Evolving models of environmental health service delivery: a real-time experiment?

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Content of presentation

• Authors: Ruth Plume, Dr Alan Page, Professor Hemda Garelick
• Local authority regulatory services- changing and complex
• Research question?
• Research design
• Interim Results
• Your turn!
• Next steps – further participants?
Local Authority regulator services
Its complex

Legislation to enforce

Localism/Devolution
*resource, need,
economics, politics,
Sandford 2015

Approaches to regulation

Link between regulation and
developing public health (WHO 2006)

New management approaches
Grant Thornton 2014

Hampton, Macrory, Philips, Gerson, Anderson, Lofested, Young

Lipsky, Hutter, Fineman, Crool and Ayee, Evans and Harris

2 tier inspections
Regulatory officer “eyes and ears” x-training

Models for change

Resource

Budget reductions
Gainsbury and Neville 2005

New roles

Priorities

Skill set

EU

Govt legislation

Over-regulation

Practice climate
Perceptions of govt,
media and business

Under regulation


Hidden cost to the state Shalin 2009. ‘Porter hypothesis’ (Porter & van der Linde, 1995) – greater regulatory stringency stimulates innovation, thereby enhancing productivity

Over-enforcement leading to economic disadvantage against competitors, closure of firms, impact of closure on perception of locale, employment, empty buildings

Focusing on low risk, stifling business growth

Perception in govt and media of regulatory crisis (Hutter 2005). Critiques of command and control (Baldwin and Black 2008, Young 2010) and anti-competitiveness (Global competitiveness reports 2005-7 in Sala-i-Martin 2011)

Inconsistency with other regulators, particularly for national companies

Potential high risk premises/activities not acted upon, leading to loss (accidents, impact on locale and public health

Research question?

• “What are the lessons to learn from the implementation process for differing and evolving service delivery models for environmental health?”

• Important to document the process and the experience so that we learn the lessons in real time to enhance service delivery.

• Create an evidence base.
Research Design

- Research question
- Design data collection – open reflective interviews
- Selection of cases
- Conduct case study interviews, transcribe and examine data
- Identify emerging themes, Explore themes, Draw conclusions, Modify Theory, Suggest lessons learned, Make recommendations
Case studies: types of organisations

• Entire environmental health service outsourced to a large private sector organisation
• Regional shared public protection service,
• Proposed mutualisation,
• Shared services (management only)
• Shared services (field officers and management).
Participants

- To date, there have been 11 participants from 8 organisations.
- The participants and their place of employment are not identified by name.
- The interviews have been carried out over a 14 month period from July 2014 to September 2015.
- One of the participants has been interviewed several times over a twelve month period as the new service delivery evolved.
Research Design

- **Research question**
- **Design data collection**
- **Selection of cases**
- **Conduct case study interviews, transcribe and examine data**
- **Identify emerging themes, Explore themes, Draw conclusions, Modify Theory, Suggest lessons learned, Make recommendations**
Data analysis

- Familiarisation
- Initial Coding
- Organisation
- Refinement: Theme concept model
- Argument
Emergent Themes

- Managing changes effectively
- Understanding the reasons for change
- Understanding the nature of environmental health
- Meaningful consultation
- Viability of the proposal
- Planning and timeliness
Understanding the reasons for change

Politics
- Resilience
- Value
- Opportunity
- Shake up needed
- Protection
- Cost
- Alternatives
- Devolution
Your turn – a real time experiment!

- Posters of each emerging theme on the wall(s)
- Please choose one theme that you have most interest in
- Make any comments on the “post-it” note provided e.g.
  - Do you recognise these sub-themes in the outer circle?
  - Do you agree or disagree that the sub-theme links to the central theme?
  - Would you like to add a sub-theme?
  - Can you give us something of your experience in a sentence or two?
- Stick your “post it” note next to the outer sub theme that is most appropriate.
- You need to be sat back down by 16.40 ready for the next presenter. I will be around afterwards for questions if we run short of time.

- Are you interested in taking part in a regional focus group to refine these themes? Forms for contact details at the door or email Ruth Plume – R.Plume@mdx.ac.uk
Viability of the proposal

Viability of the proposal

Legality

Cost

Logistics

Risk

Resilience

Workforce skills

Flexibility

Emerging service demands

Commercial viability

Getting it right

Alternative models
Meaningful consultation

- Questions
- Answers
- Problems
- Solutions
- Honesty
- Appeasing staff
- Trust
- Engagement
- Flexibility
Managing changes effectively

- Fear
- Anxiety
- Impact of changes
- Difficult
- Process
- Trust
- Conflict
- Customer satisfaction
- Emerging service demands
- Skills development
Understanding the nature of environmental health

- Emerging service demands
- Regulatory
- Statutory
- Improving public health
- Knowledge of environmental health
- Priority
- Awareness
- Breadth
- Problem solving