

Chief Health Officer Accomplishments September 2014 – September 2015

- Continued cost saving measures to meet the BOH goal of no deficit within three years.
- Continued and increased proactive meetings with key officials in all jurisdictions within Clark County including city and county managers; Sheriff and Las Vegas Metropolitan Police Department officials; superintendent and Clark County School District officials; Las Vegas Convention and Visitors Authority president and CEO; Fire Chiefs and staffs; University Medical Center officials; Infection Control Managers; hospitals; others.
- In addition to finishing up tuberculosis investigations involving a young mother and her infants and two different high school contact investigations, directed another high school investigation last school year.
- Successfully collaborated with Clark County to co-locate our Laughlin staff with other agencies; worked to co-locate staff with Clark County on Russell Road without success. Moved HIV and Epidemiology to Valley View for cost savings. Completed laboratory renovations.
- Continued the Health District's public health accreditation process and just hired a replacement accreditation coordinator. The Community Health Assessment, while an ongoing work in progress, is complete for accreditation purposes. The Community Health Improvement Plan is well underway with numerous community partners. We are almost done with the Strategic Plan to accompany these other two efforts. In addition, we have developed an internal Health District Strategic plan.
- Working with the lobbyist hired last year, we held many briefings and provided testimony for the legislature. We will begin meetings with legislators during the interim and participate in the Southern Nevada Forum and the interim committee on health.
- Continued to maintain and strengthen the District's relationship with the Clark County Medical Society and the Nevada State Medical Association.
- Continued to build on the Health District's relationship with UNLV School of Community Health Sciences through routine meetings to maximize opportunities

for partnerships such as student placements, opportunities for evaluations and assessments, and grants. In addition, developed a good working relationship with the developing UNLV School of Medicine. We are currently now taking second and third year Internal Medicine residents from UNSOM.

- Purchased a home for SNHD and set to occupy it in December 2015.
- Continue to work to incorporate more tests into the public health laboratory to better manage public health issues and help increase revenue.
- Continue active involvement with the Las Vegas Medical District.
- We have conducted an employee survey and are actively working on plans to address concerns identified.
- Re-initiated the Facilities Advisory Board to provide communications and involvement of all hospitals, acute and behavioral health.
- Provided support, assistance, and effective collaboration with the Clark County School District
 - Provided assistance in the area of immunization compliance and identification of additional resources for students without access to immunization resources.
 - Provided support in regard to accessing WebIZ information to assist in ensuring CCSD immunization compliance was complete.
 - Worked regularly with epidemiology staff to address identifiable cases of measles and pertussis, provide information regarding classroom immunization compliance and contacts, and worked together to communicate information to students, parents, and CCSD school staff.
 - As a collaborative effort, developed a new form that is required for parents requesting religious exemption to ensure that parents are fully informed regarding the fact that their students may need to remain at home during outbreaks of communicable diseases for which they are not immunized.
 - Held meetings to enhance the education and awareness of CCSD staff regarding Tuberculosis cases, as well as develop procedures that are followed in the instances of identified active, untreated cases of students who are attending school.
 - Presented to all CCSD nurses information and risk assessment for Ebola.
 - These have led to substantial improvements in school-based public health changes.
- Worked closely with Clark County Department of Air Quality on several matters, including solid waste and compost management and related complaints, naturally

occurring asbestos, odor complaints and odor control, and desert dumping causing soil disturbance and dust on vacant land parcels

Southern Nevada Health District Accomplishments September 2014 – September 2015

Environmental Health:

