Building Public Health Resilience

Lessons from New Orleans

Charlotte Parent, RN, MHCM  »  12 July 2014
Director of Health, City of New Orleans
Objectives

- Describe the landscape of healthcare in New Orleans following recovery from Hurricane Katrina
- Outline the immediate and intermediate public health priorities post-Katrina
- Describe the transformation in New Orleans’ approach to the public’s health
- Outline the long term focus of public health in New Orleans
Hurricane Katrina: August 29, 2005
A Flood, Not a Hurricane
CITY OF NEW ORLEANS
Health Care Crippled
HEALTH CARE SAFETY NET SERIOUSLY DAMAGED

Source: nola.com (St. Rita’s Nursing Home; Charity Hospital)
Focus of Public Health Post Katrina

Immediate Focus

- Access to Medical Care
- Safe living conditions
- Citizen’s Mental Health
- Staff’s Mental Health
Focus of Public Health Post Katrina

Intermediate Focus

All Issues of Immediate Focus continue + Safety & Preparedness

- Future evacuation efforts, organization and planning
- Sheltering
- Identifying citizens with medical needs and how to assist
How do we track?

- Database of medically needy citizens updated yearly
- PSA’s and information to identify new citizens – 311 system
- Participate in community wide events to deliver the message
City Assisted Evacuation Plan (CAEP)

- Developed Post Katrina to implement a well-planned evacuation for the citizens of New Orleans.
- Developed multiple pick up points throughout the city.
- One central clearing site for all evacuees.
- Planned evacuation by plane, train, and bus.
- Complete in a 72 hour window of called evacuation.
Sheltering

- Immediate Post Katrina – no sheltering in New Orleans
  - Citizens sheltered based on criteria of general population or medical needy
- Present day – sheltering for category 1 & 2 storms
  - General population shelters and medically needy sheltering oversight by the Health Department
Focus of Public Health Post Katrina

Long-Term Focus
Assess, Assure and Policy Development

- Network of Community Clinics
- Partner and Leverage community assets to provide health needs, careful planning for best use of resources
- Re-Focus Health Department on Community Wide Health Issues
- Implement Health in all Issues Policies
- Accreditation
Why Transform?

- A robust primary care infrastructure built since 2005 that could provide quality care relieving the City of the responsibility
- Need to reduce the size of government
  - Cut smart and focus on the greatest impact
  - Leverage resources
  - Partner
OPPORTUNITY FROM TRAGEDY

BUILDING THE NEW ORLEANS WE WANT INSTEAD OF RETURNING TO THE PAST

CITY OF NEW ORLEANS
Safety Net Health Centers
Medical Homes in New Orleans – A Resilient Health Care System
Transformation of the Health Department

- Stabilize the environment and build a solid foundation
  - Business planning, human resources, inventory, etc

- Assess the effectiveness and feasibility of continuing or modifying current New Orleans Health Department’s programs and services for improving overall community health
  - Transition out of primary care
  - Continue other services only so long as no better alternative exists

- Adopt best public health practice models and programs for existing programs and new initiative
  - Ryan White, Healthy Start

- Implement the new strategic vision aimed at improving the population’s health
Ongoing Transformation

Health Department Resource Focus

2011: 100% Address Population Health
2012: Build Capacity 30% Address Population Health 70%
2013: Build Capacity 40% Establish the Fundamentals 60%
2014: Build Capacity 60% Establish the Fundamentals 40%

CITY OF NEW ORLEANS
Build Population Health Capacity
A “New Public Health” Approach

Lay the Foundation

- Serve those with a disproportionate burden of poor health outcomes
- Establish a platform to address the complex multiple determinants of health

Leverage Resources through Diverse Partnerships

- Work together to set a shared community agenda
- Use innovative collaboration methods for the most efficient use of local resources

Establish Shared Leadership and Talent

- Sustain and scale up successful efforts
- Facilitate developmental opportunities for local partners

Spearhead Policy, System, and Environmental Change

- Link and align sectors impacting health
- Build a Health in All Policies approach
Population Health and Accreditation

2013 Strategic Plan

- Community Health Assessment
- CHIP
- CHIP Implementation

2013 Strategic Plan

- Improve Access to Health Care
- Promote Health Lifestyles
- Prevent Violence
- Enrich Family Health
- Prepare for Emergencies

2/1/13 PHAB application submitted
7/15/13 PHAB docs submitted
Transformation Successes

- Support for department programs beyond General Fund
- Strong partnership networks
- New innovative initiatives
  - Focus on prevention, not treatment, of disease
- 2013: Roadmaps to Health Prize Winner
- 2014: First accredited health department in LA
Vision
Serve New Orleanians as a model, 21st century health department, able to improve the public’s health through data-driven decision making and policy development.

Mission
Protect, promote and improve the health of all where we live, learn, work, and play.

Core Public Health Functions
- Assessment of need and capacity
- Assurance of access and quality
- Policy making for health

CITY OF NEW ORLEANS
New Public Health Preparedness

- Focused on coordination of health services
- Determined to locate at-risk individuals
  - Completed first-in-the-national pilot study with U.S. Department of Health and Human Services Assistant Secretary for Preparedness and Response
  - Developed the New Orleans Special Needs Registry
- Developing culture of preparedness
  - Re-established the New Orleans Medical Reserve Corps
  - Outreach project
Mapping At-Risk Individuals
For more information on the New Orleans Health Department and our current initiatives please visit: 

www.nola.gov/health

Charlotte M. Parent, RN, MHCM
Director of Health
City of New Orleans
cmparent@nola.gov