

Board of Health Update



Southern Nevada Health District
2025-2029 STRATEGIC PLAN

Presenter:

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Southern Nevada Health District

5/28/2026



Agenda

- History vs. Current State
- Purpose
- What's new
- Looking Forward

A Strategic Plan:



DEFINES DIRECTION

Establishes the health department's vision and goals for the future.



SUPPORTS DECISION-MAKING

Guides resource allocation and prioritization of initiatives.



DRIVES ACCOUNTABILITY

Tracks progress and measures success with transparency.



ENHANCES ADAPTABILITY

Ensures the department can respond effectively to emerging public health challenges and opportunities.

How We Got Here

C.A.R.E.S.

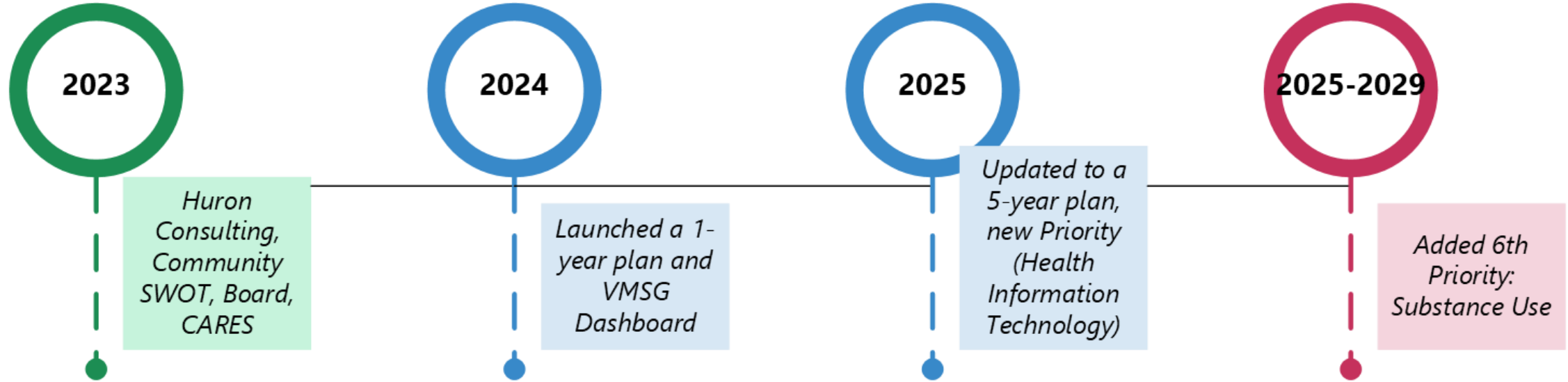
COMMITMENT We are committed to providing quality services and collaborating with internal and external partners to achieve mutual goals and strengthen our community's health.

ACCOUNTABILITY We carry out our responsibilities and report in a transparent manner. We strive to provide our services in a timely and efficient way, embracing good leadership and stewardship practices to achieve long-term sustainability.

RESPECT We recognize and appreciate the dignity and worth of every person, regardless of their background, heritage, beliefs, or ability. We build positive relationships that foster inclusion and belonging for all, ensuring access to members based on needs.

EXCELLENCE We pursue quality and innovation in everything we do. From our policies and systems to our services and interactions, we embrace the pursuit of excellence and continual improvement across interactions with patients, partners, colleagues, and other stakeholders.

SERVICE We strive to provide an exceptional experience for everyone through accessible, compassionate services to our patients, clients, co-workers, and communities.



