

GALVESTON COUNTY HEALTH DISTRICT

2017 - 2022
STRATEGIC HEALTH
PLAN
**ANNUAL
REPORT**

MARCH 2019



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Priority 1: Cultivate a Healthier and Safer Community

Goal 1.1 *Encourage Active Living and Healthy Eating Within the Community*

Objectives

1.1.1: By December 2017, conduct a community assessment to determine the dietary and exercise habits of residents, identify solutions that might help improve these habits and identify community resources and potential partners that could assist in this effort.

2017 Activities:

- Survey to assess dietary and exercise habits was developed and made available online and distributed at various events throughout the county. A total of 419 responses were received and data was compiled in order to develop an action plan for next steps.

2018 Activities:

- In September 2018, GCHD hosted a community stakeholder meeting to discuss survey results and gather ideas related to obesity prevention that could be implemented within our community.

1.1.2: By July 2018, restructure and relaunch the GCHD Community Wellness website with an increased focus on healthy eating and physical activity options.

2018 Activities:

- The community wellness website was redesigned into HEAL (Healthy Eating, Active Living) with its own section on the GCHD website. The HEAL page was introduced at a stakeholder meeting in September; the meeting was held to introduce the initiative to representatives from a variety of areas including school districts, hospitals, social service organizations, non-profit organizations, etc.
- On-going work and meetings were held to develop content material for the website, including videos, web-links, recipes, etc.

Looking Ahead:

- The HEAL section of the GCHD website launched in January 2019. Resources include videos (exercise and cooking), recipes, free resources for tracking activity and tips on how to shop healthy and on a budget, as well as links to walking trails, and a section dedicated to diabetes management. The launch was promoted through local and regional media, as well as the GCHD website and social media channels.
- Website and social media are updated weekly and monthly with new tips, videos and recipes. This objective is ongoing.

1.1.3: By October 2018, develop a *Healthy Eating, Active Living Community Health Initiative* (HEAL) that works with both the public and private sectors to increase awareness of healthier food options and promote physical activities (through all life stages) in an effort to prevent diseases that often result from obesity.

2018 Activities:

- The Healthy Eating, Active Living Initiative (HEAL) was launched on November 17, 2018 with a free, family fun event. Approximately 30 vendors/community partners were in attendance to provide information to the public about leading a healthy lifestyle.
- Website content was developed to include videos, web-links, recipes, diabetes management, etc.
- The debut of the HEAL page was announced to community partners and promoted through media outlets as a resource for those interested in leading a healthier lifestyle.
- Promoted *It's Time Texas Community Challenge* among all cities within Galveston County for the third consecutive year.

Looking Ahead:

- The HEAL committee will meet on a regular basis to update content on all sections, including healthy eating, active living, and diabetes management.
- Website and social media will be updated weekly and monthly with new tips, videos and recipes.
- The Public Health Nurses and other programs (WIC, Immunizations) will feature HEAL in their ongoing outreach activities, such as health fairs and community events, by providing brochures, information and demonstrations that pertain to this initiative.
- Participation in the "It's Time Texas Challenge" will continue to be encouraged and promoted for next year with an emphasis on encouraging school district participation.

1.1.4: By December 2018, create and provide a worksite wellness toolkit for distribution to employers in Galveston County.

2018 Activities:

- The Public Health Nurses utilized existing resources related to worksite wellness (i.e. the CDC wellness toolkit) to tailor sessions on worksite wellness for different organizations and businesses. Some of the worksite wellness sessions conducted in 2018 were: Texas City Emergency Dispatch (stress, importance of sleep, meal prep), Gulf Coast Center (healthy eating), Santa Fe ISD (health screenings, healthy eating, exercise) and Moody Garden employees (screenings & healthy eating).

Looking Ahead:

- Continue to expand the number of employee wellness presentations through outreach efforts and by networking with employers in the county.

Goal 1.2 Pursue Collaborations among Multi-Sector Stakeholders to Identify and Implement Innovative Solutions that Protect and Promote the Health of our Community

Objectives

1.2.1: By December 2018, develop and implement a diverse community partner outreach plan to increase health knowledge and self-sufficiency through a range of activities such as community education, informal counseling and social support. (Activity: recruit and utilize community health workers in this initiative)

2018 Activities:

- GCHD WIC continued to collaborate with Family Services Center to provide Incredible Years classes for the families of infants and toddlers; the program was re-introduced in Dickinson in late 2018 following the relocation of the Dickinson clinic due to Hurricane Harvey. WIC also partnered with Galveston's Own Farmers Market to provide cooking classes which provide hands-on learning experiences for families on how to cook healthy recipes utilizing WIC foods.
- GCHD also continued to work with the Galveston County Long-Term Recovery Group, the REACH coalition, and GCCRCG (Galveston County Community Resource Coordination Group) on various projects. Participating in these groups provided additional opportunities to share information about GCHD services.

Looking Ahead:

- Current collaborations will continue and evolve, while new ones will be pursued.
- WIC will be expanding parenting classes to a new site (the Family & Community Engagement Resource Center in Galveston), and cooking classes will be alternated monthly between the Texas City MCA and Galveston.

1.2.2: By December 2018, work with hospitals and other groups to identify all new mothers in the county and work towards a goal of 80% of new mothers breastfeeding in the early postpartum period.

2018 Activities:

- Continued efforts in establishing relationships with area hospitals (i.e. Houston Methodist St. John's Hospital) to put breastfeeding peer counselors onsite to counsel and educate new moms, as well as establish a permanent referral system to WIC from hospitals.
- WIC staff continued to promote breast feeding for new mothers in the early postpartum period. In 2018, the number of moms in the WIC program who breast/fed and combination breast/formula fed ranged from 44% to 46% during the 4 quarters.

