

**CATAWBA COUNTY BOARD OF HEALTH
AGENDA**

Monday, February 6, 2017; 7:00pm

Catawba County Public Health

Boardroom

3070 11th Av Dr SE, Hickory, NC 28602

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| A. Call to Order | Mr. John Dollar, Chair |
| B. Approval of Agenda | Mr. John Dollar, Chair |
| C. Approval of December 5, 2016, Minutes | Mr. John Dollar, Chair |
| D. Public Comments | Mr. John Dollar, Chair |
| E. Commissioner's Comments | Mr. Dan Hunsucker, County Commissioner |
| F. New Employees | Ms. Marilyn Klinger, Administrative Assistant |
| G. Mid-Year Financial Report and Outcomes
Attachment I | Ms. Sindie Sigmon, Business Manager
Ms. Jennifer McCracken, Assistant Health Director |
| H. Star Presentation and Preparedness Update
Attachment II | Ms. Chantae Lail, Preparedness Coordinator |
| I. Environmental Health Update
Attachment III | Ms. Megen McBride, EH Supervisor
Mr. Scott Carpenter, EH Supervisor |
| J. Public Health Strategic Plan*
Attachment IV | Mr. Doug Urland, Health Director |
| K. Nominations and Operating Procedure Subcommittee* | Dr. Matthew Davis, Subcommittee Chair |
| L. Health Director's Report | Mr. Doug Urland, Health Director |
| M. Other Business | Mr. John Dollar, Chair |
| N. Adjourn | Mr. John Dollar, Chair |

Monday, March 6, 2017; 7:00 p.m.

Catawba County Public Health

3070 11th Av Dr SE

Hickory, NC 28602

Informational Items:

January Flu Update

Mid-Year Outcomes Summary

Mid-Year Demographics Report

*Denotes Action Item

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**Catawba County Board of Health
Minutes
February 6, 2017**

The Catawba County Board of Health met on Monday, February 6, 2017. The regular meeting of the Board of Health convened at 7:00 pm at Catawba County Public Health, 3070 11th Av Dr SE, Hickory, NC 28602, in the Boardroom.

Members present: Mr. John Dollar, Chair
Dr. David C. Hamilton, Jr, Vice-Chair
Dr. Matthew Davis
Ms. Dana H. Greene
Dr. Sharon Monday
Ms. Gloria Costin
Mr. Brian Potocki
Mr. William Pitts
Ms. Brenda Watson
Dr. David L. Harvey
Mr. Dan Hunsucker, County Commissioner

Members Absent:

Staff present: Mr. Doug Urland, Health Director
Ms. Jennifer McCracken, Assistant Health Director
Ms. Sindie Sigmon, Business Manager
Ms. Julie Byrd, WIC Nutrition Supervisor
Mr. Scott Carpenter, Environmental Health Supervisor
Ms. Megen McBride, Environmental Health Supervisor
Ms. Jennifer Lindsay, School Health Nurse Supervisor
Ms. Rhonda Stikeleather, Children's Services Nurse Supervisor
Ms. Chantae Lail, Lab Manager
Ms. Sarah Rhodes, Clinical Nurse Supervisor
Mr. Jason Williams, Staff Development Specialist
Ms. Lia Clinton, Chief PH Strategist
Ms. Marilyn B. Klinger, Administrative Assistant II

Visitor: Lorraine Saporito, Outpatient Therapist at Family Net and Leadership Academy participant

CALL TO ORDER

Mr. John Dollar, Chair, called the meeting of the Catawba County Public Health Board to order at 7:00 pm.

APPROVAL OF THE AGENDA

Mr. John Dollar, Chair, stated that Board members had received the agenda in their packets and asked if there were any changes. No changes were noted and Dr. Sharon Monday made a motion to accept the agenda and Dr. David Harvey seconded the motion. The motion passed unanimously.

APPROVAL OF MINUTES

The minutes for December 5, 2016, were included in the Board packet that the Board members received via email. Mr. John Dollar, Chair, asked if there were any corrections. No corrections were noted and Mr.