Home Page

Show SubConcepts

Status Summary

SNHD Strategic Plan - Current

Goals

Objectives

Activities

117

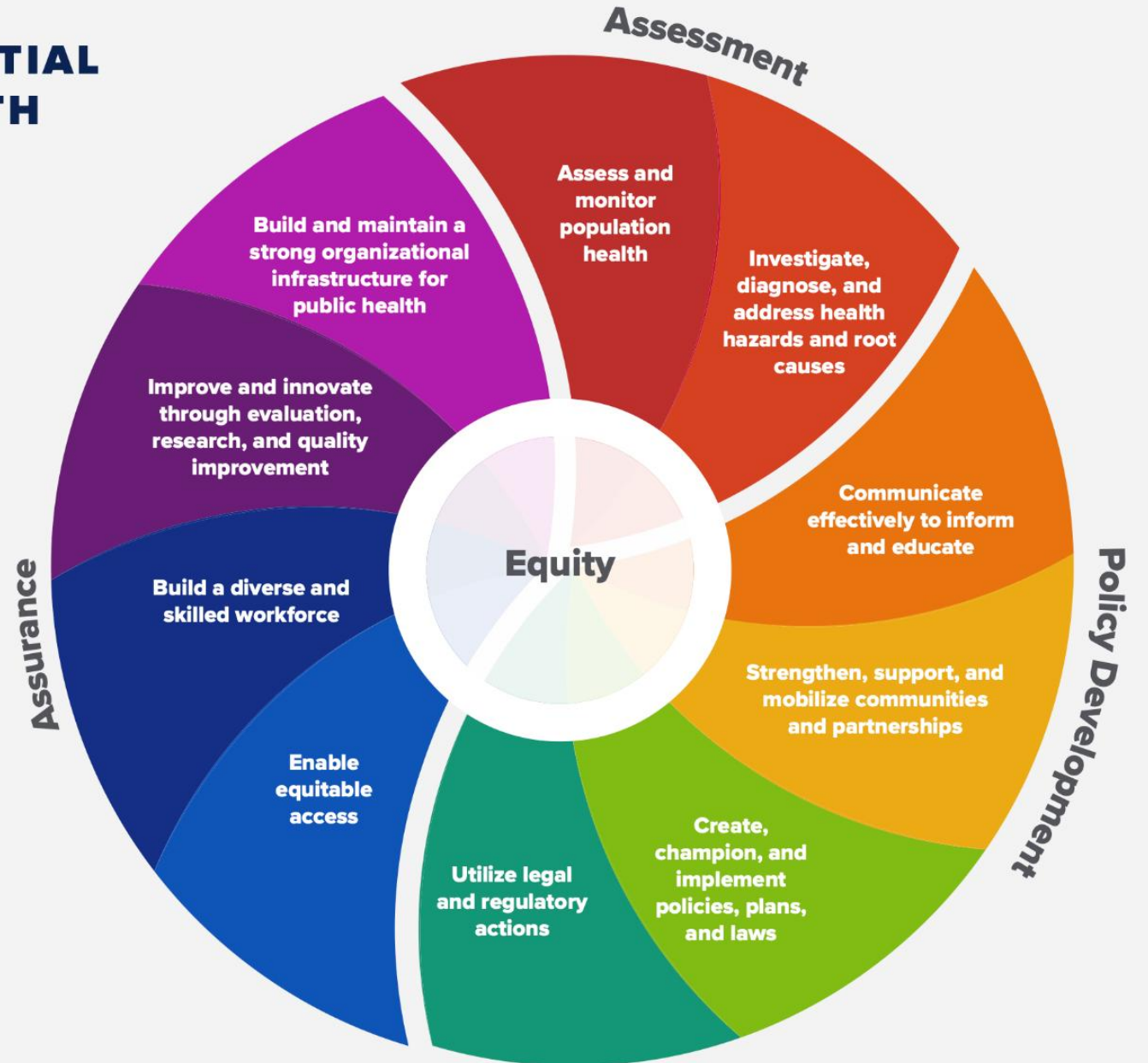


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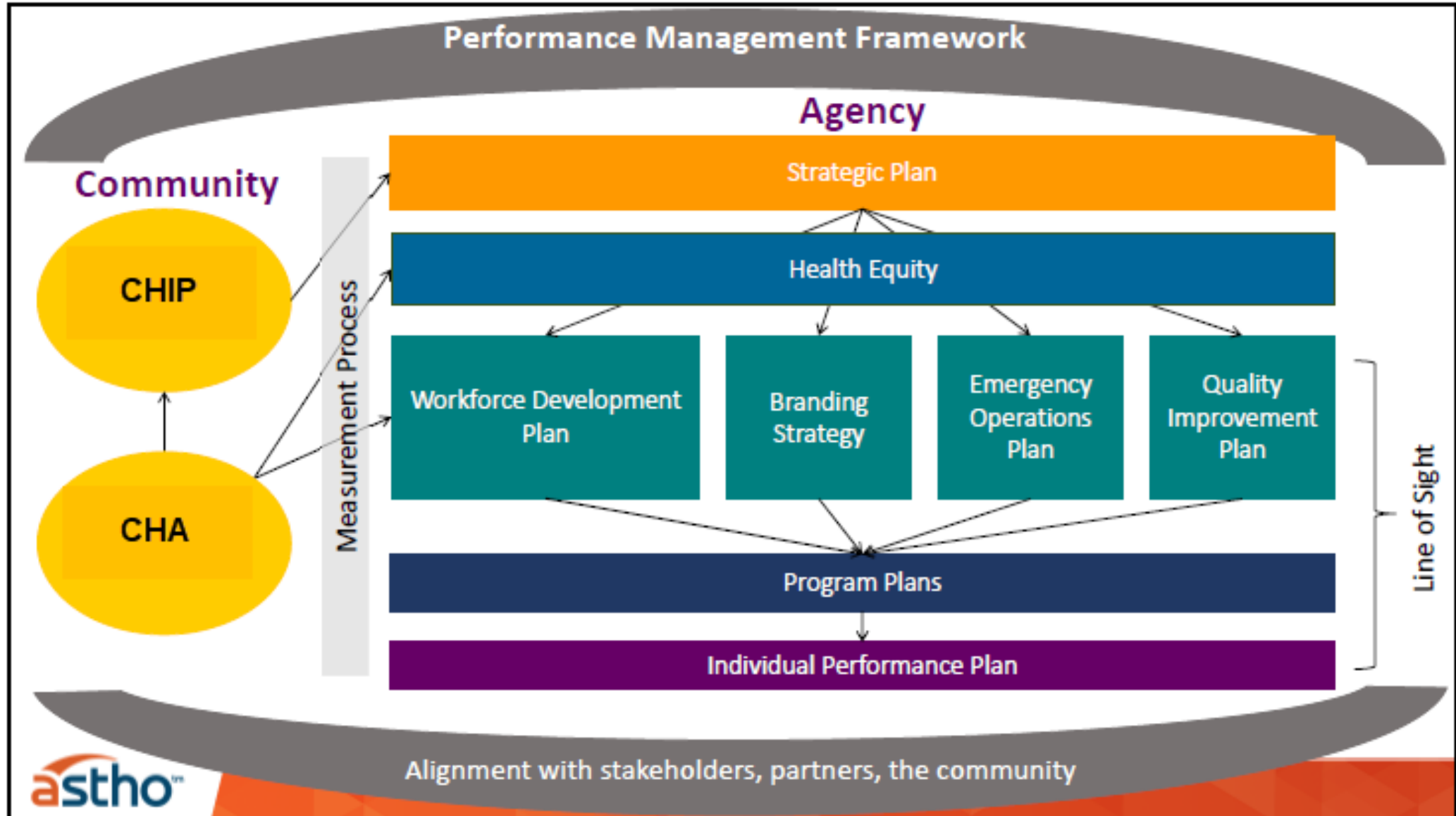
THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

To protect and promote the health of all people in all communities

The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of all people in all communities. To achieve optimal health for all, the Essential Public Health Services actively promote policies, systems, and services that enable good health and seek to remove obstacles and systemic and structural barriers, such as poverty, racism, gender discrimination, and other forms of oppression, that have resulted in health inequities. Everyone should have a fair and just opportunity to achieve good health and well-being.



Purpose of the Plan



Our Six Priorities

Access to care

Connect the public to services and reduce barriers

- Provide access to integrated services – barrier free
- Educate and connect the public to care

Financial and Operational Resilience

Ensure financial sustainability and business continuity

- Financial Sustainability & Stewardship
- Business continuity for internal and public services

Performance Management

Plan and evaluate effectiveness of services and programs

- Enhance public health outcomes
- Optimize operational efficiencies

Workforce Development

Recruit, develop, and retain professionals to deliver services and respond to an evolving community

- Develop and sustain an inclusive and competent public health workforce
- Maintain a trained workforce focused on public health core competencies



Health Information Technology

Strengthen and unify critical public health data

- Grow and share cloud-based services, real-time data collection and new data sources, promoting health equity, accessibility, and service delivery
- Accelerate data into action through more capacity for outbreak response, interoperability, forecasting, decision-making, and predictive analytics