Looking Ahead:

- Efforts will continue to expand relationships with the hospitals to expand breast feeding counseling services. The WIC staff will continue to conduct the Mother's Milk Breast Club at each location twice monthly while actively recruiting new moms, and continuing education will be provided to all WIC participants on the benefits and importance of breast feeding.

1.2.3: By December 2020, ensure implementation of at least four new coalitions or workgroups that focus on improving the health and well-being of our community by using a community-based strategy

Goal 1.3 Increase Community Safety and Prevent Potential for Injuries and Diseases

Objectives

1.3.1: By August 2017, develop a strategy through public education and enforcement to address unpermitted food operations, and to reduce the number of priority item violations observed in food establishments by 10%.

2017 Activities:

- An internal report was created listing priority food service violations in order to identify trends and determine educational strategies.
- The six months of data collected in 2017 reflected a 15.9 % reduction in priority violations compared to six months of data collected from the prior year.
 - The Texas Department of State Health Services Retail Food Establishment Inspection Report was modified in June 2016 to include 47 items compared to 28 items on the previous inspection report. Therefore, in order to compare the same data sets, six months of data in calendar year 2017 were used.
- In August 2017, developed an informational flyer for the public “Protect Yourself When Dining Out” which provided helpful tips on what to look for when eating out. Brochures were made available at GCHD offices and local city halls.
- Drafted consumer health compliance strategy that consisted of three (3) steps: education, compliance assistance and formal enforcement. Education includes formal training, such as food manager and food operator training, as well as informal training that is conducted during the inspection. Several pre-enforcement conferences with consumer health services management have occurred with facilities in an effort to achieve compliance before formal court filings.

2018 Activities:

- Developed several strategies and informational brochures related to compliance with food safety permitting; “How to Get a Temporary Food Operation Permit” and “Starting a Food Service Establishment, A Helpful Guide.” A total of 1200 pamphlets were mailed out to city and county partners and local Chambers of Commerce across the county. These partners were asked to distribute to food vendors interested in temporary food operations.
- Consumer Health Services began tracking the number of priority violations observed in food establishments on a monthly basis. Comparing FY2017 to FY2018, priority violations have averaged a 1% reduction, falling short of the 10% reduction goal.
- Gold Ribbon Awards were restructured to recognize the top 5% of food establishments based on new categories (restaurants, bars, convenience stores, schools and mobile units)
- Sponsored a briefing with city and county partners to discuss the permitting process for food service establishments, septic systems and pools. The attendees were provided information about the process as well as printed material that could be disseminated throughout their respective jurisdictions.

Looking Ahead:

- Will continue efforts to promote education to food service establishments in an effort to reduce the number of priority violations.

1.3.2: By August 2017, develop and distribute a resource guide to food establishments on proper food safety and how to prepare for a successful food safety inspection.

2017 Activities:

- Consumer Health Services began to draft additional resource documents to be used by food service establishment operators. One of the documents drafted was “You are the Health Inspector.”
- Consumer Health Services began drafting “Food Safety Tips” for food service establishment operators.

2018 Activities:

- Consumer Health Services staff drafted a resource guide for food service establishment operators on useful food safety tips. The document is currently being reviewed by staff and will be distributed to operators during their routine inspections and also on the GCHD website. The food safety tips include; promoting hand washing, use of gloves, not allowing sick employees to handle food, proper way to wash food, cooking to the right temperatures, avoiding cross-contamination, storing food correctly and at the right temperature, labeling foods, cleaning and sanitizing food contact surfaces, and training staff.
- Consumer Health Services Division has drafted and revised a document to assist food service establishment operators with their health inspection. The current document is entitled, “You are the Health Inspector.” Basically, the food service establishment operator becomes the health inspector. The document directs the operator to utilize the state inspection form. In addition, a self-inspection checklist is provided to identify areas that may need improvement. This document will be distributed to food service operators during their routine inspections and on the GCHD website.

1.3.3: By December 2017, expand a STD/HIV targeted outreach campaign in order to reduce new STD/HIV infections and improve linkage to timely, high quality care.

2017 Activities:

- In April 2017 the Pre-exposure Prophylaxis (PrEP) program was initiated through a partnership with Access Care of Coastal Texas (ACCT), GCHD HIV/STD program and Coastal Health & Wellness.
- New brochures, cards, and coasters were created to provide information to the public about services and testing through the GCHD HIV/STD Prevention Program.
- Condoms were made available for distribution at all GCHD sites, private clinics (UTMB, etc), barber shops, social establishments, and high school student clinics (Ball High, La Marque, Texas City and Dickinson) to provide for better accessibility by the public.
- STD education and free testing for HIV, Syphilis and HCV was provided to the public through monthly outreach and community events.
- As part of the HIV/STD program education component, small group sessions were offered to various groups, aimed to enhance the knowledge and use of prophylactics, and reduce risk of transmission.

2018 Activities:

- Tailored and culturally sensitive marketing and educational materials on HIV/STD prevention were developed. These campaigns targeted key groups of individuals that were at high risk of contracting HIV or other sexually transmitted diseases. Through the use of relevant marketing venues and tools, such as radio, Facebook, Grindr, and other social media, we have been able to expand our outreach efforts. Partnerships with several bars, stores, barber shops and community stakeholders also provided additional opportunities to promote and increase awareness of STD's and the availability of prophylaxis in our communities. In addition, we partnered with various community agencies to expand the access of PrEP through coordination of services, providing education, referral and patient navigation services through cost effective processes.

