

# Appendix C

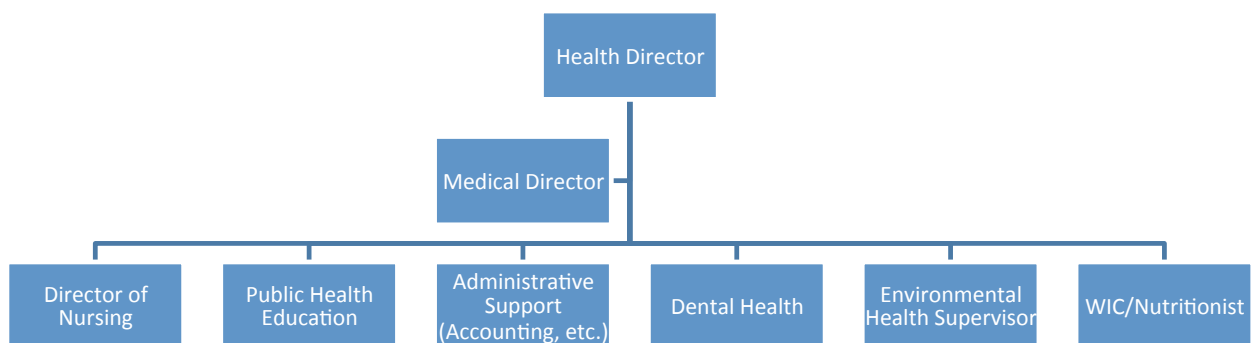
## Comparing the Organizational Structures of the Different Types of Agencies

## How are local health departments organized? Are there differences in organizational structure between the different types of agencies?

There is no state-mandated organizational structure for local public health agencies. As a result, the agencies have adopted organizational structures that best suit their needs. While there are several trends and common features across the different types of agencies, there are also quite a few interesting variations. The generic organizational chart shown below offers a starting point for discussion. It represents the core structure that many county health departments have adopted.<sup>1</sup> Variations on this core structure are then discussed in the table that follows. While the variations identified below are grouped according to model, the differences are not state-mandated variations tied to particular models.

This analysis is based on a review of sixty-seven organizational charts from a mix of county health departments, district health departments, one public health authority (Hertford), one hospital authority (Cabarrus), and one consolidated human services agency (Wake). Most of these charts were initially collected as part of the accreditation process and were shared with the researchers upon request. Because agencies are accredited on a rolling basis, some of the charts reviewed were up to four years old. Moreover, given the economic climate over the last few years, some of the health departments may have changed their organizational structure.

### Generic Public Health Organizational Chart



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1. This generic organizational structure is offered as an illustrative example intended to guide the discussion. It does not represent any single department, and it is not offered as a model or recommendation.

## Key Variations

Type	Variations
<i>County Health Departments</i>	<ul style="list-style-type: none"> <li>• Some counties have an assistant health director.</li> <li>• In many counties, administrative personnel are not in a separate division but rather are distributed throughout the other divisions. Even in some counties with a distinct administrative support division, not all administrative personnel are necessarily located within it.</li> <li>• In many counties, dental professionals are under the supervision of the director of nursing or a related administrator rather than directly under the health director.</li> <li>• Some counties have a division dedicated to pharmacy personnel. In most counties, however, pharmacy personnel are under the direction of another supervisor, such as the director of nursing.</li> <li>• While some counties organize their employees by substantive area (e.g., home health, community health, clinical), most organize their personnel by occupation. For example, all of the nurses, regardless of their specialization, are most often supervised by a director of nursing.</li> <li>• Some counties have a separate division for social workers.</li> </ul>
<i>Districts Health Departments</i>	<ul style="list-style-type: none"> <li>• While some district health departments operate as a single organization in which all employees serve the entire jurisdiction, other health districts maintain a core group of district-wide management employees along with county-specific employees.</li> <li>• While the structure and responsibilities of some health districts mirror those of single-county health departments, other health districts have taken on additional responsibilities. For example, Albemarle Regional Health Services is responsible for landfills and established a regional public transportation authority.</li> <li>• Like county health departments, most district health departments appear to organize their employees by occupation. Albemarle Regional Health Services, however, organizes some of its employees by substantive area (e.g., home health, migrant/diabetes, transportation authority).</li> </ul>
<i>Authorities</i>	<ul style="list-style-type: none"> <li>• Both authorities organize employees by substantive area rather than by occupation.</li> <li>• The director of nursing position is prominent in most county and district health departments, but does not appear to be as prominent in the authorities.</li> <li>• Similar to Albemarle Regional Health Services, the Cabarrus Health Alliance’s organizational structure includes a number of unique departments. For example, Cabarrus has departments specifically dedicated to sustainability and innovation.</li> </ul>
<i>Consolidated Human Services Agency (Wake)</i>	<ul style="list-style-type: none"> <li>• Within the Wake County Consolidated Human Services Department, traditional public health personnel are distributed across many divisions and interspersed with non–health related personnel. For example, WIC and maternal health personnel are located within the Children, Youth and Families Division (along with non-public health personnel who work with such diverse issues as child care subsidies and youth services); health promotion employees are located in the Public Health Division; and dental health, laboratory, and pharmacy services are located within the Health Clinics Division.</li> <li>• Similar to personnel in the health authorities, personnel in Wake County are organized by substantive area rather than occupation. For example, not all nurses report to the Director of Nursing, as they do in most single-county health departments.</li> <li>• In Wake County, environmental health programs (e.g., food and lodging inspections, on-site wastewater permitting) are not in the same department as other public health programs. Rather, they are housed in a separate Environmental Services Department. In other local public health agencies, the environmental health personnel are supervised by the health director.</li> </ul>