

8. Tarrant County Public Health: Role and Relationship with JPS Health Network

Tarrant County Public Health

Established in the 1950s, Tarrant County Public Health (TCPH) has been a valuable presence, working to promote, achieve and maintain a healthy standard of living for Tarrant County residents. The Department has a staff of more than 380 public health professionals and annual funding of approximately \$58 million.

Local public health departments in the U.S. are entrusted to provide ten essential public health services:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

In 2013, key stakeholders from across Tarrant County assessed TCPH to identify areas of strength and areas for improvement in performance for each of the ten services. TCPH is perceived to be doing an excellent job in important functions such as diagnosing and investigating health problems/hazards; monitoring health status to identify and solve community health problems; enforcing laws and regulations that protect health and ensure safety; developing policies and plans that support individual and community health efforts.

Opportunities for improvement were identified by lower scores in areas such as evaluating effectiveness, accessibility and quality of personal and population-based health services; mobilizing community partnerships to identify and solve health problems; educating and empowering people about health issues; and assuring a competent public and personal health care workforce. We list, as recommendations, opportunities for TCPH to work more closely with JPS and other healthcare and social service agencies to strengthen efforts in these areas.

Complementary Missions of the TCPH and JPS Health Network

TCPH's mission is "safeguarding the community's health" with a vision of being recognized as the public health expert within the communities it serves. TCPH focuses on promoting quality of life, healthy development and healthy behavior across the life span. TCPH does not provide primary care, behavioral health, or dental services.

The JPS Health Network has a mission of “transforming healthcare delivery for the communities we serve,” and strives to be a leader in improving the patient and family experience, improving the quality and outcomes of population health, and improving access to care. JPS provides primary care, behavioral health, dental care, specialty and tertiary care.

While the missions are different, they are complementary and share the goal of having a healthy community. TCPH is focused primarily on promoting and safeguarding the health of the public – all residents of the county. JPS is focused primarily on health care delivery, with public funds subsidizing care for low-income populations. There are numerous opportunities for synergy, and the two organizations currently work together in several areas – collaboration to ensure timely and accurate reporting of notifiable diseases, partnerships to control communicable diseases such as TB, and classes to support self-management of chronic conditions such as diabetes. Bi-directional referrals between the organizations creates synergy, for example, TCPH’s Freedom from Smoking classes and JPS’ nicotine replacement therapy are complementary. The two organizations also work together to advocate for selected health policy issues.

To fundamentally improve community health, a broad collaborative infrastructure is required. Such an infrastructure typically starts with one or more anchor organizations – often a public health department and non-profit hospital – that bring in others over time to achieve success in galvanizing communities, citizens, businesses, schools and others to pay more attention to community health and work collectively on improvements.

The following are recommendations for consideration by TCPH and JPS Health Network to achieve a closer working relationship to benefit of the residents of Tarrant County:

1-Create a Formal Process for Collaboration

Create a formal process to ensure that strategic initiatives, organizational priorities and campaigns are communicated in the idea generation or early planning phases to enable TCPH and JPS to engage in collaborative planning to address health issues of vulnerable populations. We recommend that JPS and TCPH also attend selected strategic planning staff meetings of the other organization.

We believe a formal process at the highest levels of the organization is needed to develop a strategic partnership, and to speak in a unified voice. We suggest an approach that ensures staff at both organizations become more familiar with each other’s services, and take the time to regularly and intentionally identify opportunities for synergy and programmatic collaboration. For example, TCPH partnering in JPS School-Based Health Centers to focus on prevention; TCPH Public Health’s Nurse-Family Partnership linkage with JPS around healthy pregnancy and infancy; TCPH/JPS partnership to ensure higher rates of immunization for the aging population – flu, pneumonia, shingles vaccines; TCPH/JPS partnership to ensure front line staff at both organizations are aware of respective services and make appropriate referrals across the agencies.

2- Work Together to Sustain Priority DSRIP Initiatives

The Region 10 Regional Healthcare Partnership (RHP) is the result of a shared commitment by the Region’s providers to a community-oriented, Regional health care delivery system. The Region’s Delivery

System Reform Incentive Payment (DSRIP) program is the blueprint for improved individual and population health at a lower cost.

JPS is the anchor for the Regional DSRIP program and also a participant with 27 active DSRIP projects that include improving access to care, integration of primary care and behavioral health, disease specific projects, and coordination with other regional providers. In Demonstration Year (DY) 2- 5 (starting in 2011), JPS' estimated DSRIP funds totaled \$465 million

As a qualified provider, TCPH participates in the DSRIP Program and received approximately \$38M for DY 2-5 for their projects. The funding supported Health Information Exchange in RHP 10; expansion of TB clinic hours; implementation of evidence-based strategies to reduce low-birth weight in three Tarrant County hospitals; efforts to reduce STD rates; disease self-management; TB medication/treatment; tobacco cessation efforts.