1.3.4: By December 2017, prepare a trend analysis of childhood immunization rates in Galveston County and work with immunization stakeholders to identify barriers and develop an action plan for improvement.

2017 Activities:

- Although immunization data specific to Galveston County cannot be extracted from the state database, GCHD data obtained to date indicates that childhood immunization rates for the county are in line with average immunization rates.
 - Reports utilized were the 2016-2017 *Annual Report of Immunization Status* published by the DSHS Immunization Unit, and the *National Immunization Survey (NIS)* for children ages 19-35 months and the *NIS-Teen Survey* for teens ages 13-17 years, put out by the Center for Disease Control (CDC)
 - Activities to identify barriers and develop action plans included membership in the Immunization Partnership and participation in the Galveston County Head Start Advisory committee. The TVFC coordinator worked to increase participation among private providers in the TVFC program. A new partnership pursued this year included recruitment of pharmacies in addition to private physician practices. Activities also included ongoing efforts to provide education to providers, school nurses, day care providers, parents and clinic patients on vaccines, as well as information on vaccine preventable diseases and resources available for free/reduced cost vaccines. These activities were done individually, in group settings and wherever/whenever a need was identified in the community.

2018 Activities:

- The emphasis of the Immunization Program continued to be education, outreach, and assisting clients in linking with their primary medical home for services, as well as continuing to provide shots to the public.

Looking Ahead:

- Efforts will continue in providing education on immunizations to the community, with an emphasis on the increase in vaccine-preventable diseases (such as the current rise in measles cases). A new directive from DSHS in late 2018 has defined the future direction of local Health Department programs, which states, "These clinics act as a vaccine safety net and serve the primary function of meeting immediate immunization needs and connecting patients to a medical home".

1.3.5: By December 2019, disseminate information related to the adverse health effects pertaining to the use of tobacco and electronic smoking devices and identify cessation referral options.

2018 Activities:

- A press release and social media graphics were disseminated for the Great American Smoke Out, recognized on Nov. 15.

Looking Ahead:

- We are currently working with the City of Texas City to develop educational and social media materials on the adverse health effects of electronic smoking devices, specifically JUULing (Vaping).
- We will continue to explore ways in which we can work with other community partners and state agencies to distribute educational information on the adverse health effects of tobacco use and electronic smoking devices, as well as identify cessation referral options.

1.3.6: By December 2019, work with the Texas Department of Transportation, County of Galveston and local jurisdictions to launch awareness campaigns for motorcycle safety and motor vehicle accidents due to distracted driving.

2018 Activities:

- During Distracted Driving Awareness Month (April 2018), we disseminated information on distracted driving on the GCHD website, Pulse of the District newsletter and through social media posts. Messages included information about the dangers of driving while fatigued, driving while under the influence of drugs and alcohol, and texting and driving.
- Information was also shared on social media in November on motorcycle safety, which coincided with the Galveston Lone Star Bike Rally.

Looking Ahead:

- We will continue to disseminate information about distracted driving and motorcycle safety. In addition, we will work with community partners to share information and promote these campaigns through their media outlets.

1.3.7: By January 2020, increase community accessibility to public health emergency services by increasing the number of points of distribution (POD) sites by 50% and providing medical countermeasures in support of treatment or prophylaxis to the affected population.

2018 Activities:

- We added 3 PODs since 2017 and 2 alpha PODs during this timeframe.

1.3.8: By July 2020, identify and explore options for additional enforcement tools to increase regulatory compliance related to environmental health (i.e., air pollution, water pollution, public health nuisance, etc.).

1.3.9: By January 2021, improve the response capabilities of responders while dealing with high consequence infectious diseases and emergency events. (Activities: implementing a more collaborative approach to disaster response at the local level... i.e. cross-training EMS personnel to deploy a POD)

Goal 1.3 Increase Community Safety and Prevent Potential for Injuries and Diseases (Additional Activities)

2018 Activities:

- TB Manager drafted a suggested Procedure Protocol Guideline for UTMB Emergency Room physicians to implement when a TB suspect arrives from the Port of Galveston. The protocol was then adopted by the CDC Division of Global Migration and Quarantine to be utilized in other parts of the country.
- GCHD Immunization program administered 1,787 free flu vaccines in response to the flu outbreak.
- Activated the Health District's Incident Command Structure in setting up a large-scale testing event under CHW Health Check. Over 3,284 people were tested, and 4,236 calls were handled through the GCHD phone bank related to this event.

Goal 1.4 Engage the Community to Prevent and Reduce Chronic Disease Incidence, Morbidity and Mortality by Promoting Screening and Education

Objectives

1.4.1: By December 2017, increase the number of breast and cervical cancer screenings provided through Health District programs by 10% in the first year and an additional 5% per year thereafter.

2017 Activities:

- A total of 951 screening mammograms were completed in 2017 through the BCCS and D'Feet programs.

2018 Activities:

- A total of 723 screening mammograms were completed in 2018 through the D'Feet and BCCS programs, which is a decline from the 951 screening mammograms completed in 2017. The decline in numbers was due to funding cuts from the D'Feet program.

Looking Ahead:

- Efforts are currently underway to explore a new partnership with Komen and the Partners in Pink Breast Cancer Coalition to continue and hopefully expand services.

1.4.2: By December 2017, expand glucose testing by public health nurses through community outreach events and make referrals for medical follow-up and/or educational programs when needed.