Dan Hunsucker made a motion to accept the minutes as presented and Mr. William Pitts seconded the motion. The December 5, 2016 minutes were approved unanimously.

PUBLIC COMMENTS

Mr. Dollar asked if anyone presented to speak before the Board. Ms. Marilyn Klinger, Administrative Assistant II, stated that no one had presented to speak.

COUNTY COMMISSIONER'S COMMENTS

Mr. Dan Hunsucker, County Commissioner, announced that the week of February 5-11, 2017, was proclaimed Burn Awareness Week by the Catawba County Board of Commissioners. This is recognition of the initiative of the American Burn Association to bring together burn, fire and life safety educators to make the public aware of the frequency, devastation and causes of burn injuries as well as consistent and authoritative measures to prevent these injuries and how to best care for those who are injured.

Commissioner Hunsucker also noted that the Board of Commissioners presented the 2016 Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) to the Budget and Management Office staff. For twenty-eight straight years, Catawba County has received this award which recognizes government entities for producing a budget document which is easy to read and understand. Lastly, he noted that minor changes to the Catawba County Personnel Code were made and were available for viewing on the County intranet.

NEW EMPLOYEE

Ms. Marilyn Klinger, Administrative Assistant II, stated one new employee is present to be introduced to the Board. The new employee, Ms. Lia Clinton, will be our Chief Public Health Strategist with responsibilities for the Strategic Plan and its operations, quality improvement, the community health team, and the agency-wide communications plan. Lia Clinton comes to us from New Hanover County where she served, for four years, as the Health Promotion Supervisor and Tobacco Prevention and Control Coordinator. Prior to moving to North Carolina, she worked as a Health Educator at her alma mater, Mississippi State University. She holds a Master's degree in Health Promotion and a Bachelor's degree in Communications. She is a Certified Health Education Specialist, car seat technician, and American Heart Association CPR instructor.

Mr. Dollar welcomed Ms. Clinton on behalf of the Board of Health. Ms. Klinger also noted that Ms. Lorraine Saporito, an Outpatient Therapist with Family Net, was attending the Board meeting tonight as part of her participation in Catawba County Leadership Academy. Mr. Dollar welcomed Ms. Saporito and invited her to future meetings.

NOMINATIONS AND OPERATING PROCEDURE SUBCOMMITTEE

Dr. Matthew Davis advised that the Nominations and Operating Procedure Subcommittee met on Tuesday, February 6, 2017 and reviewed the Operating Procedures with Catawba County Public Health staff. Revisions were approved in advance by Ms. Debra Bechtel, County Attorney. The Subcommittee recommends adoption of the Operating Procedures with the addition of orientation and training information as required to meet State Accreditation benchmark. Mr. Dollar acknowledged that no motion was needed due to the subcommittee's recommended and called for a vote of the Board members to accept the recommendation and adopt the revised Operating Procedures. The Board voted unanimously to adopt the revised Operating Procedures dated February 6, 2017

MID-YEAR FINANCIAL REPORT AND OUTCOMES

Sindie Sigmon, Business Manager, and Doug Urland, Health Director, presented the FY16/17 mid-year financial report. After the first six months of this fiscal year, percentages should be at the 50 percent point. Revenues and expenses are actually at the 47 percent point, so County Share balances the revenues. Fiscal year to date, Public Health has received 52.2 percent of County Share. State grants are paid as staff time and expenses are reported to the State and available State funds have been requested. Note that STD Prevention and STD drug funds are reimbursed based entirely on Public Health need.

Medicaid cost settlement funds for FY12/13 and FY13/14 have been received at 90%; however, the remaining 10% for these years is being held at the State level. FY14/15 has been filed but not finalized, and FY15/16 has not been submitted pending interpretation of Federal standards and audit changes. Mr. Pitts asked how Public Health might be impacted by Affordable Care Act (ACA) changes. While there may be a national cut of \$931 million and \$20 million of that impacts North Carolina, Mr. Urland explained that we do not yet know how funding from ACA for the Public Health Prevention Fund might affect local health departments.