JPS should work with the TCPH and others to prioritize the most meaningful initiatives to sustain and begin to transfer them into standard operating and capital budgets.

3-Work Together to Support Health Policy Focused on Prevention and Social Determinants of Health

In our conversation with stakeholders, focus groups and community forums, an emphasis was placed on the role of JPS in prevention and the social determinants of health. Social determinants of health refer to the highly interconnected social and economic factors that affect health. As the population grows, stakeholders recognize that in addition to building more capacity for health care services, JPS should work with TCPH to increase efforts to prevent disease and address those things that raise the community standard of living such as education, jobs, transportation, access to healthy food, safe housing, etc.

While we recognize JPS' mission is about healthcare delivery, we also suggest that JPS has a role in reducing longer-term avoidable demand for their services not only through preventive screening and early intervention, but also by using their influence. For example, TCPH is working on "Tobacco 21", an effort that seeks to raise the age at which one can legally purchase tobacco products. If JPS were to join this effort, bringing patient stories, speaking to the long-term costs of smoking, the credibility and the likelihood of success of this effort may increase. So too, working on policy issues related to other sectors of the economy that address the social determinants of health referenced above.

4- Work Together to Mobilize Community Partnerships to Address Particular Health Issues and/or Close Health Service Gaps

More and more public health departments are taking on the role of convener of non-profit hospitals and other safety net providers; health departments and their sponsoring county or city governments are viewed as a neutral entity serving as an honest broker among competitors aiming to adopt health care policies and programs to meet community health goals. We know that competitors can be collaborators toward a common goal; several non-profit hospitals in a limited geography interact with the same population base, are faced with similar issues, and could be more effective and efficient when working with one another toward the same goals.

TCPH serves as such a convener, working to move non-profit hospitals toward collaboration in the development of Community Health Needs Assessments that are required by IRS regulations for non-profit status hospitals; Tarrant County non-profit hospitals are required to regularly undertake these assessments. There is a similar requirement that non-profit hospitals develop a Community Health Improvement Plan based on their assessment findings, and actually implement the plan as a “community benefit.” Currently, for the most part, the hospitals in Tarrant County develop and implement these plans in isolation; this is an opportunity.

Once the trust and commitment of the members develop, partners can begin working toward the development of common priorities, collaborative strategies and plans, and perhaps even the pooling of resources to target particular health issues or meet gaps in services in the safety net, e.g., premature birth, dental services, etc. Others, such as health plans and businesses, will ultimately benefit and will need to be brought to the table to engage and contribute financially as appropriate.

Successful public health and hospital partnerships often leverage the anchor model to adopt collaborative Community Health Improvement Plans. JPS serves as the anchor in Region 10’s DSRIP initiative and could serve as a partner with the TCPH to bring along other non-profit hospitals in a collaborative planning process for “community benefit” over time.

TCPH could serve not only as convener, but as community health strategist, bringing critical skills to help ensure success such as: stakeholder engagement, community health planning, fundraising, program implementation, project management and evaluation.

5- Expand Evidence-based Community Programming to Prevent Disease and Injury, and Manage Chronic Conditions

TCPH and JPS work together to implement some programs to prevent disease and injury, and engage, teach and empower groups of individuals with chronic conditions to manage their conditions. For example, one or both of the organizations have implemented evidence-based tobacco cessation programs, fall prevention programs for the elderly, and chronic disease management programs. These programs are sometimes implemented in collaboration with community-based health and social service organizations.

These programs require trained facilitators and standardized materials. TCPH and JPS could expand their training of trainers from communities that bear the greatest health disparities, extending their reach and building capacity for culturally appropriate, effective prevention and disease management programming.