2017 Activities:

- Over 800 glucose screenings were conducted in 2017 through expanded outreach efforts.

2018 Activities:

- 750+ blood glucose screenings were done at various health fairs, wellness events, and other community sites. Participants were provided with general education, information on screening results, and referrals to medical providers when appropriate.

Looking Ahead:

- The Public Health nurses will continue with this activity at various sites and events.

1.4.3: By December 2017, establish a diabetes education program at GCHD to serve diabetic patients and patients at risk.

2017 Activities:

- In April 2017, a no-fee diabetes education and management program was established by the GCHD public health nursing program. Three 7-week sessions were held in 2017 resulting in several reports by participants of lowered HgA1c levels.

2018 Activities:

- The diabetes management class was restructured into shorter weekly classes and renamed "Diabetes 101". Weekly sessions were held throughout the year with new participants joining and past participants opting to continue in the program. In addition to group sessions, public health nurses also began conducting individual educational sessions, accepting referrals, and welcoming members who learned about the program through advertisements in the newspaper, on the GCHD website and through social media.

Looking Ahead:

- The diabetes classes will continue, with new ideas being incorporated into activities.

1.4.4: By December 2020, develop a Mobile Integrated Health program that utilizes EMS personnel for education and health promotion programs as well as delivery of primary and post-discharge follow-up care.

2018 Activities:

- Researched services that currently have mobile integrated health programs or models.
- Explored options for funding this type of program.
- Worked with UTMB to improve discharge care and management.
- Collaborated with Gulf Coast Center on outreach programs

Priority 2: Develop and Sustain a Stronger Workforce

Goal 2.1 *Establish and Sustain Education and Training Programs to Enhance Skills and Talents*

Objectives

2.1.1: By the end of January 2019, create and implement a workforce development plan that identifies gaps and addresses training needs based on the Core Competencies for Public Health Professionals. *(The core competencies support workforce development within public health and can serve as a starting point for public health professionals and organizations as they work to better understand and meet workforce development needs, improve performance, prepare for accreditation, and enhance the health of the communities they serve.)*

2.1.2: By December 2019, utilize diverse training methods (i.e. on-site, e-learning, etc.) to broaden and facilitate training programs.

2018 Activities:

- Beginning in February 2018, management training was provided to supervisors and managers. Training topics included the hiring process, interview skills, Health District policies, performance evaluation process and effective communication.

Looking Ahead:

- Develop an ongoing training program that incorporates on-line training options.

Goal 2.2 *Strengthen Employee Well-Being and Compensation Plans*

Objectives

2.2.1: By February 2017, form an Employee Wellness Committee and develop an Employee Wellness Plan that will be reviewed and updated annually. *(Wellness plan would include activities to pursue and promote the health, safety and well-being of employees)*

2017 Activities:

- Employee wellness committee and wellness plan were established, and monthly meetings were held with representation from various GCHD employee areas.
- 2017 initiatives included: employee healthy snack bar; weight loss challenges; blood drives; adopt a highway program; GCHD sponsored walking events; lunch crochet group; Zumba classes; healthy eating information and luncheons.

2018 Activities:

- The Employee Wellness Committee continued to meet monthly and provided several activities and events including the employee healthy snack bar, monthly healthy salad lunch options, Walk Across Texas challenge, educational material on different health topics each month, and more.

Looking Ahead:

- 2019 kicked off with the Its Time Texas challenge being promoted to employees, with incentives such as infused water, weekly drawings for the staff with the most points accumulated per week, and a weekly walking group. The Employee Wellness Committee has been incorporated into the Employee Betterment Committee and all activities will now be combined under the new “Be Well” committee.

2.2.2: Beginning in March 2017, conduct a bi-annual district-wide compensation and benefit review.

2017 Activities:

- In 2017, salary reviews were conducted for GAAA, Animal Services, Epidemiology, Accounting, Human Resources, Public Health Emergency Preparedness, and the Beach Watch program.
- New healthcare contracts were negotiated with TML and CareHere for the 2017-2018 plan year. In 2017, the healthcare plan through TML was renegotiated to provide employees with a \$50 copay vs. a straight deductible plan previously required for all non-preventative services. In addition, the new CareHere agreement, effective Nov 1, 2017, allowed employees and dependents enrolled in the GCHD TML healthcare plan to utilize CareHere clinics located in Texas City, League City and Galveston, at no cost and to receive generic prescriptions free of charge.
- In June 2017, completed review of employee leave benefits at the request of the United Board of Health. Effective September 1, 2017, the Board approved the following changes to the Leave Policy: vacation carryover levels were modified to 80 hours for all years of service; and the definition of personal leave was changed to sick leave.

2018 Activities:

- Salary analyses were conducted in several program areas.

Looking Ahead:

- GCHD is participating in a more comprehensive compensation and benefit analysis study contracted through the County. This study will include all Health District positions.

2.2.3: By January 2018, conduct a feasibility study exploring alternative work schedules.
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2018 Activities:

- In January 2018, a feasibility study was conducted with all Health District management to gauge the practicality of implementing some type of alternative work schedule in their respective program areas.
- Preliminary results showed some type of alternative schedules were possible in some program areas, but not all.
- In May 2018, it was determined that the District would do a phased in approach.
 - Phase I would allow flexible work schedules. The flexible work schedule allows employees leeway in scheduling their work hours within their respective departments and within the domain of the District’s core work hours with their supervisor’s approval. The success of phase 1 will be evaluated for one year.

