

Washoe County District Board of Health FY22-24 Strategic Planning Meeting Minutes

Members

Oscar Delgado, Chair
Robert Lucey, Vice Chair
Michael D. Brown
Kristopher Dahir
Dr. Reka Danko
Dr. John Novak
Dr. John Klacking

**Thursday, November 18, 2021
1:00 p.m.**

**Washoe County Commission Chambers, Building A
1001 East Ninth Street
Reno, NV**

1. Roll Call and Determination of Quorum.

Chair Delgado called the meeting to order at 1:03 p.m.
The following members and staff were present:

Members present: Oscar Delgado, Chair
Michael Brown
Kristopher Dahir
Dr. Reka Danko
Dr. John Novak
Dr. John Klacking

Members absent: Robert Lucey, Vice Chair

Mrs. Valdespin verified a quorum was present.

Staff present:

Kevin Dick, District Health Officer
Anna Heenan, Administrative Health Services Officer
Dr. Nancy Diao, EPHP Division Director
Francisco Vega, AQM Division Director
Erin Dixon, EHS Division Director
Lisa Lottritz, CCHS, Division Director
Dania Reid, Deputy District Attorney
Heather Kerwin, Epidemiology Program Manager
Julia Ratti, Director of Programs and Projects

2. Pledge of Allegiance.

Erica Olsen, COO for OnStrategy, led the pledge to the flag.

3. Introductions, Meeting Outcomes, Discussion Flow, Ground Rules, History of Strategic Plan Development, and Recap Core Purpose and Strategic Direction.

Presented by: Chair Delgado and Kevin Dick and facilitated by Erica Olsen with OnStrategy

Ms. Erica Olsen welcomed and thanked everyone for attending and introductions were made around the room.

Health Officer Kevin Dick opened by recognizing the hard work that went into planning this retreat and acknowledge the presence of supervisor as they have been involved in working to develop the strategic plan along with other staff representation. Mr. Dick highlighted that this meeting is more of a workshop to bring together the best ideas for moving forward. He added that next year it would be a more thorough approach in developing the strategic plan.

Chair Delgado quickly expressed his gratitude for all the team members present. He stated he was excited to hear from each one of the attendees and encouraged everyone to participate and share ideas.

Ms. Olsen reiterated that the goal on this day was to walk away with an update and a grounding on emerging issues and community trends. Ms. Olsen also reminded everyone today's purpose was to get the Board's input so that the plan can be brought forth at the December meeting for approval.

Ms. Olsen briefly referenced the agenda and explained the discussion flow of the items to be considered. Ms. Olsen also clarified her role and responsibility is to facilitate the process in coordination with staff. Additionally, she stated this plan is covering the strategic plan, workforce development, and performance management.

Ms. Olsen opened this item for question from the attendees.

Ms. Olsen went over how this cycle was planned which included building this plan from the "middle out".

Ms. Olsen discussed some ground rules for participating in this meeting, especially to stick with the topic as there was a lot of material to cover.

Chair Delgado thanked Ms. Olsen for the introduction.

4. Strategic Planning Priorities and Goals Presentation and Discussion: Topics presented under this agenda item will include:

- **The Health District Mission Statement, Values Statement and Vision**
Presented by: Erica Olsen with OnStrategy
- **Community Health Trends**
Presented by: Heather Kerwin

Ms. Heather Kerwin began this presentation by providing an overview of community health trends including a full update on the Community Health Needs Assessment in 2022. Additionally, she spoke of Maslow's Hierarchy of Needs.

Ms. Kerwin shared a comparison of 2018-2020 Community Health Improvement Plans versus the 2019 Nevada Department of Public and Behavioral Health Needs Assessment, which showed that the fundamental and foundational elements are the highest needs in the community.

Ms. Kerwin continued to speak about primary prevention, which includes improving physical activity, nutrition, reducing tobacco and alcohol use in order to prevent deaths. In addition, Ms. Kerwin described the impact of the COVID-19 pandemic which included financial impacts, health systems and staff impacts, and data impacts, as statistician and epidemiologists are redirected toward the COVID-19 efforts.

Ms. Kerwin concluded by discussing how to rebuild the public health system, which included health equity.

Chair Delgado asked about the community that is disproportionately impacted.

Ms. Kerwin stated she hopes the next Community Health Needs Assessment will help provide equal opportunities in education to those populations where English is not the language spoken at home.

Chair Delgado briefly spoke about achieving “health in all policies” and understanding his role in accomplishing this goal.