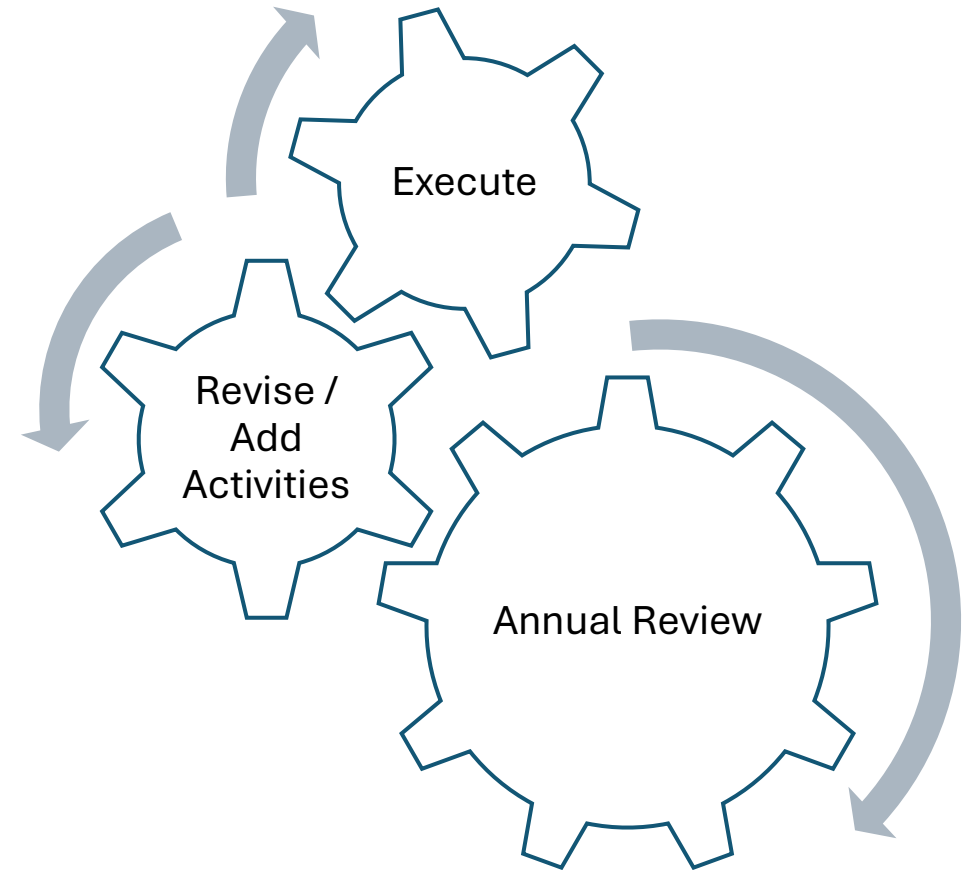
Substance Use

Prevent and respond to overdose through readily accessible knowledge and tools

- Increase the Health District staff capacity to prevent, recognize, and respond to overdoses
- Increase community resilience to an evolving overdose landscape through existing Health District services, programs, and partnerships

Performance Management with CQI

- Continuous Quality Improvement
 - QI Projects and Repository
- Management / Leadership revise and add new strategic activities
- Annual review of the plan
 - HEC: Priorities
 - Performance Mgt./QI Team audit




QI Project Storehouse

QI Project Storehouse ★

Attachments	Project Level	Project Name	Status	Contact Person	Division	Dept. or Program ...	Strategic Alignment	Problem	Improvement(s) ...	QI Tool(s) used	Start Date
	Just Did It	Temp Events converting from paper to PDF	Complete	Heather Woods	Environmental Health	Consumer Health Special Programs	3.2 Optimize Operational Efficiencies	Special Programs had difficulty reading inspector handwriting, disorganizing of files at event and other problems listed in form.	Converted forms to PDF, stored all forms on SharePoint for downloading.	Just Did It	1/1/2023
	QI Project-A3	BTS-Gemba Walk	Started	Shannon Pickering	Primary & Preventive	Immunization	1.1 Access to Care: Provide access to integrated services, 3.2 Optimize Operational Efficiencies	Process and layout challenged flow of patients at peak times	Completed Gemba walk, applied 7 countermeasures with 12 more planned before summer 2026	Flow Chart Brainstorm (req... Gemba Walk	8/19/2025
	QI Project-Chart	Patient Chart Reviews	Complete	Lourdes Yapjoco Shannon Pickering	Primary & Preventive	Immunizations	2.1 Ensure financial sustainability and business continuity	IZ Program had errors in patient chart reviews. Including wrong payer code and missing VFC eligibility causing delays and billing problems.	Clear and consistent review process to reduce errors, caught earlier, and corrected before they affect billing or reporting.	Flow Chart	4/23/2025

Improvement Charter (A3 / TPS)

 <p>Title: _____ Division: _____</p> <p>Owner: _____ Date: _____</p> <p>Background / Rationale:</p> <p>Need:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 60%;">Measures:</th> <th style="width: 15%;">Baseline value (date___)</th> <th style="width: 15%;">Current value (date___)</th> <th style="width: 10%;">Ideal value (perfect)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Measures:	Baseline value (date___)	Current value (date___)	Ideal value (perfect)																	<p>Target Condition:</p> <p>Hypothesis:</p>
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<p>Current condition/problems/root cause analysis:</p>	<p>Action plan:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 30%;">WHAT</th> <th style="width: 15%;">WHO</th> <th style="width: 15%;">By When</th> <th style="width: 40%;">Test of Value</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <p>Key learnings:</p>	WHAT	WHO	By When	Test of Value																
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The Case

Target Condition

Current Condition

Action Plan

The Case

Background/Rationale: July & August have approx. 2-3 times the normal amount of immunizations administered due to back-to-school (BTS). This puts pressure on our normal way of operating and is open to improvement of processes.