- Phase 2 would include exploration of other types of alternative work schedules that are more involved and may require restructuring of District core hours, accounting processes, etc., such as compressed work weeks (4/10s, 9/80s) and telecommuting.

Looking Ahead:

- Evaluate phase 1 and explore options related to phase 2.

2.2.4: By June 2018, review the employee annual evaluation process and explore performance-based compensation options for Board review and approval.

2018 Activities:

- Developed and implemented a new employee evaluation process and form.

Looking Ahead:

- Performance-based compensation options will be reviewed during the compensation and benefit analysis study.

Goal 2.3 *Promote a Work Environment of Growth and Creativity*

Objectives

2.3.1: By May 2017, develop, implement and evaluate an internal engagement plan to promote GCHD’s mission, vision, values, programs and priorities and solicit employee feedback on an ongoing basis to evaluate the effectiveness of initiatives.

2017 Activities:

- In June 2017, the GCHD Betterment Committee was formed to engage employees in activities that promote “making GCHD the happiest workplace in Texas”. Betterment committee activities in 2017 included the annual employee appreciation luncheon, movie night, holiday potluck and employee gift exchange, pizza day, chocolate day, etc.
- Townhall meetings were held twice a year to allow for the exchange of Health District information which included annual employee survey results.

2018 Activities:

- 2018 activities included annual employee appreciation luncheon, movie night, popcorn and pickle Fridays, Pumpkin Growing Contest, Pumpkin Decorating Contest, etc.
- Developed new monthly video series “Employees of GCHD” to educate employees and the public about services provided through GCHD.
- Town Hall meetings were held twice a year to promote communication and allow for the exchange of information.

Looking Ahead:

- A survey form is being developed that will allow employees the opportunity to submit feedback or give kudos to other employees on an on-going basis.

2.3.2: Beginning in June 2017, establish criteria and develop a District-wide employee recognition program.

2017 Activities:

- New employee newsletter “Health District Buzz” was created to share employee news and employee recognition received from the community or related to accomplishments within their program area.
- New GCHD Recognition Program (Mission Minded Award, Visionary Award and ICARE Award) was implemented.

2.3.3: By January 2019, develop a succession plan that ensures that managers are actively planning for continuation of operations and upward growth.

2018 Activities:

- In 2018, the Air and Water Pollution Services Manager position was reclassified into two (2) separate positions, the Air Pollution Manager and the Water Pollution Manager. With this restructure, two (2) senior level investigators were promoted into management positions. By filling these management positions from within, two (2) Air & Water basic investigators were promoted into senior level investigator positions, providing career growth and advancement.

Looking Ahead:

- Work will continue to formulate a formal succession plan in all GCHD areas.

Priority 3: Provide a Financial System and Structure that will Sustain Growth and Development

Goal 3.1 *Improve Internal and External Communications of Financial Reports, Procedures, Budgets and Systems*

Objectives

3.1.1: By May 2017, review budget processes and procedures to identify ways to improve collection of data in order to allow sufficient time for Finance Committee and Board feedback.

2017 Activities:

- Developed formal budget process and timeline for the Fiscal 2019 budget

2018 Activities:

- Developed standard budget request form that was distributed to all managers. Met with each manager to go over form and obtain their input on budget needs. Incorporated feedback into the budget as funding permitted.

Looking Ahead:

- Continue to work to streamline process and incorporate manager feedback into future budget processes.

3.1.2: By September 2017, provide employees with training related to travel, payroll and purchasing processes.

2017 Activities:

- Travel policy and mileage forms were revised
- A training video was developed to train employees on how to prepare their timesheet.

2018 Activities:

- Revised purchasing policy to incorporate recently passed Uniform Guidance federal regulations.

Looking Ahead:

- Provide infographic on travel and purchasing procedures to assist staff in understanding processes.

3.1.3: By January 2018, provide managers with training on financial reporting and budget development along with access to the internal fiscal management system in order to review relevant financial information related to their department or program.

2018 Activities:

- Provided all managers with access to the internal fiscal management system and trained them individually on how to access their departmental or program financial reports.

Looking Ahead:

- Develop instructions on how to access departmental financial reports to be available on employee extranet.

3.1.4: By September 2020, obtain the Government Finance Officer Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting (CAFR) to enhance transparency and clarity of the comprehensive annual financial report to external users.

Looking Ahead:

- Will discuss process with external auditors and develop plan on what will be needed in order to achieve this designation.

Goal 3.2 Explore New and Alternative Opportunities to Strengthen Revenue and Reduce Costs

Objectives

3.2.1: By May 2017, implement a new District-wide messaging system that will increase functionality and decrease cost.

2017 Activities:

- Transitioned from Blackboard Connect to the I-Info notification system. This change increased functionality and reduced annual costs by approximately \$7,000 per year.

2018 Activities:

- By transitioning from Blackboard Connect to the I-Info notifications system, we were able to utilize an emergency messaging system that provides additional functionality for staff, residents and medical providers. The system allows for:
 - Texts, emails and phone calls to be sent out simultaneously
 - Can be utilized as a prescreen tool for residents in the event of emergency medication dispensing needs during a POD activation site
 - Residents can go to the GCHD webpage and sign up to receive emergency preparedness information.

3.2.2: By February 2018, develop and implement a plan to strengthen the ability to charge and collect from third party payers for billable public health services. (Activity: explore EHR system for public health programs.)

2018 Activities:

- Per initial research performed, it appeared too costly to have a separate electronic health record (EHR) for public health programs.

Looking Ahead:

- Will explore possibility of utilizing the same EHR system that is used by Coastal Health & Wellness (NextGen) to determine if it would meet needs and be more cost effective.

