Shared Services Involving Local Health Departments (LHDs): A Bibliography of References from Ohio and Elsewhere April 30, 2018

Center for Public Policy and Health

Kent State University

With

Center for Public Health Practice

The Ohio State University

Surjit Dawar Joshua Filla John Hoornbeek



CONTENTS

	ications Related to Shared Services Involving Local artments (LHDs) in Ohio	Health
1.1. Shared Services		
1.1.1.	Health Department to Health Department Collaborations	2
1.1.2.	Cross Sector Collaboration Involving Local Health Departments	3
1.1.3.	Joint Purchasing Arrangements	3
1.2. LHD Consolidations		
1.2.1.	LHD Consolidation: Motivations, Impacts, Challenges	4-5
1.2.2.	Feasibility of Health Department Consolidations	5-6
1.3. LHD Capacity Development, Shared Services, and Accreditation		6
2. Publications Related to Shared Services Among Local Health Departments Nationally and Elsewhere		
2.1. Shared Services		
2.1.1.	Health Department to Health Department Collaborations	7-9
2.1.2.	Cross Sector Collaboration Involving Local Health Departments	10
2.1.3.	Feasibility, Planning, and & Other Studies on Shared Services	11
2.2. LHD Consolidations		12-13
2.3. LHD	Capacity Development, Shared Services and Accreditation	13-14

1. Publications Related to Shared Services Involving Local Health Departments in Ohio

1.1. Shared Services

1.1.1. Health Department to Health Department Collaborations

Professional Work Products

- Center for Sharing Public Health Services. (2017). CJS (Cross Jurisdictional Sharing) Case Report on Ohio's Portage County. Retrieved September 8, 2017, from http://phsharing.org/wp-content/uploads/2017/04/OhioCaseReportApril2017.pdf
- Goon, A. & Lupi, N. (2017). Foundational Public Health Services: What's Sharing Got to Do with It? (A Presentation). Retrieved from http://aohc.net/aws/AOHC/asset_manager/get_file/164432?ver=0
- 3. Orcena, J. E. (2015). For a Few Dollars More: The Case for Cross-Jurisdictional Sharing in Ohio's Local Health Departments (Doctoral Dissertation). University of Illinois at Chicago. Retrieved From https://indigo.uic.edu/bitstream/handle/10027/20387/Jason%20Orcena%20Dissertation.pdf?sequence=2
- 4. Hoornbeek, J., Filla, J., Kamble, N. (2014). Evaluation Report-Robert Wood Johnson Foundation Sharing Public Health Services Project Building Public Health Capacities through Collaboration: Accelerating Progress in Northeast Ohio (Assessment of Kent City and Portage County Health Department's Collaborations). Center for Public Policy and Health, Kent State University. Retrieved September 17, 2017, from https://du1ux2871uqvu.cloudfront.net/sites/default/files/file/Robert%20Wood%20Johnson%2 OFoundation%20Sharing%20Public%20Health%20Services%20Project%20Building%20Public%20Health%20Capacities%20through%20Collaboration.pdf
- Slenkovich K., Hartman, O. (2013). Resource Sharing among Ohio's Local Health Departments. Center for Community Solutions. Retrieved September 6, 2017, from http://www.communitysolutions.com/assets/docs/Major_Reports/State_Budget_and_tax/publ_ichealthfinal4.12.13.pdf
- Health Policy Institute of Ohio (2012). Public Health Futures Considerations for a New Framework for Local Public Health in Ohio Final Report. Retrieved September 17, 2017 from http://www.aohc.net/aws/AOHC/asset_manager/get_file/93404
- 7. Legislative Committee on Public Health Futures (2012). Legislative Committee on Public Health Futures Report. Retrieved October 27, 2017, from http://www.odh.ohio.gov/-media/ODH/ASSETS/Files/lhd/PH-FuturesReport2016-FINAL-91417.pdf?la=en