- Re-established quarterly Restaurant Association Meetings
- Coordinated a two week session with PBS to establish industry communication and relations with Small Businesses (Mom and Pop shops) - introductory meetings were successful and well received; quarterly meetings will begin January 2015
- Re-established community and county relations with the Laughlin Community; EH is now actively engaged with the community; established quarterly industry meetings; collaboration with the Chamber of Commerce; co-locating EH operations within the government center to establish a more active role with the county and community and to become more accessible to clients
- On- going collaborative efforts with industry to complete necessary pool and retail food draft regulations; coordinating with state and other local health jurisdictions on these regulations
- Established industry meetings with Recycling Centers and MRFs
- Working with Mt. Charleston, US Forest Service, and Girl Scouts to improve EH compliance regarding food and sanitation issues
- Worked with county and Commissioner Kirkpatrick on sanitation issues connected with Roos-n-More in Moapa to public health issues
- Coordinated with NDEP to disengage the nitrate removal systems within a Bunkersville sub division to protect homeowners
- On-going development of Envision Connect Remote – due to size of EH operations, the process to implement is rather complex; EH and IT are working closely with LA County to rectify common issues with the software and to expedite the implementation; expected functionality of Food Ops is scheduled for November 2015 followed by solid waste and vector programs
- Staff meetings – Division Director meets with senior EH staff every Monday; managers conduct weekly staff meetings, as do the supervisors; quarterly EH staff meetings are now held with all EH staff, with each section responsible for coordinating and conducting EH topics
- Managers now have – weekly staff meeting
- Supervisor's weekly staff meetings
- Monday Morning staff meetings – Director's Brief
- A fair and equitable process for all promotions has been implemented, assuring access to all who are qualified

- There have been five HR supported and coordinated strategic Director Meetings with staff and supervisors – enhancing working relationships
- Updated 100% personnel evaluations- over 50% of staff had outdated evaluations (over three years)
- All staff passing the REHS exam are awarded official badges; mirroring other public service entities within the county and other health jurisdictions throughout the US
- As of June 2015, food staff is 35% Standardized to the new FDA food standards; our goal by Jan 15 is to standardize 75% of the Food Ops Staff
- We have received new grants to support EH:
 - AFDO - \$2,000 to help build our Training Department
 - FDA Cooperative Agreement Grant \$70,000 per year for 4 years (assist in training)
- Voluntary National Retail Food Regulatory Program Standards Mentorship Program - NACCHO Mentorship Grant \$10,000
- Realigned the HACCP program (which tests for critical safety points in the manufacturing process); collaborative industry meetings addressing concerns
- Developing programs allowing staff to receive in house CEUs
- Revised supervisory managerial conferences with industry; this provides extended support to failing food establishments; as a result, EH Food Ops saved over 60 food establishments since spring of 2014; this process prevents an immediate revocation was done with past management
- Implemented policy for Dogs on patios – dog friendly concept eliminating health issues – food facilities can have dogs based on Colorado and California Models – Lazy Dog is the industry model for food establishments
- Developed draft polices to adopt the FDA Food Code – draft is in holding pattern in collaboration with the state; three month working group meetings with industry; these were developed in a collaborative process with industry and staff efforts – much needed regulation to streamline regulatory compliance
- Implemented a Food Safety Assessment Meeting (FSAM) – a new initiative developed to assist new owners in opening a food establishment; allows immediate work with food ops and plan review to work with new owner; this ensures the owner understands regulatory standards and smooth transition into operation; about 80 FSAMs have been conducted since the development phase began in October; feedback from meeting participants has been positive, and anecdotal evidence from Food Operations inspectors indicates the process has improved the initial grading inspection results; reporting methods have been developed to track outcomes
- Special Event fees – conducted an analysis to provide fairness for customers operating small, medium, and large events, such as at Horsemen’s Park

- In emergency response, EH had active community involvement in Moapa and on the reservation related to West Nile Virus and WNV and drinking water boil orders; EH also had active community involvement in Laughlin during and after this year's flooding event, including boil order and enhanced WNV surveillance mosquito
- Development and implementation of the first ever consolidated solid waste regulations
- Development and implementation of the first ever comprehensive used mattress regulations
- In solid waste, developing with industry risk categories for inspection priorities
- We have written pool regulations based on CDC recommendations; these are at the state now for increased collaboration among all health jurisdictions
- We have reimplemented the growth of mosquito fish to mitigate mosquito swarms in standing water; this is a cost effective approach to prevent development of mosquitoes which harbor West Nile Virus

