

## **LARIMER COUNTY BOARD OF HEALTH – May 9, 2019**

The Larimer County Board of Health (BOH) convened its regular meeting at the Larimer County Courthouse , 200 W. Oak, Fort Collins, Colorado, in the Carter Lake Conference Room at 6 p.m.

### **Members Present:**

Jennifer Lee

Dr. Bernard Birnbaum

Janna West Kowalski

**Executive Secretary:** Tom Gonzales

**County Staff:** Thomas Butts, Andrea Clement-Johnson, Kelli Curl, David Koons, Kelsey Lyon, Mike Murphree, Dr. Chris Nevin-Woods, Katie O'Donnell, Bruce Peters, Sara Rhoten, Averil Strand, Lorenda Volker

**Community Members:** Tony J. Van Goor, MD

1. **Call to Order** - Jennifer Lee, board president, called the meeting to order at 6:08 p.m.
2. **Public Comment** - There was no public comment.
3. **Financial Report** – Mr. Peters presented the BOH with an updated version of the financial report. There were no notable changes within the financials for April. There's currently a Transformation Public Health Project to align public health departments with the foundational public health model. The Colorado Department of Public Health and Environment, Office of Planning Partnerships and Improvement, has a report for

departments to fill out for local public health funding; this year the report is regarding transformational public health data. It will be interlaced with the budget process for the department so that it is one project. Mr. Gonzales said the project is in partnership with the Colorado Association of Local Public Health Officials (CALPHO) and the project will be looking at core public health functions. It will help determine the actual costs of those functions. The project could lead to shared financing between state and local groups to cover gaps in core functions.

4. **Director's Report** - Mr. Gonzales said that staff did a great job organizing an all-staff development day in April that included a full day of activities and learning. The morning featured presentations on social determinants of health and staff brainstormed how to incorporate priorities within the 2019-2023 Community Health Improvement Plan within their programs. In the afternoon, staff participated in a tabletop exercise around incident command, organized by the Emergency Preparedness and Response (EPR) team in partnership with Weld County Department of Public Health and Environment (who helped in facilitation). What we learned is that there needs to be more emergency planning and that we should continue tabletop exercises with staff to help define their role within the incident command system.

Mr. Gonzales, Averil Strand, and Dr. Nevin-Woods met with partners at the University of Colorado School of Medicine and Colorado State University about a possible medical school branch in Fort Collins. Ms. Strand said they're really interested in partnering and it would be a good opportunity to work together on concepts of population health, not just clinical health. Dr. Birnbaum said he would like the BOH to think about how public health and population-based health can be involved in their curriculum.

Ms. Clement-Johnson said the supervisor for the Nurse Family Partnership program has been invested in working on expanding the idea of what are we doing for the department's maternal health services offerings beyond just enrolling clients. Nurse Family Partnership is working to redevelop their community advisory board to be inclusive of Prenatal Plus and overall Maternal Health programming. They are also seeking to be more inclusive of having board members who are referring partners and who share the same intentions. The advisory board is also rethinking needs for bylaws and application processes to recruit new members.

Within Environmental Health, two of the three vacancies have been filled and they're in the process of interviewing Environmental Health Director candidates. Hopefully by July, the position will be filled.

Ms. West Kowalski said she would like to know more about an item in the report about WIC scoring high on teamwork, and is curious to know, what's the uptick of WIC among eligible clients? Ms. Strand said that numbers depend on staffing and the department has had to reduce staffing in the last few years. They are anticipating that things may be a little better in the federal fiscal year, but it's hard to know because the funding has been flat. The department will be hiring a WIC program supervisor in the first part of October. There are currently just under 3,000 clients being served. If we look at just financial eligibility and knowing that more than 1/3 of our births are to women on Medicaid, we are not serving all who are eligible.

## 5. Approval of the Minutes

**ACTION:** Dr. Birnbaum made a motion to approve the April 2019 minutes and Ms. West Kowalski seconded the motion to include the recommended changes.

**Discussion:** Ms. West Kowalski corrected a typo that hasn't should be haven't, and within the advocacy conversation said her wording should be corrected to policy is a core function, not a core thing.

*The motion was unanimously approved.*

6. **Medical Director's Update** - Dr. Chris Nevin-Woods shared a concern about the rise in measles cases throughout the country and gave an overview presentation about measles. Dr. Birnbaum said that there needs to be more of an approach in reaching out to the school districts to address vaccine hesitancy with parents. The schools have been hesitant to address this, but maybe there's an opportunity to partner with the school districts. Mr. Gonzales said the department is taking steps to get staff immunized so that they would be ready to respond to an outbreak.
  
7. **Strategic Planning Update and Kickoff** – Mr. Gonzales introduced David Koons and Mike Murphree who are working with the department to develop a strategic plan. Mr. Koons and Mr. Murphree asked the BOH to share any past experiences they've had with strategic planning. Ms. Lee said that one of the pitfalls is when plans sit on a shelf, but that plans that involve staff are more engaging. Mr. Murphree and Mr. Koons said the department already has the Community Health Improvement Plan which is an outward facing strategic focus compared to this process which is more inward focus. They'll be spending a lot of time in discovery phase to learn what the organization is doing and will

start meeting with different levels to get feedback from staff. The conversations will be confidential and if they identify something pervasive, they'll clean up the feedback to keep it confidential but also bring it forward to leadership.