Need:
Serve all immunization patients during BTS in an efficient way that feels friction-less to patients and their families while improving processes and conditions for staff where possible.

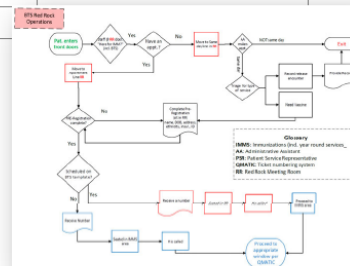
Measures:	Baseline value (date__)	Current value (date__)	Ideal value (perfect)
Total vaccines-all SNHD clinics for August only	13,892 (8/2024)	*9,367 (8/2025)	
Total patients seen in August	5,348 (8/2024)	5,804 (8/2025)	
Average monthly vaccines—all clinics Average	7,510 (FY '25)		
Avg. monthly vaccines—without August	6,930 (FY '25)		
Patients/Hour/Nurse with 1 Admin.	2.5 (8/25/2025)	2.5 (8/25/2025)	

*Volume decrease may be due to COVID backlog elimination

Current condition/problems/root cause analysis:

SPACE	COMMUNICATIONS	PROCESS
nurse motion	front desk gives directions-a lot	non appt -patients have it tough
nurses walking a lot station to station	lobby actions unclear	communicating risk of not being seen w/o appt?
crowded vibe	all blue colors for signage	dup of paper & electronic
payment area not used for paper records over processing	Message boards displaying outdated COVID info (can't update?)	no way to register when signup for appt
room for kids/strollers	lack of signage	lots of both paper & computers
BOH tables chairs waste		reg rate is low?
spaces under utilized / inefficient		Not kid friendly
Only 2 lines		
Not much privacy for patients		

- All walk-in patients seen same day
- eCW is not built for high volume
- Lack of privacy at registration area
- Nurses walk to Red Rock for paperwork for every patient
- Healow pay not in use this year
- (Holding Space for future Process flow in current workflow)



Current Condition

Target Condition:

Improved use of space to improve patient experience and daily capacity for BTS vaccination with staff enrolled in new processes.

Hypothesis:

Using space more efficiently will result in improved daily capacity and patient experience (privacy, easy process to follow)

Items in GREEN indicate updates since September. Green Checkmarks show actions completed.

Countermeasures:

Facilities	BTS Leadership	IT
Ceiling-grid mount curtains to create treatment rooms	Analyze and mitigate Team survey results	QMatic Upgrade
BOH tables will be removed allowing partition to be closed	Empower Leads to open dialog and interpret survey results as needed and vet new interventions	Additional Kiosk Planning
TVs for Kid-friendly movies	Bargain for cashier and EH space in Lobby	
Add tables and move vending machines in lobby	Increase education within school district	

Target Condition

Action plan:

WHAT	WHO	By When	Test of Value
Hot Wash / Recognition BTS Team	Shannon P.	9/24/25	Check hypotheses and absorb new challenges
Explore use of EH meeting room and old cashier space in lobby during BTS (overflow?)	Shannon P.	3/1/25	Improved workflow
Replace 2-3 static monitors	Chris E.M.	3/30/25	Better flow of patients with less human directions
Launch Patient Sat Survey to 25% of patients	Shannon	12/2/2025	Provide pre and post data next year.
Facilities Action Plan as Point-Kaizen (quick fixes)	Bob K.	2/1/25	Potential impact on daily IMZ before BTS '26
Issue survey of BTS staff (include pat-sat.)	Shannon/Rich	9/18/25	Provide qualitative patient-satisfaction measure
Research hand scanners for data input (RNs)	Lizzette/Gabi	10/15/2025	Flow and accuracy improved
Explore App upgrade and Registration flow	Rich/Chris	1/30/26	Reduce 20+ min. AA/PSR time

Key learnings: Looking up patients in WEBIZ ahead of time reduces no-shows and drives efficiency.

Action Plan

THANKS TO ALL!



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Thank You



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Our Vision:

Healthy People Thriving in a Healthy Southern Nevada