Administration:

- Reviewed, assessed, and eventually discontinued implementation of the Electronic Health Records project due to inadequacy of the provider; currently actively investigating other EHRs.
- Implemented of a remote electronic application for field implementation of Environmental Health inspections.
- Reviewed, assessed, and developed a Request for Proposals with timeline and plan implementation for a district wide Enterprise Resource Program; this will link and tie all HR and Finance programs into one system. We have now selected a vendor and are working on timeframes and work orders.
- Reorganization of the HR Department, including recruitment of a new HR Administrator.
- Development, implementation, and follow through of an Employee Survey.
- Reorganization of the Finance Department, including the recruitment of a new Finance Manager.
- Resumption of JLMC meetings with resultant employee input.
- Activation of the Safety Committee.
- Successful OSHA inspection.
- Development of a district wide Safety Plan; developed Safety Orientation for new hires; publish a monthly safety newsletter for employees.
- Presented several staff presentations, including benefit program updates, estate and probate workshop, social security/PERS intersection, and others.
- Organized and exercised evacuation plan.
- Development and implementation of an Employee Service Awards and Recognition program following a 5 year hiatus.

- Establishment of a Job Review Committee to determine the need for additional new employees.
- Organization and development of an accreditation plan involving all levels of employees, including the recruitment of an Accreditation Coordinator.
- Successful purchase of property and buildings for a new district location.
- Plan, develop, and begin construction of a new 120,000 square foot facility
- Recruitment of a new Facilities Manager.
- Completion of an overall county wide Community Health Assessment.
- Plan and development of a community wide Community Health Improvement Plan involving community leaders and organizations from throughout the county.
- Successful development, implementation, and conclusion of a district legislative agenda.
- Development and final draft of a three year Strategic Plan.
- Development of an Employee Events Committee, which has become very active in planning employee events.
- Released 3 Mobile Apps for the public which have been downloaded by more than 10,000 users
 - Neon 2 Nature
 - Partnership with OCDPHP
 - SNAP Recipes
 - Partnership with OCDPHP
 - Restaurant Inspections
 - Partnership with EH
- Enhanced the southernnevadapod.com web site and Medical Screening Form for OPHP
 - This site will be vital in the upcoming Operation Rabbit's Foot exercise
 - We mapped out PODs for all of the valley zip codes for use in a real emergency
- Upgraded and enhanced the Vital Statistics Birth & Death Certificate ordering process
 - Decreased overall transaction time for many customers by allowing them to complete the transaction at the window without going to the cashier
 - Survey showed high level of customer satisfaction with the new process
- Implemented EnvisionConnect Remote for EH Food Plan Review
 - This will eliminate the paper forms from the inspection process
- Acquired and began implementation of Socrata Open Data Portal
 - This will allow for data transparency throughout the District
- Began process for data-sharing of restaurant inspection results with Yelp
 - Working with Socrata on this
- Redesigned Public Record Request business processes
 - More streamlined, all electronic
 - Allows for online payment of fees
- Updated Physician Disease Reporting section of the SNHD website to pass online reports directly to Trisano, partnering with Informatics