1.1.2 Cross Sector Collaborations Involving Local Health Departments(LHDs)

Peer Reviewed Publications

- 1. Towne, K. M. (2017). Nurse Partnerships across the Public Health System. *Nursing Management*, 48(1), 15-17. doi: 10.1097/01.NUMA.0000511186.41289.5a
- Mallick, J., Scaife, H., Strozewski, K.M., Tresse, J. & Wendt J. (2005). A public Health/Hospital Collaboration to Develop a Blueprint for Hospital-Based Mass Immunization Clinics during Bioterrorism Events. *American Journal of Infection Control*, 33(5). Retrieved September 17, 2017. Available from - http://www.ajicjournal.org/article/S0196-6553(05)00228-2/pdf

Professional Work Products

- Brinkman, P. (2016). Million Hearts: Key to Collaboration to Reduce Heart Disease. *Journal of Extension*, 54. Retrieved September 17, 2017, from https://joe.org/joe/2016october/pdf/JOE_v54_5iw2.pdf
- Beechey, T., Flemming, M., Sell, H. & Hoornbeek, J. (2012). Stormwater Management: Improving Effectiveness and Efficiency through Collaborative GIS Services. Center for Public Administration and Public Policy, Kent State University. Retrieved September8,2017,from

https://du1ux2871uqvu.cloudfront.net/sites/default/files/file/Sustain%20a%20Greener%20O hio_Stormwater%20Management_Improving%20Effectiveness%20and%20Efficiency%20t hrough%20Collaborative%20GIS%20Services.pdf

1.1.3. Joint Purchasing Arrangements

- Filla, J., Laurene, K., Bland, K., Bland, M., Mikulski, H., Pascarella, T., Stefanak, M & Hoornbeek, J. (2016). Resource Guide: Health Insurance Choices for Ohio Public Entities. Center for Public Policy and Health, Kent State University. Retrieved from https://dulux2871uqvu.cloudfront.net/sites/default/files/file/Resource%20Guide%207%2012%202016D.pdf

1.2. Consolidations

1.2.1. LHD Motivations, Impacts, Challenges

Peer Reviewed Publications

- Morris, M., Stefanak, M., Filla. J., Smith, S., Pradhan, R. & Hoornbeek, J. (2017). Explaining Consolidation Decisions: Motivations for Recent Local Health Department Consolidations in Ohio. *Journal of Healthcare Finance*, Fall, pp. 1-8, http://www.healthfinancejournal.com/index.php/johcf/issue/view/2
- 2. Hoornbeek, J., Morris, M. E., Stefanak, M., Filla, J., Prodhan, R. & Smith, S. A. (2015). The Impacts of Local Health Department Consolidation on Public Health Expenditures: Evidence from Ohio. *American Journal of Public Health*, 105(S2). doi:10.2105/ajph.2014.302450

- Bland, K., Bland, M., Hoornbeek, J. & Filla, J. (2016). Impacts of Local Health Department Consolidation: A Summary of Recent Research Nationally and in Ohio. Center for Public Policy and Health, Kent State University. Retrieved September 21, 2017, from https://dulux2871uqvu.cloudfront.net/sites/default/files/file/Impacts%20of%20Local%20Health%20Department%20Consolidation.pdf
- Kamble, N., Filla, J., Stefanak, M. & Hoornbeek, J. (2014). City-County Proportions of Local Public Health Funding Among Recently Consolidated County Local Health Departments in Ohio. Center for Public Policy and Health, Kent State University. Retrieved September 17, 2017, from https://www.kent.edu/cpph/city-county-proportions-local-public-health-funding-among-recently-consolidated-county-local
- 3. Kamble, N., Filla, J., Stefanak, M. & Hoornbeek, J. (2014). Contractual Mechanisms for Determining City Shares of Local Public Health Services in Recently Consolidated Local Health Departments (LHDs). Center for Public Policy and Health, Kent State University. Retrieved September 17, 2017, from https://du1ux2871uqvu.cloudfront.net/sites/default/files/file/Contractual%20Mechanisms%20for%20Determining%20City%20Shares%20of%20Local%20Public%20Health%20Services%20in%20Recently%20Consolidate%20Local%20Health%20Departments.pdf
- Morris, M., Stefanak, M., Filla, J. & Hoornbeek, J. (2013). Consolidation of Local Health Departments in Ohio: Motivations and Impacts. Center for Public Policy and Health, Kent State University. Retrieved October 27, 2017, from https://www.kent.edu/sites/default/files/file/Consolidation%20of%20Local%20Health%20 Departments%20in%20Ohio.pdf