Patient and clinic fees are low for this point in the year primarily due to the lack of a full time provider. We are currently employing contract and hourly providers that do not support a full schedule. We continue to search for a provider and alternative means of covering clinic needs. This lack of a provider also leads to higher part-time wages than expected. Flu and pneumococcal vaccines purchased in the first half of the year make that expense look higher, but that will level out during the second half of the year. The Contract Services line appears higher than 50 percent also due to two software maintenance payments made during the first half of the year that will not be made again this fiscal year (Healthmaster and Custom Data Processing). Mr. Urland concluded the financial report presentation by stating that the FY17/18 budget will be discussed at the March Board meeting.

Jennifer McCracken, Assistant Health Director, shared an outcomes summary for the first half of the year. With 33 outcomes covering Public Health programs, there are 30 outcomes currently in good standing to be met for this fiscal year. There are three outcomes with issues preventing them from being on track, but there is still time to make up ground. Those currently in jeopardy are the Environmental Health outcome regarding completion of permit applications within ten process days (due to volume of applications and staff available); Prenatal's goal of ensuring 10 percent of eligible pregnant women with oral health needs gain access to dental services (currently at 5 percent with low patient follow through); and WIC's Breastfeeding Peer Counseling Program goal for 80 percent of new mothers to breastfeed for six weeks and then 95 percent of those continuing for six months (current well below both rates even with weekly staff contact with new mothers).

STAR PRESENTATION AND PREPAREDNESS UPDATE

Ms. Chantae Lail, Preparedness Coordinator, provided information regarding the re-certification of Public Health as a Public Sector Star sight through the NC Department of Labor's Carolina Star Program. First certified in 2012, this re-certification is valid until 2020. The goals of this program are to build a strong safety program while improving quality and productivity. Key elements to the program are management commitment and leadership, employee involvement and participation, worksite hazard analysis, hazard prevention and control, and safety and health training.

To determine preparedness goals for Public Health, a security assessment was completed in coordination with the Catawba County Sheriff's Office. Their recommendations were prioritized, rapid response was given to quick fixes, and long term goals were set for other recommendations such as the upcoming 'active shooter' exercise. Efforts by staff will continue to achieve set goals.

ENVIRONMENTAL HEALTH UPDATE

Ms. Megen McBride, Environmental Health Supervisor for On-Site Wastewater and Wells (OSWW), presented updated information on the Engineered Option Permit (EOP) established last year, which is a private option available to property owners to hire their own soil scientist and engineer to design and approve their septic system. To date, one complete EOP package has been submitted and filed. Ms. McBride also gave 2016 application and permit figures in comparison to 2015. Twenty percent more applications were received (379 versus 315) and 21 percent more permits issued (330 versus 272) in 2016. With 80 percent of permits issued within the outcome required ten process day period, a major recurring issue is the number of visits per property necessary to get final approval.

Mr. Scott Carpenter, Environmental Health Supervisor for Food, Lodging, and Institutions (FLI), also provided comparison figures for 2015 versus 2016 for inspections, permits, and complains. At mid-year for FY16/17, staff completed 1,097 inspections at 1,001 permitted establishments with 37 temporary food establishments (TFE – fairs, summer camps, etc.). There have been 89 complaints (FLI and OSWW) during the first two quarters of FY16/17 with 98 percent of those responded to within the outcome required two business days.

Mr. Carpenter was pleased to inform the Board of his staff's 2017 participation in the FDA's Risk Factor Study. This Federal grant project helps local health department environment staff work to exceed State requirements and move towards Federal standards. After a self-assessment, the study helps identifies risk factors that need priority attention, evaluate trends, and enable departments to measure their programs against national criteria. This is an on-going process of self-assessment, planning, improving, and measuring. Mr. Carpenter's final report will be due in December 2017.

PUBLIC HEALTH STRATEGIC PLAN

Mr. Doug Urland, Health Director, stated that Public Health has had a strategic plan for more than a dozen years to be a resource and guiding document for current as well as future programs, policies, and needs of the department and its staff. There has always been an annual review and update of the document with State Accreditation that began in 2008.