- The Public Information Office worked with Office of Emergency Medical Services and Trauma System to launch the www.SouthernNevadaTraumaSystem.org micro site in March 2015. The site is designed to raise awareness of the local trauma system by educating the public and stakeholders about the components of the system and importance of a trauma system to the community. The site features the trauma system logo that was developed by the Public Information Office in conjunction with the Regional Trauma Advisory Board.
- The Public Information Office worked with staff to promote public health observances, program activities including the development of in-house mobile apps, emerging public health issues, outbreak responses, and additional public health issues resulting in approximately 512 news stories related to the Health District, its programs, and partners running in print, web, and broadcast media outlets.
- The Public Information Office and Health District programs increased social media activities during this past fiscal year by promoting specific campaigns and events. This resulted in significant gains in social media traffic. A total of 25 videos were posted to the Health District's YouTube channel, including in-house videos and videos produced by vendors and partners. Views on the agency's channel increased by 825 percent during FY15. During this same time period Facebook likes on the main SNHD site have increased by 288 percent, and Twitter followers on the main site have increased by 50.63 percent.
- The Public Information Office coordinated a "Wall-breaking" Ceremony to preview its future home at 280 S. Decatur Blvd. The event was attended by board members, stakeholders, and staff. Local media outlets covered the event which was taped and broadcast live by staff using the Periscope app.
- Public Information staff is currently working on a complete redesign of the main Health District website using the content management system WordPress. A site review, traffic pattern studies, initial planning, and reviews with staff have been completed in order to complete a timeline for the project. A responsive design and template have also been created.
- Public Information staff worked with various program staff to conduct a focus group of Health District community volunteers. The volunteers provided insight into customer service areas, identified areas to improve access to information provided to customers, and suggested solutions to client concerns.
- Community Outreach staff coordinated an Education Fair for staff and clients in conjunction with Roseman University. Approximately 11 educational institutions participated, including the College of Southern Nevada and Nevada State College. The participating facilities are part of the Southern Nevada Higher Education Consortium and serve as an educational resource to the community by providing information and educational opportunities in Southern Nevada.

- The Public Information Office worked with Information Technology and Facilities staff members to install electronic bulletin boards in the employee break rooms of the public health centers. The new internal communication monitors are used to relay accreditation information, updates on internal and external events, and information about programs and services to Southern Nevada Health District employees.
- Opened cashier station at 333 Rancho facility to provide additional support with Body Art and Pool cards, and other clerical duties
- Worked with programs to reduce cashier wait time
 - Vital Records – Credit card transactions no longer being sent to cashier
 - E.H. (Envision) – Invoices processed through E.H. clerical, not by cashier; able to keep line moving
 - Food Handling – Card process completed by F.H. staff; no need to access additional system by cashier to keep line moving
- Updated credit card processing hardware in advance of changes coming October 2015 regarding “chip” embedded credit/debit cards
- Updated credit card ID policy to be more in-line with Bank of America Merchant Agreement in order to capture as many Nursing sales as possible; fewer “gratis” services as a result
- Outsourced Medical Billing for clinical reimbursements
- Created and Standardized Patient Registration Form
- Establish costs and fees for all of Nursing Division services
- Created internal Superbill for Immunizations
- Added more contracts with Insurance Companies
- Established Accounts Receivable for Environmental Health and Medical Billing
- Moved to a fully funded governmental pool for Workers Compensation Insurance

Community Health:

- Launched the Healthy Southern Nevada website to compliment the Accreditation process. The website went live on April 17, 2015. The objective of the website is to increase epidemiological data transparency with community partners. The website also supports the community health improvement collaboration. www.healthysouthernnevada.org
- OPHP-purchased the platform called Socrata to support the SNHD open data initiative. This data portal will function as a data warehouse allowing the community to create queries and download data from a variety of sources. Our IT program has taken the lead on this project since the data will be cross-cutting across data types and will take several years to reach maturity.
- Southern Nevada Public Health Laboratory hired a new Laboratory Director who will oversee SNHD laboratory services and expand reimbursable testing. We

also executed a contract for an analyzer to conduct CT/NG testing internally. Tests previously being sent to Long Beach. Internal testing has the potential to increase revenue for the lab. We are researching bring QFT (a TB screening test) in house.

- The Office of Health Informatics received a grant in April from the State Department of Public and Behavioral Health to host a statewide application called ESSENCE on SNHD virtual servers. The amount allocated was approximately \$104,000. This grant will allow the State of Nevada to detect outbreaks early and monitor the order of magnitude of these events.
- In collaboration with the Directors and the CHO worked with the University of Nevada School of Medicine to start a public health residency for 2, 3 students. Rotations began July 1, 2015.
- Office of Epidemiology and the Office of Informatics had several abstracts accepted to the Council of State and Territorial Epidemiologist Conference.

