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## Background

The Kentucky Public Health System is currently undergoing a comprehensive strategic planning initiative called Public Health Transformation (PHT). Kentucky's Public Health Transformation has a major impact on the delivery of public health at both the state and local level. Policies to categorize and prioritize public health programs, as well as proposed changes in how public health is funded will result in more equitable access to public health services across the state, increase focus on population health, improve fiscal stability, strengthen partnerships and optimize internal capacity.

### Current State:

- Historically poor health outcomes and health behaviors
- Unstable local and state public health system
- Kentucky Department for Public Health (KDPH) and Local Health Department (LHD) staff with varying levels of knowledge and support regarding Public Health Transformation and varied staff change management skill levels needed for Public Health Transformation implementation
- Inconsistent and non-targeted communication-related to Public Health Transformation



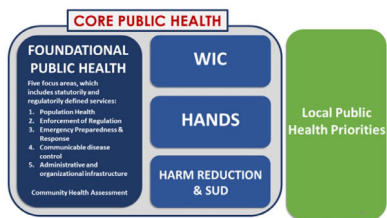
Image Source: <http://redtegroup.co/public-health-30>

## Plan

### Desired Future State/Public Health Transformation Goals:

- Support and emphasize data-driven decision-making for improved health outcomes for Kentucky communities
- Relieve fiscal instability and increase accountability
- Assess staff capacity related to change management and strategic skills needed for Public Health Transformation implementation, as well as support
- Identify training opportunities
- Prevent duplication, reduce waste and red-tape
- Increase a culture of Quality Improvement and integrate health equity and inclusion in all that we do
- Reexamine priorities and strategies due to external factors (leadership changes, COVID, buy-in)
- Increase and standardize PHT communication efforts
- Align with Public Health 3.0 principles/core functions

## Public Health Transformation "Key Slide"



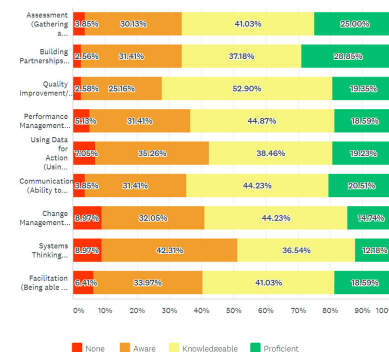
## Do

- Established collaborative team building environment
- Established formal Public Health Transformation Planning Teams
- Identified Public Health Transformation Focal Areas
- Established dedicated regular meeting times
- Facilitated informal listening sessions to gain insight from staff at both state and local levels
- Partnered with ASTHO, NACCHO to provide training in change management and restructuring
- Facilitated passage of House Bill 129, also known as the Public Health Transformation Bill which proposed the categorization of a multitude of public health programs into Core, while remaining programs considered local public health priorities – those programs with which local health departments would choose to provide based on the specific needs within their communities.
- Developed formal department-wide survey to gauge employee perception, knowledge, exposure, and support for Public Health Transformation, as well as staff capacity for skills related to creating a culture of change
- Administered survey to all KDPH staff (39% response rate) and disseminated results
- Sought partnerships with FQHCs, KPCA and others to expand public health programs like family planning and cancer screening
- Expanded partnership with Kentucky Cancer Link to provide patient navigation

Top themes for lowest ranking strategic skills: Performance Management, Using Data for Action, Systems Thinking and Change Management

## Study/Lessons Learned

- Recognized the need for a relaunch of communication efforts, focusing on employee buy-in and how it affects their positions and work within the Commonwealth
- Recognized the need for multi-disciplinary committee structures (both state and local public health)
- Identified need for training related to change management, such as performance management, using data for action, and systems thinking
- Identified need to have workplans and an accountability structure to showcase progress
- Need better linkage with PHT and better health outcomes
- Need to continue to build infrastructure for informatics, health equity and workforce development



## Act/Future Plans

- Named Public Health Transformation Director
- Formalize a Public Health Transformation communication plan
- Develop Public Health Transformation website and video
- Develop and/or secure training opportunities for various departments/levels in organization related to change management skills
- Complete KDPH program inventory to better evaluate programs
- Identify PHT champions to sustain PHT model
- Create dashboard to continually measure progress and identify quality improvement opportunities
- Increase connectivity with state and local planning efforts to better integrate PHT principles (SHIP, CHA/CHIP, WFD, SP)

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