Laboratory Efficiencies Initiative: California’s Guide for Assessment and Implementation of Service Changes

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Overview

• California’s PHL System
  o Economic Challenges
  o Marin County PHL Consolidation

• LEI in Action
  o Public Health Laboratory Systems Working Group
    • California’s Service Change Guide
California’s PHL System

- 61 local health jurisdictions
- 35 County and city PHLs
  - 2 PHL consolidations and 1 closure
- 1 State laboratory facility
- Counties operate independently of the State
## Challenges Affecting Laboratory Sustainability

| Economic Forces                        | • State budget deficit  
|                                       | • Decreased funding for PHL programs |
| Commercial Laboratory Competition     | • Penetrating PH testing  
|                                       | • More affordable testing prices  
|                                       | • Widespread courier service  
|                                       | • ACA- Redirection of testing  |
| Workforce Shortages                   | • Graying of the PHLD workforce  
|                                       | • State laboratory capacity declining due to shortage of staff  
|                                       | • Losing microbiologists to commercial and clinical labs |
Marin County PHL Regionalization

- 2008 - HH&S assessed reorganizing service provision
  - 2010 - Realignment of County medical clinics to Federally Qualified Health Centers
- 50% decline in PHL testing volume
  - ~10K tests: ~$900K to support the PHL
- 2011 - Discussed closure of PHL
- July 2013 - PHL closed and joined a regional laboratory
Public Health Laboratory System Working Group (PHLSWG)

• Directive to State PHLD to re-form working group to identify strategies to enhance Statewide laboratory efficiencies
  o 2 members from: CDPH, CCLHO, CHEAC, CAPHLD

• CDPH strategic goal 2012-2014
  o Strengthen statewide infrastructure to improve health
PHLSWG’s First Project

• Create a California specific Guide for Assessing and Planning Implementation of PHL Service Changes
  o Based on CA PHL System and State and County regulations/needs
  o Help identify practices to help California’s PHLs achieve long term sustainability
California’s Guide for Assessing and Implementing PHL Service Changes

Table of Contents:
• Section 1: Introduction
• Section 2: CA PHL System
• Section 3: Assessing Service Change
• Section 4: Implementing Service Change
• Section 5: Case Studies
Service Changes Adopted by California’s LPHLs

- Testing Service Reorganization: 35.5%
- Infrastructure: 6.1%
- IT: 22.6%
- LEAN: 6.5%
- No Change: 9.7%
- Contract/Billing: 6.5%

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- IT, 22.6%
- Infrastructure, 6.1%
- Testing Service Reorganization, 35.5%
Framework for Assessment

- Identify the pertinent individuals to take part in the assessment process
- Identify the service change that aligns with the LHDs' strategic plan
- Identify the role of the PHL in the community and whether the service change aligns with these goals

- Assess various options for the service change proposed
- Assess the impact of the proposed service change on all laboratory operations and relevant stakeholders
- Assess the feasibility of implementing the proposed service change

- Decide whether to adopt the service change
- Decide how to communicate the decision to the necessary stakeholders

Communicate
Framework for Implementation

Organize
- Organize the pertinent individuals that will take part in the implementation process
- Organize a team to relay information to stakeholders and answer any unresolved questions that may arise

Plan
- Plan the service change implementation with the current and future state of the laboratory in mind

Implement
- Implement the service change and manage and monitor against the work plan
Service Change Case Studies

- Napa/Yolo/Solano County PHL Consolidation
- Mendocino County PHL Closure
- Marin County PHL Consolidation
- State PHL Contracting for Services
- Lake County: Impacts of Laboratory Service Change
- San Diego County Testing Reorganization
Guide in Use

• Sacramento Regional Laboratory Discussions
  o Health Executive utilizing the Guide to assess PHL functions and long-term sustainability
PHLSWG Project #2

• Strategies to Enhance PHLD Pool
• Possible Future Projects:
  o Looking at State versus County responsibilities for testing
  o Assistant Laboratory Director Training Program
  o Public Health Microbiology Training Program
  o Impacts of ACA on PHL
THANK YOU!

Questions?