3.2.3: By May 2018, expand the number of vendor options in an effort to obtain products or services at the best value. (Activity: look at ways to increase pool of vendors; determine process to evaluate when most appropriate to go out for proposals or bids even when not required)

2018 Activities:

- Several new vendor options were adopted by Purchasing such as:
 - Consulting with state vendor approved list.
 - Utilizing Amazon to find lowest price for products which are provided by multiple vendors.
 - Soliciting recommendations from preferred vendors on products/services in which they are not able to supply.
 - Soliciting bids from local vendors.
 - Utilizing Google to find specific equipment or products requested by staff in order to explore vendor options.
- Fleet maintenance bid awarded in 2018 allowed for both Galveston and Mainland fleet repair and maintenance options.

Looking Ahead:

- Continue to explore ways to increase vendor options.

3.2.4: By January 2019, develop a plan to research and pursue at least two new or alternative sources of funding. (Activity: Explore funding opportunities with partners and/or contracting with grant writer on a contingency basis to identify new funding streams.)

3.2.5: By August 2019, develop a process to standardize inventory across all departments to achieve a reduction in office and operating supply costs by 10%.

3.2.6: By June 2020, develop a comprehensive inventory of software products or licenses currently in use in order to identify any redundancies.

Goal 3.3 Evaluate Public Health Services for Cost Effectiveness, Efficiency and Community Need

Objectives

3.3.1: By January 2018, develop standardized quarterly reports to identify trends in public health clients served and/or challenges in meeting program requirements.

2018 Activities:

- A report was developed to capture and identify trends and challenges in the different public health programs. Data reviewed in 2018, identified continued increases in STD rates in Galveston County and a plan was developed to try and reduce these rates in the coming year.
- Eliminated Mainland Ambulance Transfer service operation due to re-evaluation of service based on financial analysis.

Looking Ahead:

- We will continue to evaluate data trends and propose changes as needed.

3.3.2: By September 2019, develop a department/program specific quality improvement plan that incorporates public health accreditation requirements. (Activity: Plan would evaluate the performance of services, processes, capacities and outcomes.)

Goal 3.4 Create a Long-Term Plan and Policy for Maintaining an Adequate and Sustainable Fund Balance

Objectives

3.4.1: By July 2017, evaluate capital equipment needs over the next five years and determine funding options for presentation to the Finance Committee and Board.

2017 Activities:

- Postponed in order to re-evaluate and determine IT capital needs.

2018 Activities:

- Reviewed desktop and tablet inventory and implemented rollout plan for new desktops and tablets based on system review.

Looking Ahead:

- Continue to work on a five-year replacement plan for equipment and vehicle needs.

3.4.2: By August 2017, develop a methodology and/or formula to determine sufficient fund balances and reserve levels for all funds.

2017 Activities:

- Researched and established fund balance benchmarks to maintain sufficient fund balances for all funds.

Looking Ahead:

- Continue to evaluate benchmarks based on budget to ensure adequate reserves are in place.

3.4.3: By October 2017, create and adopt a formal policy that specifies minimum fund balance requirements and ensures sufficient resources for cash flow in the event of revenue shortages or emergencies.

2017 Activities:

- Fund Balance Policy was drafted to set appropriate fund balance reserve limits.

2018 Activities:

- Fund Balance Policy was approved by the United Board of Health.
- Moved portion of investment funds from money market to TexPool which increased interest income

Looking Ahead:

- Continue to evaluate benchmarks based on budget to ensure adequate reserves are in place.
- Continue to monitor investment rates to allow for the best rate of return within investment guidelines.

Priority 4: Enhance Public Health Communication Efforts

Goal 4.1 *Increase Community Awareness of Public Health Functions and Services*

Objectives

4.1.1: By March 2017, collaborate with the Galveston Convention and Visitors Bureau to launch a beach water bacteria public awareness campaign.

2017 Activities:

- Created videos, FAQs, infographics, talking points and GCHD webpage on beach water safety.
- Materials were shared on the GCHD website and social media channels, as well as through the Galveston Convention and Visitors Bureau. Information was disseminated to local and regional media during spring break and summer months to better educate the public and media on beach water bacteria.

2018 Activities:

- Messages continued to be pushed to the community and media during peak seasons including spring break, summer and Labor Day.
- The GCHD beach water safety page was directly linked to the Texas Beach Watch page to offer visitors a real-time, interactive map of Galveston Island bacteria levels.

Looking Ahead:

- In 2019, the video of Galveston County Local Health Authority Dr. Philip Keiser speaking on beach water safety/ *Vibrio vulnificus*/ *Enterococcus* will be updated. We are also planning to develop a “debunking the myths” video and also pitch “a day in the life” with Jonathon Burns (GCHD Beach Water Program Employee) while he is collecting samples, in hopes of better educating the media and public about beach water safety.
- Materials will continue to be shared on the GCHD website and social media channels, as well as through the Galveston Convention and Visitors Bureau, and local and regional media during spring break and summer months.

4.1.2: By July 2018, launch a public awareness campaign targeting obesity and physical activity.

2018 Activities:

- Developed and gathered information for the HEAL section on the GCHD website. Material included videos (exercise and cooking), recipes, free resources for tracking activity and tips on how to shop healthy and on a budget. Campaign included content pushed to website, social media and Galveston/ Regional media through press releases, guest columns, etc.

Looking Ahead:

- Website and social media are updated weekly and monthly with new tips, videos and recipes. This objective is ongoing.