- 5. Stefanak, M., Hoornbeek, J. & Filla, J. (2013). Policy Brief: Consolidation of Local Health Departments in Ohio: Motivations and Impacts. Center for Public Policy and Health, Kent State University. Retrieved September 18, 2017, from https://www.bing.com/cr?IG=B76C85E493E84606964A2421B78B5605&CID=0FDE896
 D72636C9F28A1826C73656DE2&rd=1&h=Fzjj1e5VgPCe0lT1bIgiQJiUiIOICQR2JNoqL xKKOSY&v=1&r=https%3a%2f%2fdu1ux2871uqvu.cloudfront.net%2fsites%2fdefault%2 ffiles%2ffile%2fPolicy%2520Brief%2520Consolidation%2520of%2520Local%2520Healt h%2520Departments%2520in%2520Ohio.pdf&p=DevEx,5061.1
- 6. Harvard Kennedy School (2013). The Consolidation of the Health Departments in Summit County, Ohio. Retrieved September 8, 2017, from http://www.phsharing.org/wp-content/uploads/2013/02/Summit-County-Case-1.23.13.pdf
- 7. Hoornbeek, J., Filla, J., Budnik, A. & Beechey, T. (2012). Consolidating Health Departments in Summit County, Ohio: A One-Year Retrospective. Center for Public Administration and Public Policy and College of Public Health, Kent State University. Retrieved September 8, 2017, from http://www.odh.ohio.gov/~/media/ODH/ASSETS/Files/lhd/Final%20SCPH%20Report.ashx
- 8. Budnik, A., Slenkovich, K., & Boulter, J. (2012). Improving Public Health in Portage County. Retrieved September 21, 2017, from https://du1ux2871uqvu.cloudfront.net/sites/default/files/file/Executive%20Summary%20Improving%20Public%20Health%20in%20Portage%20County.pdf

1.2.2. Feasibility of Health Department Consolidations

- Bland, K., Bland, M., Filla, J., & Hoornbeek, J. (2016). Assessing the Feasibility of Consolidating Two Local Health Departments (LHDs) in Jefferson County, Ohio: Jefferson County Health Department & Steubenville City Health Department. Center for Public Policy and Health, Kent State University. Retrieved October 9, 2017 from www.kent.edu/cpph/
- 2. Budnik, A., Filla, J., Hoornbeek, J., & Staley, J. (2013). Assessment of the Feasibility of Consolidating Operations of the Ravenna and Portage County Health Departments. Center for Public Policy and Health, Kent State University. Retrieved September 18, 2017.
- Ackerman, S., Feinn, W., & Slenkovich, K. (2010). Summit County Health District and Akron Health Department Consolidation Feasibility Study. Center for Community Solutions. Retrieved September 18, 2017, from <a href="https://www.odh.ohio.gov/localhealthdistricts/Futures/sitecore/shell/Controls/Rich%20Text%20Editor/-/media/ODH/ASSETS/Files/lhd/SCHD-Feasibility-Study-Final-Report-2-12-10.pdf

 Budnik, A. & Slenkovich, K. Describing and Evaluating the Feasibility Assessment Process for Local Health Department Consolidations (A Presentation) (n.d.). Retrieved September 25, 2017, from http://www.publichealthsystems.org/sites/default/files/KC13 1B Budnik%5B1%5D.pdf

1.3. LHD Capacity Development, Shared Services, and Accreditation

Peer Reviewed Publications

Lee, A. F., Quade, T. & Dwinnels, R. (2014). Evolution of the Academic Health
Department through Public Health Academic and Practice Collaborations. *Journal of Public Health Management and Practice*, 20(3), 290-296.
doi:10.1097/PHH.0b013e3182a085b6. Available from https://insights.ovid.com/pubmed?pmid=24667189