6- Continue to Consider Existing Facilities for Potential Service Expansion Sites

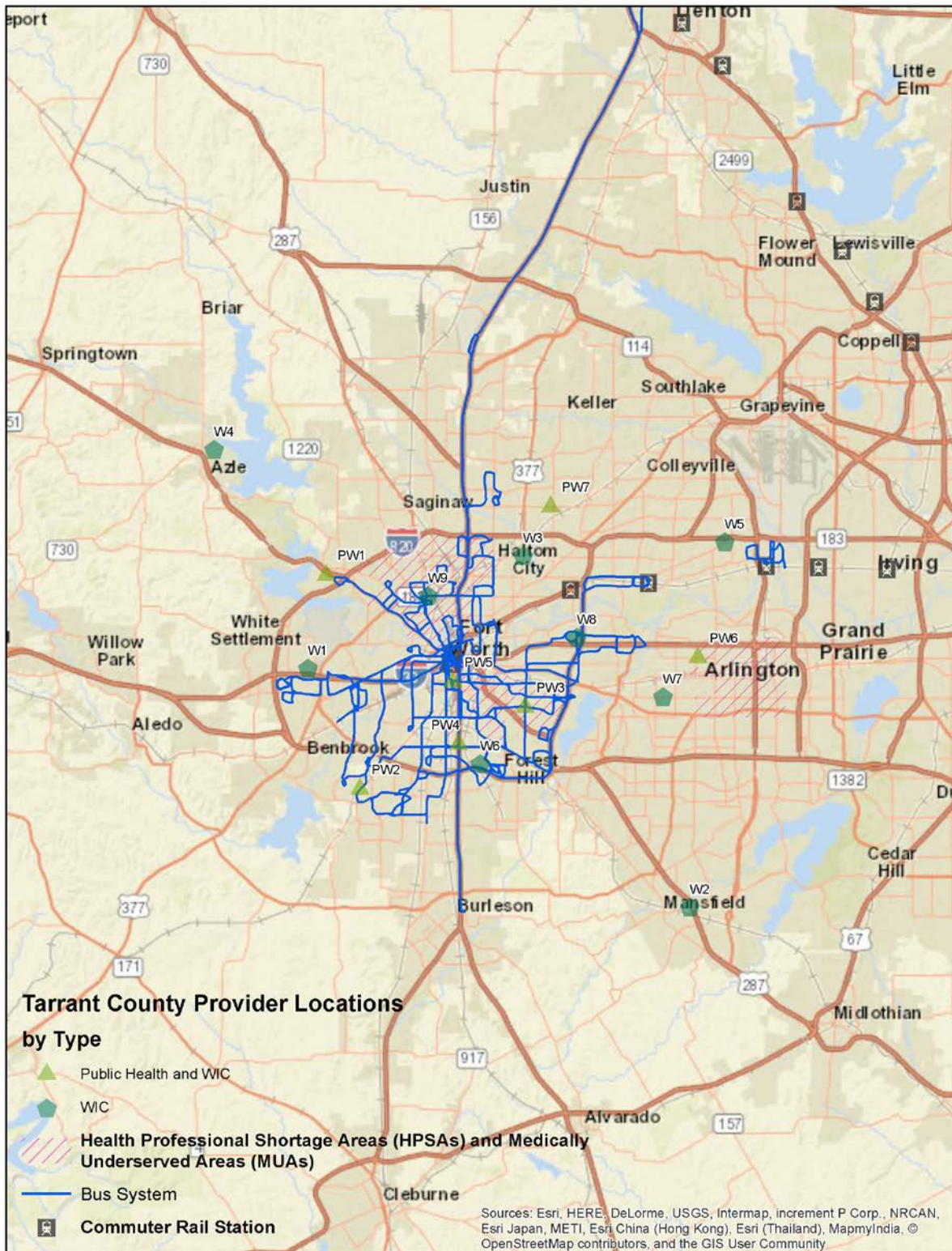
Currently, JPS and TCPH share space to conduct self-management support workshops, discussed above, but continued exploration of facility sharing and/or jointly planning new locations could potentially further the reach of one or both organizations in the community. The maps below depict a total of 50 sites between the two organizations: TCPH’s seven public health locations, and nine WIC only clinics; JPS’ 14 medical homes, and 20 school-based health centers. Could JPS have a walk-in clinic at a public

health location in communities they do not currently serve? Could TCPH use the JPS school-based clinics as a base for prevention work in the schools?