Over the last five years, there have been many changes including staff reductions while maintaining services; Medicaid cost settlement; dental, child health, and prenatal program changes; Home Health sale; key staff retirements; health care environment changes; and even governmental changes. Public Health has seen employee numbers decrease from 155 to 97 as well as lower revenues. In late 2015, management saw the need to review and revamp the strategic plan as a crucial step in preparation for the next three to five years. In early 2016, Kelly Isenhour, then Assistant Health Director, consulted with Evident Analytics, LLC with regard to leading a strategic planning process that would include employee input, relevant data, and department programs and policies to create an entirely new plan.

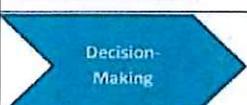
Primary to the start of the review process was using recent data gathered by Jennifer McCracken, Assistant Health Director, in 2015 as a project during her work with the Quality Improvement Advisory Program through Population Health Improvement Partners. The 2015 Community Health Assessment (CHA) was also used. The 2015 CHA is a 192-page report on primary risk factors and health issues specifically for Catawba County gathered by staff and community partners through surveys, research, and data collection. And a third major data source was Catawba County's own 2016 internal survey of all County employees, which resulted in meetings with every department and its staff to share aggregate data and results of the survey. Over 84 percent of Public Health staff participated in the survey. Voluntary meetings to discuss overall data and specifically Public Health information were held on four occasions in Spring 2016.

Based on this data and response to informational meetings, Public Health moved forward by contracting with Evident Analytics, LLC (EA) to coordinate and guide staff through the process of creating a new strategic plan. EA is a North Carolina based company specializing in providing value-added solutions to ensure clients focus on their primary mission. The EA team is Dr. Wesley Rich, who holds a Bachelor’s Degree in Biology, a Master’s Degree in Public Health, a M.Ed in Curriculum & Instruction, and a Ph.D. in Educational Research and Policy Analysis as well as Dr. David Tillman, who holds a M.Ed in Curriculum & Instruction and a Ph.D. in Educational Psychology. They are both Assistant Professors of Public Health at Campbell University where Dr. Rich also serves as Associate Dean of Health Sciences and Dr. Tillman serves as Chair of the Department of Public Health.

The first step was to provide all the data and department information available to the EA team. Then a full staff planning retreat was scheduled in August 2016. It was so crucial to have every employee involved, therefore Public Health was closed to the public on a Friday (with a few PRN staff on site for emergencies), used a large off-site conference room, allowing Public Health staff to focus the entire day to the strategic planning process.

Based on the information and feedback employees generated through EA’s activities, a two-day session was scheduled later in August with managers and key staff to delve further into the strategic planning process. Kelly Isenhour retired and Amy McCauley moved to a County position shortly after this two-day session but other staff stepped up to fill their roles and keep the process moving. Then in November 2016, delayed from October due to flooding caused by Hurricane Matthew and its damage, a half-day session and two conference calls with the EA team finalized the details of the plan. EA’s final document was received in January 2017.

Ms. McCracken led the subcommittee through the summary report they had been provided by email the week. The Theory of Action states the current status at Catawba County Public Health and goals for this plan. It also lays out four strategic priorities that will be the focus of action. In the chart below, investment, community engagement, retooling, and decision-making are the priorities with ‘If’ and ‘Then’ statements showing what Public Health can do to achieve better health outcomes, develop a healthier environment, and target utilization of clinical systems.