- Ohio State University (OSU) (2016). Local Health Department Profile and Accreditation Readiness Report. Center for Public Health Practice. OSU. Retrieved August 30, 2017, Available from https://cpb-us-west-2-juc1ugur1qwqqqo4.stackpathdns.com/u.osu.edu/dist/a/39824/files/2017/09/OPPD-Assessment-results-8.3.7-Final-134ig62.pdf
- Ross, R. & Keen, T. (2012). Beyond Boundaries: A Shared Services Action Plan for Ohio Schools and Governments. Governor's Office of 21st Century Education and Office of Budget and Management, Retrieved February 13, 2018, from http://www.beyondboundaries.ohio.gov/documents/beyondboundaries-6.14.12released.pdf
- Hoornbeek, J., Macomber, K., Phillips, M., & Satpathi, S. (2009). Local Government Collaboration in Ohio: Are We Walking the Walk or Just Talking the Talk. Center for Public Administration and Public Policy, Kent State University. Retrieved January 24, 2018, from https://dulux287luqvu.cloudfront.net/sites/default/files/file/local-government-collaboration-in-ohio-report.pdf

2. Publications Related to Shared Services Among Local Health Departments Nationally and Elsewhere

2.1. Shared Services

2.1.1. Health Department to Health Department Collaborations

Peer Reviewed Publications

- 1. Watts, T., Zahner, S., & Mrochek, T. (2017). Financial and Legal Characteristics of Cross-Jurisdictional Shared Service Agreements between Local Public Health Agencies. Journal of Public Health Management and Practice, 1. doi:10.1097/phh.0000000000000542. Available from. https://insights.ovid.com/pubmed?pmid=28257400
- 2. Shah, G. H., Badana, A. N., Robb, C. & Livingood, W. C. (2016). Cross-Jurisdictional Resource Sharing in Changing Public Health Landscape. *Journal of Public Health Management and Practice*, 22(2), 110-119. doi:10.1097/phh.00000000000000368
- 3. Madamala, K., Zahner, S. & Brown, R. (2016). Sharing Local Public Health Services across Jurisdictions: Comparing Practice in 2012 and 2014. *Frontiers in Public Health Service and System Research*, 5(2), 19-25. doi: 10.13023/FPHSSR.0502.04
- Pezzino, G., Corso, L. C., Blake, R. G., & Libbey, P. (2015). Sharing Environmental Health Services across Jurisdictional Boundaries. *Journal of Environmental Health*, 77, 36-38. Retrieved August 30, 2017, from http://phsharing.org/wp-content/uploads/2015/04/JEH4.15 Column Direct From CDC EHSB wCoverandTO C.pdf
- Wiesman, J., Melnick, A., Bright, J., Carreon, C., Richards, K., Sherril, J., & Vines, J. (2011). Lessons Learned from a Policy Decision to Coordinate a Multijurisdictional H1N1 Response with a Single Incident Management Team. *Journal of Public Health Management Practice*, 17(1), 28-35. doi:10.1097/PHH.0b013e3181fd4cd2, from https://insights.ovid.com/pubmed?pmid=21135658
- 6. Felton, J., & Golbeck, A. L. (2011). Inter Jurisdictional Collaboration. *Journal of Public Health Management and Practice*, 17(1). doi:10.1097/phh.0b013e3181f54282
- 7. Grieb, J., & Clark, M. E. (2008). Regional Public Health Emergency Preparedness: The Experience of Massachusetts Region 4b. *Public Health Reports*, 123(4), 450-460. doi:10.1177/003335490812300406