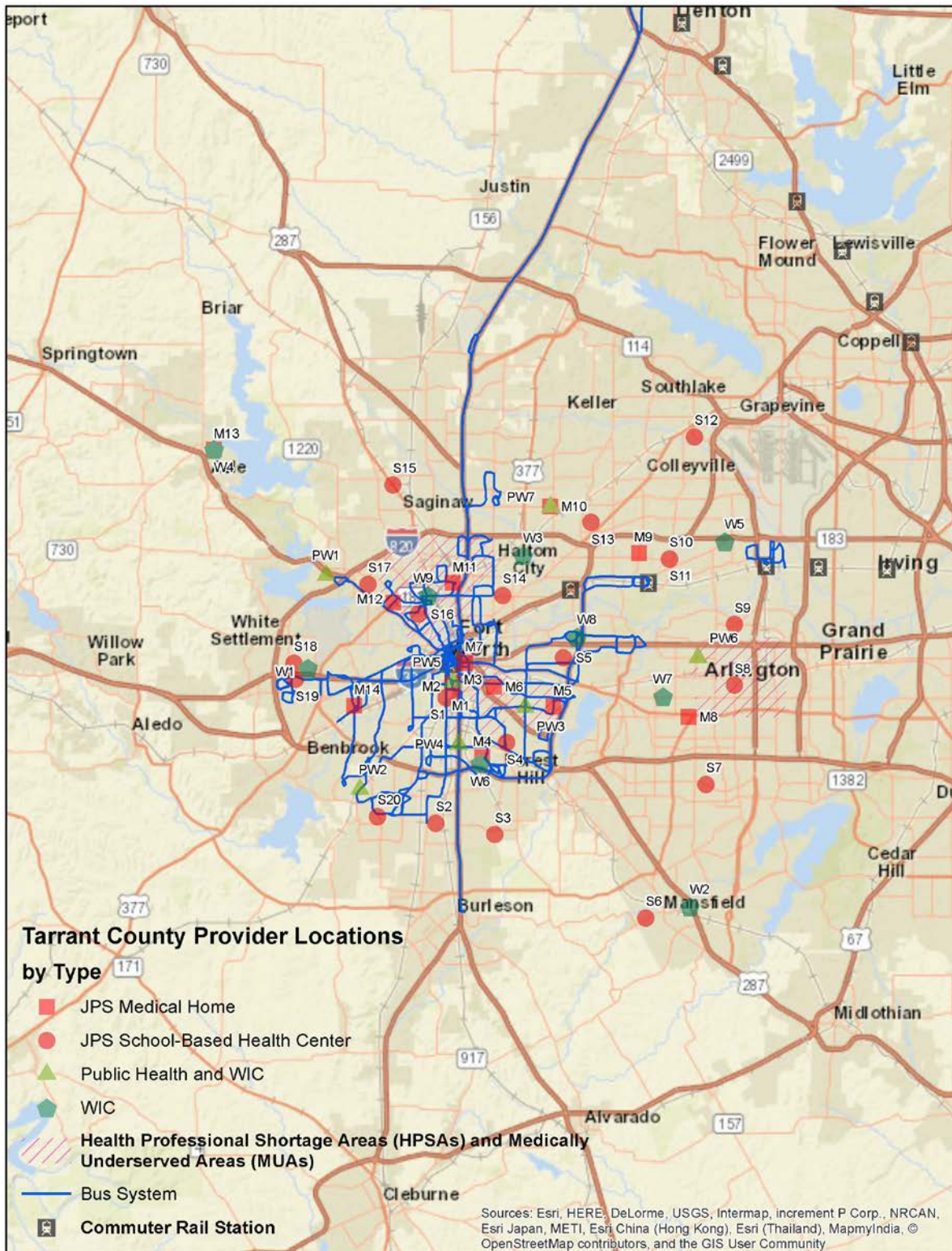
We recommend that the firm conducting the Long Range Facilities Planning, the Cumming Corporation, include TCPH sites and services in their ambulatory network review.

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Map 10 Tarrant County Provider Locations by Type: Tarrant County Public Health Locations and WIC Only Clinics



Map 11: Tarrant County Provider Locations by Type: JPS Health Network Medical Homes, School-Based Health Centers, Tarrant County Public Health Locations and WIC Only Clinics