Clinical Services:

- Reapplied and received funding for the next five years of the Teen Pregnancy Prevention grant (\$3.75 M).
- Reapplied and received funding through 2017 from the State for the Maternal Infant Early Childhood Home Visiting Program.
- Reapplied and received funding for the SAPTA grant for the next year.
- Secured funding to hire a billing consultant to begin developing the capacity to bill insurance companies.
- Began the second year of the first ever Healthy Start grant for the State of Nevada.
- Convened a Community Action Network (CAN) to support the activities of the Healthy Start grant and the Nurse Family Partnership program using the concept of "Collective Impact."
- Held a summit and educational presentation on Teen Pregnancy Prevention at the Springs Preserve highlighting the drop in Teen Pregnancy rates in Nevada by 11%.

Chief Health Officer Goals

September 2014 – September 2017

- 1) Establish a billing system for clinical services and the public health laboratory
 - a. The District has worked to establish these billing systems. While we have contracts in place with several insurers, including NHP and the Culinary Union, including Medicaid, for services reimbursement, we need an effective Electronic Health Record on line to assist us. The previous system did not allow that capability.
 - b. We increased fee for service revenues by 22% (~\$600K) over last year, and we increased Family Planning revenues by 58% (~\$340K).
 - c. We similarly need to establish this process with billing for the laboratory.
 - d. We are actively investigating other EHRs for purchase and implementation.

- 2) Balance the SNHD budget with an end fund balance equal to 16.6% (as per BOH wishes) by the end of FY 2017.
 - a. The Board of Health approved decreasing our required end fund balance to 10%
 - b. As we provided to the last Finance Committee and full Board of Health, we are now projecting an end fund balance of 18.12% for this current fiscal year, significantly improved from our original budget.
 - c. For next fiscal year, we are projecting an end fund balance of 18.68%, and for the following year 18.78%
 - d. As projected, we will fully meet this goal.

- 3) Increase the laboratory revenues to total 30% of the lab expenditures
 - a. We currently receive approximately 35% of expenses for the laboratory from two grants.
 - b. Another 7% of income relates to a third capacity grant and testing revenue.
 - c. Our plan is to increase testing revenue to total approximately 10% of our expenses.

- d. While this goal has been met, we will continue to work on enhancing revenue.
- 4) Purchase a building and effect a move into that building. Alternatively, negotiate long term leases that are cost-effective for SNHD.
- a. The District purchased a building at 280 S. Decatur in December 2014.
 - b. Modifications are in process and should be completed for move in late November through early January.
 - c. Information Technology is thoroughly upgrading IT lines and hardware to accomplish this move.
 - d. Staff is currently going through their personal and professional belongings to accomplish this move.
 - e. Movers are being contracted
 - f. The effort to digitize all files needing saving is underway, allowing the effective transition to a digital District for most work related aspects.
 - g. We plan an open house in January 2016.
 - h. We are on track to completely meet this goal within the next few months.
- 5) Improve employee morale
- a. We conducted an employee satisfaction survey, the results of which have been analyzed and reported to the BOH several times
 - b. We have developed and are working towards each program, at the front line staff level, to develop communication plans and 1-2 other plans pertinent to that program and Division
 - c. Employee morale remains an issue, but we are working on this for this three year goal
- 6) Make strides towards accreditation
- a. The HD completed the Community Health Assessment, one of the three main deliverables for accreditation
 - b. We are almost complete with the Community Health Improvement Plan that was developed from data in the CHA with extensive community involvement
 - c. We have begun work on the Strategic Plan to identify time framed goals to implement the CHIP

- d. Other required accreditation pieces are under good development, such as the Workforce Development Plan and QA/QI plans
- e. We expect to begin uploading documents by late 2015 or early 2016 with a goal of a site visit for accreditation by late 2016