- Kansas Health Institute (KHI) (2017). Report: Foundational Public Health Services and Opportunities for Cross-Jurisdictional Sharing. Retrieved September 06, 2017, from http://www.khi.org/policy/article/17-10
- Center for State and Local Health Government and Center for Sharing Public Health Services (2017). Staff Sharing Arrangements for Local Public Health. Retrieved November 27, 2017, from http://slge.org/wp-content/uploads/2017/11/November-2017-Public-Health-Shared-Staffing-Approaches.pdf
- 3. Hyde, J. & Humphries, D. (2017). The Effects of Cross-Jurisdictional Resource Sharing on the Implementation, Scope and Quality of Public Health Services (Systems for Action Research in Progress Webinar, May 2017 recording). Retrieved January 30, 2018, from http://www.publichealthsystems.org/sites/default/files/PBRN_DIRECTIVE/72054Webinar_May11_CT-MA%20DIRCTV_Hyde%26Humphries.pdf
- 4. Hyde, J. & Humphries, D. (2016). The Effects of Cross-Jurisdictional Resource Sharing on the Implementation, Scope and Quality of Public Health Services: A Presentation. Retrieved January 30, 2018, from http://www.publichealthsystems.org/effects-cross-jurisdictional-resource-sharing-implementation-scope-and-quality-public-health
- O'Keefe, E., Kertanis, J., Humphries, D., & Hyde, J. (2016). Building Evidence to Improve the Infrastructure of Local Public Health: A Study of the Effects of Resource Sharing among Local Public Health Jurisdictions by the Connecticut and Massachusetts Public Health Practice Based Research Networks: A Presentation. Retrieved January 30, 2018, from http://www.publichealthsystems.org/sites/default/files/PBRN_DIRECTIVE/72054%202 016%20CPHA%20Annual%20Mtg%20Presentation-revised.pdf
- South Central Kansas Coalition for Public Health (2015). Case Study: Public Health Shared Services. Retrieved August 30, 2017, from http://www.khi.org/assets/uploads/news/13840/sckphs_casestudy.pdf
- 7. McDonald Consulting. (2014). Case Study: Robert Wood Johnson Foundation, Cross-Jurisdictional Services Project, South-West Washington: 2014-2015. Retrieved September 6, 2017, from http://phsharing.org/wp-content/uploads/2015/01/CaseStudy_SW_Washington.pdf
- 8. Hyde, J. (2013). Factors for Success: What Literature tells us (Presentation). Retrieved September 07, 2017, from http://phsharing.org/what-we-do/justeen-hyde-presentation-from-sslc-march-2013-meeting/

- Velonis, A.J. (2012). The West Central Public Health Partnership. A Case Study in Public Health Collaboration. Retrieved August 30, 2017, from http://www.coloradotrust.org/sites/default/files/PFH_CaseStudy_090612-FINAL.rev_.pdf
- Auerbach, J. (2012). Strengthening Massachusetts Local Public Health: Moving from 351 to Double Digits. Retrieved September 7, 2017, from http://www.phsharing.org/wp-content/uploads/2013/02/APHA-John-Aerbach-final.pdf
- 11. Minnesota Department of Health. (2010). Updating Minnesota's Blueprint for Public Health. Retrieved September 6, 2017, from http://phsharing.org/wp-content/uploads/2015/06/MinnesotaBlueprint.pdf
- Ferris, J., Cleland, J., Stier, D., Davis, R. M., Allan, S., Bullard, C. H. & Gravely, S. (2007). Improving Cross-sectoral and Cross Jurisdictional Coordination for Public Health Emergency Legal Preparedness. Retrieved August 31, 2017, from https://www.troutmansanders.com/files/upload/Inproving%20Cross-sectoral%20and%20cross.pdf
- 13. Marathon County Health Department. Northwoods Shared Services Project. (n.d.). Retrieved September 6, 2017, from http://phsharing.org/wp-content/uploads/2015/03/WI_Northwoods_Overview_Presentation.pdf
- 14. Beshear, A., Collins, S., Crider, S., Giannini, R., Harrison, C., Newcom, P., Travis, D. (n.d.). Case Study: Pennyrile District Health Department Crittenden County, Kentucky. Retrieved September 6, 2017, from http://phsharing.org/wp-content/uploads/2014/12/Case-StudyCrittendenCountyKentucky.pdf
- 15. Minnesota Shared Services Learning Collaborative. Local Project Storyboards: Minnesota Shared Services Learning Collaborative. (n.d.). Retrieved September 07, 2017, from http://phsharing.org/2015/06/11/minnesota-shared-services-learning-collaborative/
- 16. Strand, M., Witt, J., Nagel, K., Dillman, T., & Iszler, R. (2015). Utilizing PHUND\$ and Cost-Benefit Analysis to Evaluate Financial Efficiency at the Local Public Health Unit. Retrieved September 7, 2017, from http://phsharing.org/wp-content/uploads/2015/11/PHUNDS C B Analysis C.pdf
- Humphries, D., Hahn, E., Atherly, A., Wilkinson, G., Eckhouse, S., Wong, S., Kertanis, J., O'Keefe, E., Hyde, J. (n.d.). Effects of Cross-Jurisdictional Resource Sharing on the Implementation, Scope and Quality of Public Health Services. Retrieved January 30, 2018, from http://www.publichealthsystems.org/sites/default/files/PBRN_DIRECTIVE/72054% 20C T-MA% 20DIRECTIVE-APHA% 20Nov% 202016% 20Final.pdf.