Site Name	Street /City	Type	Label
School-Based Health Center - Southside	2115 Hemphill Street / Fort Worth	JPS School-Based Health Center	S1
School-Based Health Center - Crowley	1320 W. Everman Parkway / Fort Worth	JPS School-Based Health Center	S2
School-Based Health Center - Everman	600 Townley Drive / Everman	JPS School-Based Health Center	S3
School-Based Health Center - Forest Oak	3250 Pecos Street / Fort Worth	JPS School-Based Health Center	S4
School-Based Health Center - Eastern Hills	5900 Yosemite Drive / Fort Worth	JPS School-Based Health Center	S5
School-Based Health Center - Mansfield	901 W. Broad Street / Mansfield	JPS School-Based Health Center	S6
School-Based Health Center - Ferguson	600 S.E. Green Oaks Blvd / Arlington	JPS School-Based Health Center	S7
School-Based Health Center - Central	600 New York Avenue / Arlington	JPS School-Based Health Center	S8
School-Based Health Center - Nichols	1850 Brown Blvd / Arlington	JPS School-Based Health Center	S9
School-Based Health Center - Georgia Kidwell	3115 W. Pipeline Road / Euless	JPS School-Based Health Center	S10
School-Based Health Center - HEB	3115 W. Pipeline Road / Euless	JPS School-Based Health Center	S11
School-Based Health Center - Grapevine/Colleyville	3050 Timberline Drive / Grapevine	JPS School-Based Health Center	S12
School-Based Health Center - Birdville	8200 OBrian Way / North Richland Hills	JPS School-Based Health Center	S13
School-Based Health Center - Haltom City	2807 Layton Avenue / Fort Worth	JPS School-Based Health Center	S14
School-Based Health Center - Eagle Mountain-Saginaw	1029 N. Saginaw Blvd / Saginaw	JPS School-Based Health Center	S15
School-Based Health Center - Northside	2011 Prospect Avenue / Fort Worth	JPS School-Based Health Center	S16
School-Based Health Center - Castleberry - Lake Worth	5300 Buchanan Road / Fort Worth	JPS School-Based Health Center	S17
School-Based Health Center - White Settlement	8301 Downe Drive / White Settlement	JPS School-Based Health Center	S18
School-Based Health Center - Western Hills	8376 Mojave Trail / Fort Worth	JPS School-Based Health Center	S19
School-Based Health Center - Chapel Hill Acad.	4640 Sycamore School Road / Fort Worth	JPS School-Based Health Center	S20
John Peter Smith Hospital	1500 S. Main Street / Fort Worth	JPS Medical Home	M1
Professional Office Complex	1400 S. Main Street / Fort Worth	JPS Medical Home	M2

Health Center for Women - Fort Worth	1201 S. Main Street / Fort Worth	JPS Medical Home	M3
Health Center - South Campus	2500 Circle Drive / Fort Worth	JPS Medical Home	M4
Health Center Stop Six/ Walter B. Barbour	3301 Stalcup Road / Fort Worth	JPS Medical Home	M5
Health Center - Polytechnic	1650 S. Beach / Fort Worth	JPS Medical Home	M6
Health Center - Cypress	1350 E. Lancaster / Fort Worth	JPS Medical Home	M7
Medical Home Southeast Tarrant	1050 W. Arkansas Lane / Arlington	JPS Medical Home	M8
Health Center - Northeast	837 Brown Trail / Bedford	JPS Medical Home	M9
Health Center - Gertrude Tarpley/Watauga	6601 Watauga Road / Watauga	JPS Medical Home	M10
Health Center - Diamond Hill	3308 Deen Road / Fort Worth	JPS Medical Home	M11
Health Center for Women & Children NW	2200 Ephriham Avenue / Fort Worth	JPS Medical Home	M12
Health Center - Northwest/Iona Reed	401 Stribling Drive / Fort Worth	JPS Medical Home	M13
Health Center - Viola M. Pitts/Como	4701 Bryant Irvin Road N / Fort Worth	JPS Medical Home	M14
White Settlement	1638 S. Cherry Lane / Fort Worth	WIC	W1
Mansfield	1585 E. Broad St / Mansfield	WIC	W2
Haltom City	4113 Denton Highway / Haltom City	WIC	W3
Azle	401 Stribling Drive / Azle	WIC	W4
Eules	417 W. Eules Blvd / Eules	WIC	W5
Resource Connection	1500 Circle Drive / Fort Worth	WIC	W6
Pantego	2208 W. Parkrow Drive / Pantego	WIC	W7
Eastside	1100 Bridgewood Drive / WIC	WIC	W8
Fiesta Plaza	245 N.E. 28th St / Fort Worth	WIC	W9
Northwest Public Health Center	3800 Adam Grubb / Lake Worth	Public Health and WIC	PW1
Southwest Public Health Center	6551 Granbury Road / Fort Worth	Public Health and WIC	PW2
Bagsby-Williams Public Health Center	3212 Miller Avenue / Fort Worth	Public Health and WIC	PW3
LaGran Plaza Mall Public Health Center	4200 S. Freeway / Fort Worth	Public Health and WIC	PW4

Tarrant County Public Health Main Campus / Southside	1101 S. Main Street / Fort Worth	Public Health and WIC	PW5
Southeast Public Health Center / Randol Mill	536 W. Randol Mill Road / Arlington	Public Health and WIC	PW6
Watauga Public Health Center / Watauga	6601 Watauga Road / Watauga	Public Health and WIC	PW7

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