

## From Coordination to Integration: Creating more Integrated and Sustainable Public Health Organizations

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### Overview

Public health agencies and organizations are reinventing how they define and deliver programs and services. As a result of budget cutbacks and unstable categorical funding, or due to the pressures to improve outcomes and demonstrate results, public health agencies at the state and local level are looking to integration as an operating necessity. In North Carolina, the Healthy Carolinians program was merged with the outreach services of the physical activity and nutrition program to eliminate perceived duplication of state technical assistance efforts. In Maine, the need for a more effective, and less expensive, operation was the catalyst to reorganize across traditional program lines. In Kansas, the chronic disease program is using integration as a way to better deliver services to a geographically dispersed population. In Florida, the need to redefine the chronic disease prevention program under pressures of elimination was the catalyst for a successful integration effort. Similarly, local public health agencies are interested in integration as a way to streamline their own processes and to deliver the services most needed by their community.

Integration is much more than coordination and collaboration among programs. It is a deliberate and systematic redefinition of *what* work gets done and *how* the work gets done. It begins with an integrated work plan, requires organizational alignment and would typically result in a dramatic culture change. A deliberate and thoughtful integration process is defined by best management practices and by proven organizational development fundamentals and principles.

The purpose of this training is to build the skills and competencies of the public health workforce to design, implement and manage an effective and efficient integrated public health operation (program, department or agency) to achieve meaningful health outcomes. Ironically, as public health agencies are focusing more on systems change agendas, creating an integrated operation is a systems change process at the organizational level.

At the end of the session, participants will be able to:

- Conceptualize, articulate and implement a comprehensive, integrated public health program
- Articulate systems change concepts, define a systems change approach (other than policy change) and use their organization as an example of a systems change process
- Effectively facilitate and manage change and transition both with staff and with partners

The training can be presented as a half-day, full day or 1.5 day session. A webinar introductory overview is also available.

The agenda includes:

- Introductions and overview
- Integration as systems change: frameworks and definitions
- The integrated work plan: integrated goals and strategies
- Organizational alignment: the integrated system
- Managing organizational change
- Examples and case studies
- Summary, wrap up