2.1.2. Cross Sector Collaboration Involving Local Health Departments

Peer Reviewed Publications

- 1. Jenlink, C. H., Kuehnert, P., & Mazyck, D. (2010). Key Components of a School-Located Vaccination Clinic: Lessons Learned from Fall 2009. *The Journal of School Nursing*, 26(4_suppl). doi:10.1177/1059840510372345
- 2. Kuehnert, P. (2010). Now More than Ever: Building and Sustaining Capacity for School-Located Vaccination Initiatives. *The Journal of School Nursing*, 26 (4_suppl). doi:10.1177/1059840510368525
- Lyons, M. S., Lindsell, C. J., Ledyard, H. K., Frame, P. T., & A. Trott, A. T. (2005). Health Department Collaboration with Emergency Departments as a Model for Public Health Programs among At-risk Populations. *Public Health Reports*, 120(3): 259-265. doi: 10.2277/003335490512000307. Retrieved September 17, 2017, from http://journals.sagepub.com/doi/pdf/10.1177/003335490512000307

- Wimsatt, M. A. (2016). Cross-Jurisdictional Sharing Between Tribes and Counties for Emergency Management Services (Presentation). Retrieved August 31, 2017, from http://www.publichealthsystems.org/sites/default/files/PHS4/72458WimsattSummitPres/20July%202016.pdf
- Hartsig, S., Chapman, S., Orr, J. (2015). Case Study: Public Health Shared Services. Retrieved September 27, 2017, from http://www.khi.org/assets/uploads/news/13941/haskell-case-study.pdf
- Kertanis, J., & Hyde, J. (n.d.). Building Evidence to Improve the Infrastructure of Local Public Health Through Practice Based Research Networks: A Presentation. Retrieved January 30, 2018, from http://www.publichealthsystems.org/sites/default/files/PBRN_DIRECTIVE/72054%20C ombined_DIRECTIVE%2BDACS%20Oct%2014.pdf
- Regionalization Advisory Commission (Massachusetts). (2010). Regional Advisory Commission Report Retrieved January 30, 2018, from https://www.cityofmelrose.org/sites/melrosema/files/uploads/report_of_the_regionalization_advisory_commission.pdf