Strategic Priorities	If CCPH...	Then...	Then...	Then...
	...increases grant applications, maximizes cost recovery through billable services, and leverages public-private partnerships	...additional resources are available to support nonbillable population health programming—especially related to health behaviors	...targeted populations receive health behavior interventions ...non-excludable health-related public good projects (e.g., safe places to be active) can be completed	Catawba County will achieve better health outcomes through increases in healthy behaviors, development of healthier natural and built environments within the county, and more targeted utilization of clinical care systems.
	...assesses stakeholder perceptions of public health, articulates a clear message and identifies useful communication methods	...stakeholders would have a clearer understanding of the role of the health department	...engagement with and participation in public health programming will increase	
	...improves the culture of collaboration across units, trains employees for flexible, overlapping roles, and develops systems for coaching and mentoring	...staff members will have greater clarity about their connection to the role of the CCPH as chief health strategist ...cross-functionality will enhance the ability of the department to meet evolving and emerging community needs	...the human resources of CCPH can more efficiently fill non-redundant roles with clinical, educational, and public safety systems in the county, while enhancing the effectiveness of those respective systems	
	...improves data systems, seeks and incorporates a broad range of relevant perspectives, and expands CQI in all units	...improved access to relevant, timely data and adoption of consistent processes for evaluation will reduce waste and increase confidence in programming ...broader perspectives will result in improved ability to identify high-value initiatives which combine low resistance, high feasibility, and meaningful expected impact on population health	...finite resources can be more efficiently deployed to maximize the population health benefit by ensuring quality and satisfaction with programming, while reducing per capita costs	

Ms. McCracken provided further details on each priority and reviewed the ‘If’ statements of what Public Health could do. The balance of the summary document reflects more tactical steps to accomplish each strategic priority but Ms. McCracken also discussed some ‘quick hits’ that managers felt they could work

on now before the full plan is completed. These include re-energizing the Public Health Employee Committee for team-building and recognition events; recharging the monthly staff meetings to include value-added information and staff connectivity; providing a monthly infographic sheet that shares accomplishments and data for all staff; and creating meaningful outcomes for FY17-18 that come from staff input as well as State and County requirements and data.

Mr. Urland and Ms. McCracken fielded questions from the Board on priorities and employee involvement in the process as well as the approval process for this new strategic plan. In addition, they stated that the full Public Health Management Team will review the plan and organize for implementation at their February meeting. A detailed time line will accompany the plan so that designated staff will stay on task and provide periodic updates prior to the next annual review. The Public Health Strategic Plan has been presented to County Management and shared with the Board of Commissioners.

Mr. Dollar, chair of the Policy and Strategic Planning Subcommittee, stated that the subcommittee met on Tuesday, January 31, 2017, with Catawba County Public Health staff to review the new Strategic Plan, which was included in the February Board packet and presented tonight as well as being required to meet State Accreditation benchmarks. The subcommittee has approved the Public Health Strategic Plan and recommends adoption of the plan by the Catawba County Board of Health. Mr. Dollar acknowledged that no motion was needed due to the subcommittee's recommendation and called for a vote of the Board members to accept the recommendation and adopt the new Strategic Plan. The Board voted unanimously to adopt the new Catawba County Public Health Strategic Plan.

HEALTH DIRECTOR'S REPORT

Mr. Doug Urland, Health Director, stated that the FY17/18 budget is being development now and will be presented later in February to the Finance Subcommittee with a recommendation coming to the full Board at the March 6 meeting. With the new governor in office, there have been some high level department head changes. Mandy K. Cohen, MD, MPH, is the new DHHS Secretary, State Health Director's position is currently vacant, and Danny Staley remains the Director of the Division of Public Health. As previously mentioned, we do not yet know the impact of any ACA changes.

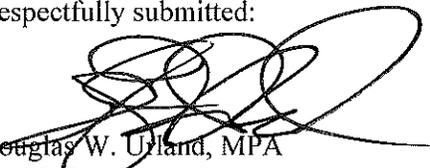
OTHER BUSINESS

Mr. Dollar acknowledged the Public Health Monthly Update handed out tonight as well as the Monthly Flu Report, mid-year Demographics Report, and mid-year Outcomes Summary emailed with the Board packet.

ADJOURNMENT

There being no further business, Dr. Hamilton motioned to adjourn the meeting and Dr. Monday seconded the motion. Mr. Dollar adjourned the meeting at 8:40 pm.

Respectfully submitted:



Douglas W. Urland, MPA
Health Director