4.1.3: By January 2019, develop and implement a brand that is reflective of the organization's mission vision and values.

4.1.4: By April 2019, launch a public awareness campaign about the role of GCHD in the community. (Activity: *Develop a Chronic Disease Prevention webpage*)

Goal 4.2 *Ensure Effective Communication with the Public and Stakeholders*

Objectives

4.2.1: Beginning in January 2017, grow use of earned media through news releases, guest columns, etc. by 5% annually.

2017 Activities:

- Developed baseline average of 150 earned media hits annually. Educated division managers on authoring effective condensed and easy-to-use guest columns. Established a list of relevant monthly health topics and worked with division managers to author related guest columns. Prepared needed resources and pitched at least one in-depth health story idea to media quarterly.

2018 Activities:

- An enormous amount of information was distributed through various forms of media in 2018; however, growing the use of earned media 5% in each subsequent year will need to be re-evaluated. Established a list of relevant monthly health topics and focused guest columns and press releases to the public.
- During the flu outbreak, information was disseminated about the importance of the vaccine, vaccine clinic locations, media interviews, etc.
- Utilized all media available to push out information related to CHW Health Check, providing updates on a routine basis.

Looking Ahead:

- We will continue with our aggressive communication campaigns each month and pitch press releases and guest columns to both Galveston County and Houston media outlets. We will also focus on building better relationships with media partners to ensure more coverage and a better understanding of services offered by GCHD. We will continue pitching in-depth health story ideas quarterly.
- In 2019, we are partnering with i45NOW to feature topics monthly, from HEAL to National Public Health Week, beach water safety and the importance of immunizations, etc. Although this is paid advertising, this sponsored content but will reach i45NOW's nearly 100,000 followers and 374,000 weekly visitors. This sponsored content will allow us to control the message we want to put out on various topics. Not only will this help us educate the public on GCHD services offered but will also help with brand recognition.

4.2.2: Beginning in February 2017, maintain an effective, accessible and usable website as the core of public communication efforts by ensuring at least five new items are posted each month.

2017 Activities:

- Began cross-posting relevant news posts from municipal websites. Coordinated with division managers to ensure monthly guest columns were posted in the news section of the GCHD website. Identified division managers and staff who needed posting privileges on website and trained appropriately.

2018 Activities:

- Each month during 2018, different topics related to health were featured on the GCHD website.
- We surpassed the goal of posting at least five new items each month in 2018. This included guest columns, news releases and calendar events.

Looking Ahead:

- We will be reviewing pages on the GCHD website to update information and provide users with information that can be easily identifiable and useful.

4.2.3: By July 2017, develop a District-wide standardized email signature format and PowerPoint template to be updated upon completion of branding.

2017 Activities:

- Completed and implemented.

4.2.4: By March 2018, develop a social media strategy that identifies target audiences for each media platform and methods to track and grow reach and engagement.

2018 Activities:

- Facebook / Twitter: Developed static and animated graphics, videos and messaging that engages target audience (clients, employees, community, communication and government stakeholders, media).
- In 2018, we partnered with Meltwater, a media tracking company, that allows us to monitor news coverage for all GCHD services. Not only can we track printed and broadcast coverage, we can see who shares our social media messages, what they're saying and the overall sentiment of the message. This is especially helpful in tracking a topic that is a hot news item. Using Meltwater better allows us to track and grow reach and engagement through all our social media channels.

Looking Ahead:

- This objective is ongoing. Staff will focus on developing social media messages specifically targeted to GCHD target audiences. We will also look at developing GCHD accounts to engage users on platform. Looking to the future, we are focusing on developing informational, easily digestible social messages that highlight all GCHD service areas.

4.2.5: By March 2018, comprise an annual stakeholder report that disseminates information and data relative to services provided by GCHD.

2018 Activities:

- Stakeholder report (By the Numbers) was distributed in 2018.

Looking Ahead:

- The annual stakeholder report is being redesigned with a deadline of March 2019. The new report will be a combination of the GCHD brochure and the annual By the Numbers graphic to give the public a better understanding of services provided by GCHD to the community.

Priority 5: Strengthen Operational Processes and Infrastructure

Goal 5.1 *Evaluate Processes and Develop Action Plans to Maximize Efficiencies*

Objectives

5.1.1: By July 2017, establish an internal quarterly Public Health Legislation forum during which time managers will gather to discuss the impact that newly implemented or proposed federal, state, and/or local regulations may impact GCHD or the community.

2017 Activities:

- A GCHD Public Health Legislative Committee was formed with the primary purpose of keeping abreast of new legislation and determining how any new laws or changes may impact GCHD operations.

Looking Ahead:

- This committee is being restructured to focus on identifying changes resulting from the State Legislative sessions, as well as keeping up to date with changes proposed from other regulatory agencies that may have an impact on public health and safety.

5.1.2: By December 2017, review the hiring and employee on-boarding process and develop a new employee policy manual for review and approval by the Board.

2017 Activities:

- Committee was formed to review the hiring and employee on-boarding processes.
- Recommended changes were made for both processes.

Looking Ahead:

- Currently working in conjunction with IT to better organize policies and plans on SharePoint.
- A table of contents for all GCHD policies, as well as a search functionality, will be added to the employee extranet so that policy content can be easily identified. The intent is to have the policies structured electronically in an employee policy manual format.

5.1.3: By January 2018, develop a contract review process and associated procedures to assure that a comprehensive review has been performed at appropriate levels.