2.1.3. Feasibility, Planning, and Other Studies on Shared Services

- 1. San Luis Valley Public Health Partnership (2015). Feasibility Study. Retrieved September 6, 2017 from http://phsharing.org/wp-content/uploads/2015/01/SLVPHP Overview.pdf
- Shaw, B., Booth, M., & Joly, B. (2015). Cross-Jurisdictional Sharing Project: Key Informant Interview Results Prepared for City of Portland Public Health Division. Retrieved August 31, 2017, from http://phsharing.org/wp-content/uploads/2015/04/ME-CJS Key Inform Interviews.pdf
- O'Leary, R., & Gerard, C. (2012). IBM Center for the Business of Government.
 Collaboration across Boundaries: Insights and Tips from Federal Senior Executives.
 Retrieved January 30, 2018, from http://www.collaborativejustice.org/docs/OLearyGerardCollaborationAcrossBoundaries.pdf?pg=2088-16456
- 4. Burns, T., & Yeaton, K. (2008). IBM Center for the Business of Government. Success Factors for Implementing Shared Services in Government. Retrieved from, http://observgo.uquebec.ca/observgo/fichiers/34756_GDO-1.pdf
- Institute of Cost and Management Accountants (ICMA), Alliance for Innovation, & Arizona State University (ASU). (n.d.). The Collaborative Service Delivery Matrix: A Decision Tool to Assist Local Governments. Retrieved February 28, 2018, from https://icma.org/documents/collaborative-service-delivery-matrix-decision-tool-assist-local-governments
- DiNapoli, T. P. (n.d.). Shared Services among New York's Local Governments. Retrieved August 31, 2017, from https://www.osc.state.ny.us/localgov/pubs/research/sharedservices.pdf

2.2. Consolidations- LHDs Motivations, Impacts, Challenges

Peer reviewed Publications

- Bernet, P. M., & Singh, S. (2015). Economies of Scale in the Production of Public Health Services: An Analysis of Local Health Districts in Florida. *American Journal of Public Health*, 105(S2). doi:10.2105/ajph.2014.302350. Available from; http://ajph.aphapublications.org/doi/pdf/10.2105/AJPH.2014.302350
- 2. Prust, M. L., Clark, K., Davis, B., Pallas, S. W., Kertanis, J., O'Keefe, E., Araas, M., Iyer, N., Dandorf S., Plantis, S., Humphries, D. (2015). How Connecticut Health Directors Deal with Public Health Budget Cuts at the Local Level. *American Journal of Public Health*, 105(S2). doi:10.2105/ajph.2014.302499.
- 3. Chen, L., Jacobson, J., Roberts, S., & Palm, D. (2012). Resource Allocation and Funding Challenges for Regional Local Health Departments in Nebraska. *Journal of Public Health Management and Practice*, 18(2), 141-147. doi:10.1097/phh.0b013e3182294
- Bates, L. J., Lafrancois, B. A., & Santerre, R. E. (2011). An Empirical Study of the Consolidation of Local Public Health Services in Connecticut. *Public Choice*, 147, 107-121. doi:10.1007/s11127-010-9606-9
- 5. Santerre, R. E. (2009). Jurisdiction Size and Local Public Health Spending. *Health Services Research*, 44(6), 2148-2166. doi:10.1111/j.1475-6773.2009. 01006.x
- 6. Bates, L. J., & Santerre, R. E. (2008). The Demand for Local Public Health Services. *Medical Care*, 46(6), 590-596. doi:10.1097/mlr.0b013e318164944c
- 7. Mays, G. P., McHugh, M. C., Shim, K., Perry, N., Lenaway, D., Halverson, P. K., & Moonesinghe, R. (2006). Institutional and Economic Determinants of Public Health System Performance. *American Journal of Public Health*, 96(3), 523-531. doi:10.2105/ajph.2005.064253. Available from; http://ajph.aphapublications.org/doi/pdf/10.2105/AJPH.2005.064253

- North Carolina Association of Local Health Directors Public Health Task Force, North Carolina Institute for Public Health. (2013). A Blueprint of the Future for Local Public Health Departments in North Carolina. Retrieved August 30, 2017, from http://www.ncalhd.org/wp-content/uploads/2015/01/NCALHDBlueprint.pdf
- 2. Kodrzycki, Y. K. (2013). The Quest for Cost-Efficient Local Government in New England: What Role for Regional Consolidation? Federal Reserve Bank of Boston. *SSRN Electronic Journal*. doi:10.2139/ssrn.2366556

