May 18-22





Jenine Harris, PhD

Assistant Professor in Public Health Brown School of Social Work Washington University in St. Louis

Research:

Developing the Evidence-base for Social Media Use in Public Health

Conference:

7th Annual Conference on the Science of Dissemination and Implementation; TA Workshop for Investigators New to D&I Research

A Checklist for Writing Successful Implementation Grant Applications

Jenine K. Harris (video)



Thad Miller, DrPH, MPH

Assistant Professor

Department of Health Policy and Management and Department of Medicine

University of North Texas Health Sciences Center

Research:

Applied Economic Modeling for TB Control

Conference:

7th Annual Conference on the Science of Dissemination and Implementation

APPLIED ECONOMIC MODELING FOR TB CONTROL: STRATEGIES FOR DISSEMINATION

THADDEUS L. MILLER, DRPH, MPH

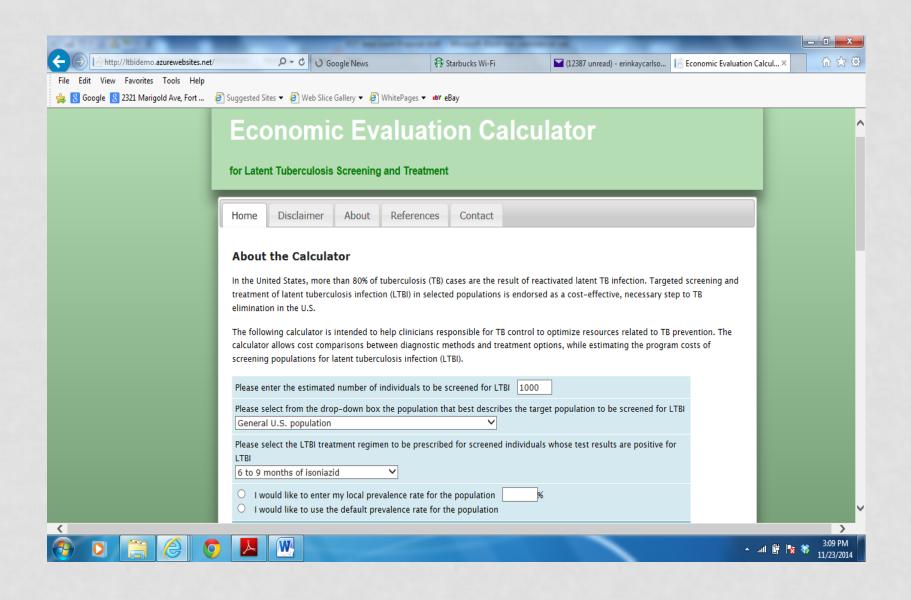
PROJECT SUMMARY

- MRSD grant facilitated application of data/logic from prior projects to local/state PHD needs
 - Models to evaluate relative impacts of TB control activities developed
 - Intended to inform PHD practice
 - Bulky and technically detailed
- We identified significant opportunities for efficiency
 - Recommended scaling back adoption of new technology to carefully targeted populations only
- One year later...
 - Recommendations not followed

EXOVATION: THE DE IMPLEMENTATION OF UNNECESSARY SERVICES

ROUNDTABLE FACILITATED BY AHRQ, UC DENVER, AND NCI

- Vetting health system decisions:
 - What not to do as important as what to do
- Lessons learned:
 - Incentives matter
 - Local/end-user empowerment
 - Find the right soapbox
 - accessible information/voice
- Moving forward
 - Developed web-hosted application to enable local, individual PHD level decision support



Questions and Discussion

Closing Thoughts:

Coordinating Center support for D&I

PHSSR D&I challenges for 2015

For more information contact:

Public Health PBRN National Coordinating Center

PublicHealthPBRN@uky.edu

111 Washington Avenue, Suite 201 Lexington, KY 40536 859-218-0113

www.publichealthsystems.org