The mission and vision phase are done through a workshop process with the intent to keep the vision to a three to five-year plan. The goal is to develop a one-page strategic plan accompanied with a more detailed document. This process should also satisfy a big piece of the movement toward possible public health accreditation. The bulk of the work will be within the supervisor team. In their experience, their most successful efforts have been when the middle management of an organization has been responsible for the plan. The public health planner will do much of the coordination with Mr. Murphree and Mr. Koons throughout the process and help to develop metrics. The communications team will make sure that internal communication is being taken care of to show the process to staff.

Dr. Birnbaum said to make sure that national best practice is involved and wrapped into the strategic plan. Mr. Gonzales said the National Association of County and City Health Officials (NACCHO) is a good resource for best model practices in defining who is doing what. Mr. Murphree and Mr. Koons said they've been reviewing several strategic plans from other health departments and that NACCHO has a strategic planning process they've reviewed. Dr. Birnbaum said to make sure as they focus internally, the goal is to become the health strategist and it's important to understand our external partners. Dr. Birnbaum wanted to know about the best practices in public health partnerships. Mr. Murphree said as part of the process they will go through an exercise that identifies primary and secondary "customers" with staff identifying anyone that the department interacts with. Ms. West Kowalski said that Public Health 3.0 is about collaboration and she could see a goal within the strategic plan around the collaboration piece. She said to make sure the plan is informed by Public Health 3.0. Ms. Volker said that Mr. Koons and Mr. Murphree have been able to build trust with the people they've worked with throughout the county and that they're the right team working on the strategic plan. Not coming from a public health perspective means they can be more curious to learn about the department and public health.

Dr. Birnbaum asked how much this process would cost. Mr. Gonzales said that Larimer County is a county that supports public health and that they're providing the service at no cost. Mr. Murphree said that they don't want to have the financial piece be a barrier to improving the county.

Mr. Koons and Mr. Murphree will be checking back with the BOH on a periodic basis to update on the planning process.

8. **Resolution Recognizing the Retirement of Ingrid Rosoff** - Ms. Lee read a resolution recognizing the retirement of WIC Program Supervisor Ingrid Rosoff after 31 years with the department. Ms. Strand said Ms. Rosoff has done a tremendous job for the department and has been extremely dedicated. Ms. Strand also gave the date and time for a retirement party for Ms. Rosoff.

**ACTION:** Dr. Birnbaum made a motion to approve the proclamation and Ms. West Kowalski seconded the motion.

*The motion was unanimously approved.*

9. **Joint Board of Health and Board of County Commissioners July Meeting Discussion**  
– Dr. Birnbaum said he'd like to know how to integrate health and wellness into every committee in the county and how the BOH can articulate a county vision that includes wellness. How do we look at incorporating health in a positive way within all that the county does? Ms. Volker said the BoCC doesn't know about Public Health 3.0 and suggested the BOH start with an explanation of what it is. How does the BOH see Public Health 3.0 throughout the county? This might be a non-threatening way to show how you incorporate health and wellness into everything.

Mr. Gonzales said he's working with staff to develop a one-page document on what Public Health 3.0 is. In the County's Strategic Plan, Goal Two, Objective One identifies community health and wellness. The team working on this objective is looking at getting a really good data gathering tool and is requesting a health data analyst to use the tool to bring out new ideas. Ms. West Kowalski said that Public Health 3.0 is a vision for what a public health department looks like and what Dr. Birnbaum is talking about is health in all policies; they're two different things. Ms. Volker said the idea is to let the BoCC know where you're going. One strategy is health in all policies, which could be part of the strategic plan. Dr. Birnbaum said what makes Larimer County great, is that in general it's a healthy place to live. But there are a number of significant threats, having a one pager on what we are doing well and what the threats are i.e. air quality, obesity, would be helpful.

Ms. Volker said the county is taking on a convening role for areas they don't have a hand in, like transportation. Public Health 3.0 and a SWOT analysis can help in beginning to identify other areas. Ms. Volker suggested that each BOH member pick something to talk about on the

analysis. Staff could also propose things and edit the document before the meeting in July. Dr. Birnbaum suggested adding , housing, transportation, and environmental issues.

It was suggested to develop a one pager on Public Health 3.0, health in all policies, and a minor SWOT analysis and send it out to the BOH. Ms. West Kowalski suggested easing into a health in all policies discussion and would like to have time to hear what the BoCC is thinking. Dr. Birnbaum suggested starting with the SWOT and getting into the idea of strategic planning. Mr. Gonzales said he can present the SWOT and use the strategic plan to show how the department is looking internally to assess processes and creating efficiencies, then they can move into Public Health 3.0 and education about the health strategist role. Mr. Gonzales said he'll work with staff to get something prepared by the end of June.

10. **Legislative Update** – Mr. Gonzales passed around an updated legislative report and Ms. Strand gave an update. Mr. Gonzales gave an update about HB1261 regarding air emissions and said there will be a lot of policies coming from the Air Quality Control Commission to work toward the goals of the bill.

11. **Board Member Updates** – Ms. Lee said that she teaches a course on Environmental Science and student feedback at the end of the course was that they wanted to know more about the built environment. Mr. Gonzales said that he spoke with the mayor of Berthoud about the built environment and he was very interested in partnership opportunities.

Dr. Birnbaum said he would also like to meet with the various city councils in the county to present the strategic plan and Public Health 3.0, after March 2020. Dr. Birnbaum wants BoH members to keep thinking about how to keep health in all policies and the built environment as the community grows.

12. **The meeting adjourned at 8:03 p.m.**