- 3. Hyde, J. (2009). Evaluation of Regionalization Planning Efforts in Kansas and Massachusetts. Retrieved August 31, 2017, from http://archived.naccho.org/topics/infrastructure/accreditation/upload/NACCHO-final-regionalization-evaluation-report.pdf
- Brown, J., Buxton-Andrade, W., Clarke, T., Dunlap, P., Idler, J. L., Kohler, B., Scott, R. (n.d.). Case Study: Prowers County Public Health and Environment and Kiowa County Public Health, Lamar, Colorado. Retrieved September 6, 2017, from http://phsharing.org/wp-content/uploads/2014/12/CaseStudyProwersCountyLamarColorado.pdf
- Capriola, M. E., Elsesser, J. A., Kurland, M., Miller, R., Paterson, E., Stille, J., Webner, S. (n.d.). Case Study: Eastern Highlands Health District, Mansfield, Connecticut. Retrieved September 6, 2017, from http://phsharing.org/wp-content/uploads/2014/12/CaseStudyMansfieldConnecticut.pdf

2.3. LHD Capacity Development, Shared Services and Accreditations

Peer Reviewed Publications

- 1. Beatty, K. E., Erwin, P. C., Brownson, R. C., Meit, M., & Fey, J. (2017). Public Health Agency Accreditation among Rural Local Health Departments. *Journal of Public Health Management and Practice*, 1. doi:10.1097/phh.0000000000000509.
- 2. Yeager, V. A., Ye, J., Kronstadt, J., Robin, N., Leep, C. J., & Beitsch, L. M. (2016). National Voluntary Public Health Accreditation. *Journal of Public Health Management and Practice*, 22(2), 149-156. doi:10.1097/phh.00000000000000242
- 3. Conley, A. M., Vagi, S., & Horney, J. A. (2014). Use of the Community Assessment for Public Health Emergency Response to Conduct Community Health Assessments for Public Health Accreditation. *Journal of Public Health Management and Practice*, 20(5), 490-497. doi:10.1097/phh.0b013e3182a99918
- Livingood, W. C., Morris, M., Sorensen, B., Chapman, K., Rivera, L., Beitsch, L., Coughlin, S., Smotherman, C., Wood, D. (2013). Revenue Sources for Essential Services in Florida. *Journal of Public Health Management and Practice*, 19(4), 371-378. doi:10.1097/phh.0b013e318269e41

Professional Publications and Work Products

- Public Health Accreditation Board. (2016). Accreditation Considerations for Shared Services and Mergers. Retrieved August 31, 2017, from http://www.phaboard.org/wp-content/uploads/Accreditation-Considerations-for-Shared-Services-and-Mergers-July-2016.pdf
- Center for Sharing Public Health Services. (2014) Accreditation: How Cross-Jurisdictional Sharing Fits into the Picture (Webinar). Retrieved September 07, 2017, from https://vimeo.com/94576931
- 3. Dilley, J. A., Bekemeier, B., & Harris, J. R. (2012). Quality Improvement Interventions in Public Health Systems: A Systematic Review. Retrieved October 22, 2017, from http://www.sciencedirect.com/science/article/pii/S0749379712000827
- Williams, C., & Miyahara, B. (2009). Collaboration among Local Public Health Departments Preparing for Accreditation. Retrieved September 6, 2017, from http://www.gih.org/files/usrdoc/Collaboration_Public_Health_Department_Accreditation_May_2009.pdf
- Mays, G. (2004). Can Accreditation Work in Public Health? Lessons from Other Service Industries. Retrieved October 22, 2017, from https://folio.iupui.edu/bitstream/handle/10244/508/publichealth_Mayssummary.pdf?sequence=2
- 6. American Public Health Association. (n.d.). Health Department Initiatives: Moving Toward Quality Improvement. Retrieved September 11, 2017, from https://www.apha.org/~/media/files/pdf/factsheets/moving_toward_quality_improveme_nt.ashx

This work was made possible by the Ohio Department of Health (ODH) with funding from the Ohio Department of Higher Education (ODHE) as part of the Ohio Local Public Health Accreditation Support Project. The support project is administered by the Center for Public Health Practice, in the College of Public Health at the Ohio State University.