2018 Activities:

- Contract review process was evaluated, and procedures developed

Looking Ahead:

- The contract review process and procedures have recently been redesigned in order to streamline this process and allow for better communication among program areas. Electronic routing of the form is planned once SharePoint is in place.

5.1.4: By January 2018, develop a process to ensure that Standard Operating Procedures/Guidelines are drafted, reviewed and updated annually for each department or program area.

2018 Activities

- Operating procedures and guidelines were updated in many program areas.

Looking Ahead:

- A more in-depth analysis of standard operating procedures and guidelines for each program area is planned as we work towards public health accreditation.

5.1.5: By January 2018, based on the current Texas Food Establishment Rules' (TFER) explore a more understandable alternative to the existing 100-point demerit system (i.e. letter grade).

2018 Activities:

- In exploring this option, we were made aware of rule 228.251(f), which specifically incorporates a form entitled "Retail Food Establishment Inspection Report." This form sets out the point structure for assessing compliance earned based on section 437.002 of the Health and Safety Code – section 437.002(b), which means that we cannot alter the grading system set out in the report form.

5.1.6: By February 2018, review and update the Board orientation process to enhance Board members' understanding of the organization and their roles and responsibilities. (Activity: include updated reference material and a tour of all GCHD facilities)

2018 Activities:

- The Board orientation packet has been updated with the most current information and legal forms that Board members are required to sign for membership on the Board.

Looking Ahead:

- Schedule formalized board training to the entire Board regarding roles and responsibilities.
- Schedule a Board tour of all GCHD facilities

5.1.7: By January 2019 develop an action plan that identifies and facilitates improved workflow processes between fiscal services and other departments and/or programs.

Goal 5.2 Improve Workflow Efficiencies through the Use of Technology

Objectives

5.2.1: By February 2017, explore methods that can be utilized to monitor and evaluate fleet and track associated maintenance & costs.

2017 Activities:

- A new fleet tracking system (Spireon) was implemented to monitor the routine maintenance needs of GCHD vehicles, as well as state inspections, registrations, and speed monitoring.

Looking Ahead:

- Continue to use Spireon for monitoring and tracking purposes and explore any additional functionality that could be useful.

5.2.2: By December 2017, enhance the capacity of the GCHD extranet to support information exchange across all departments and programs.

2018 Activities

- The extranet was used to provide information to employees related to policy updates, benefit information, District-wide forms and videos of townhall presentations.

Looking Ahead:

- Meetings will be scheduled with each department to obtain a better understanding of the type of content they would find useful and the best way to present that information to employees.
- We are planning to develop a training section on the extranet so that employees can have access to training materials in a more centralized location.

5.2.3: By July 2018, develop an information technology plan that includes technology solutions or recommendations to improve the efficiency and effectiveness of service delivery across departments and programs.

2018 Activities:

- In 2018, all users were migrated to Office 365. Now that the enterprise is in the cloud, the organization will see a reduction in hardware costs as well as increased opportunities for integration.
- Email migration to exchange online eliminated the need to maintain our own email system and will provide email availability during local disasters.
- The IT department built several applications to improve internal processes. The first was a phone book application to allow users to find contact numbers by either department or employee name, the second was an application that helps users get basic information about their computer so that IT can assist them remotely, and the final application automatically notifies IT staff when the timesheet portal is having issues.
- The department authored and deployed a completely automated feedback application. The application pulls a list of users from our ticketing system, sends them an email and then automatically collects the response. The application then sends the results to management.

Looking Ahead:

- Office 365 promises to offer numerous opportunities for efficiencies. In the coming months IT staff will be working with departments to deploy built in features such as document management and basic approval processes available in SharePoint.

5.2.4: By September 2018, provide online payment gateways to facilitate payment for GCHD services.

2018 Activities:

- Negotiated an agreement with a third-party vendor who provides an online payment gateway for our Vital Statistics department. The vendor agreed to lower the fee charged to customers ordering birth/death certificates online, which allowed the Vital Statistics department to charge an expedite fee.

Looking Ahead:

- Explore ways to provide online payment gateways for Consumer Health permits and the Animal Shelter. Currently, the GCHD website allows for donations to be made to the Animal Shelter, but not payments on amounts owed.

5.2.5: By September 2018, develop a process that provides for the seamless transfer of data between the accounting software system and GCHD stand-alone software systems to eliminate duplication of data entry. (Activity: Develop interfaces between the Decade, NextGen and Chameleon systems)

2018 Activities:

- Interfaces with the Animal Shelter software (Chameleon) and Consumer Health software (Decade) have been completed. The new interfaces upload information daily, reducing manual entry and data entry errors.

Looking Ahead:

- Nextgen will be the next application scheduled to interface with Accufund. It is expected to be done by Spring of 2019.

Goal 5.3 Assess Facilities to Determine if Suitable for Public Health & Emergency Services

Objectives

5.3.1: By January 2018, establish an agreement to provide for alternate worksite(s) in the event of an emergency.

2018 Activities:

- As of December 2018, we have one MOU in place with the Galveston Housing Authority and one pending with the City of Texas City. We will continue to pursue additional MOU's for other locations that can serve as alternate work sites in the event we are unable to work out of the Texas City MCA location.

5.3.2: By January 2019, assess the operational and functional use of GCHD facilities and develop and implement a three-year plan that provides for the efficient and effective delivery of public health and emergency services.

Goal 5.4 *Strengthen the Organization by Advancing Quality and Performance Standards*

Objectives

5.4.1: By December 2020, achieve and maintain national accreditation through the Public Health Accreditation Board in order to establish a process for the continuous improvement of department programs and services.