Councilman Dahir opined part of the responsibility of a District Board of Health member is to help educate and communicate.

- **Public Health Trends**

Presented by: Kevin Dick

Health Officer, Kevin Dick provided an overview of the public health trends. Mr. Dick stated this pandemic has helped in identifying how public health can be improved and how to be best prepared for future pandemics. Mr. Dick referenced some of the reports submitted for the Board’s review including Bipartisan Policy Center – Positioning America’s Public Health System for the Next Pandemic, National Academy of Medicine – COVID-19 Impact Assessment, and de Beaumont Foundation and Public Health National for Innovation – Staffing Up. He reported these reports identify very similar trends and needs to those in Washoe County.

Mr. Dick continued to report that increased public health challenges include climate change disaster, pandemic and increasing population health challenges, demands for data requested by policymakers and the public, disparate health outcome resulting from income levels, education status and neighborhood, transformation in public health funding, and insufficient workforce to meet basic public health needs.

Mr. Dick concluded by stating that in order to deliver basic everyday services adequately and equitably the de Beaumont report estimates state and local governmental public health departments need an 80% increase in their workforce, and for health department in a community the size of Washoe County a 40-50% increase in the workforce would be necessary.

Ms. Olsen opened the item for questions. Additionally, she briefly described the four themes that resulted in all the planning sessions, which included Organization & Workforce Capacity, Communications, Technology, and Health Equity.

Ms. Julia Ratti reiterated that the four strategic themes were a result of the input from interviews conducted with all Board members and five divisional retreats.

Ms. Olsen explained the priority flow and how the Strategic Priorities will be presented.

- **The Health District Strategic Priorities and Goals** for the next 18 months including:

- **Priority #1 Healthy Lives**

Presented by: Lisa Lottritz and Kevin Dick

Ms. Lisa Lottritz explained the community indicators motivate the focus of the Health District, highlighting child immunizations and e-cigarette use among youth.

Ms. Lottritz continued to discuss District Goals 1.1 through 1.3, which respectively focused on promoting healthy behaviors to reduce chronic disease, promoting preventive health services, and improving access to health care.

Mr. Dick complemented the presentation by speaking regarding District Goal 1.4 which is focused on preventing and reducing the spread of COVID-19 in Washoe County. Mr. Dick highlighted the initiatives to achieve this goal.

Mr. Dick opened this item for questions.

Councilman Dahir asked if the scorecard would be a tool to be used to represent progress.

Ms. Ratti reported the plan is to provide quarterly updates on the performance outcomes.

Chair Delgado asked how the Washoe County would be measured in terms of metrics in comparison to other communities.

Ms. Kerwin reported the data pulled is nationally measured, which allows for comparison between states, counties, and sister cities.

Michael Brown asked if other programs would suffer as a result of this focus.

Mr. Dick reported additional investments have been made since the 2019 Strategic Planning meeting, which allows for additional capacity.

- **Priority #2 Healthy Environment**

Presented by: Francisco Vega and Erin Dixon

Mr. Francisco Vega explained that the healthy environment priority focuses of Air Quality Management on tracking community data related to air quality.

Mr. Vega discussed District Goal 2.1 which includes protecting people from negative environmental impacts as it refers to ambient air and ozone. Mr. Vega continued to describe how these goals will be accomplished.

Ms. Erin Dixon continued discussing District Goal 2.1 as it refers to waste disposal and land development and offered highlighted initiatives that focused on how to improve processes.

Ms. Dixon also discussed District Goal 2.2 which focused on keeping people safe where they live, work, and play. Ms. Dixon explained that in addition to the enforcement role this goal also focuses on an educational component, which results in a strong impact. Ms. Dixon highlighted some of the initiatives to describe how this goal will be accomplished. Ms. Dixon concluded by describing the performance outcomes and provided examples of indicators that will be used to build out the scorecard.

Ms. Olsen opened this item for questions.

Councilman Dahir asked if the waste disposal component included recycling goals.

Ms. Dixon affirmed this item is aligned with the recycling goals and briefly described some of the program used to achieve this goal.

Councilman Dahir asked for a more robust way of trying to measure what is being done for recycling in the region.

Ms. Dixon highlighted that within the original goals, one of the community indicators is recycling rates at 33%. She explained they are looking for better ways to capture the recycling data.

Councilman Dahir opined that for this region an improvement is needed and hopes the Health District can find ways of achieving that goal.

Mr. Wes Rubio explained in Nevada recycling is voluntary; therefore, ideas are being navigated to address the recycling challenges.

Mr. Dick added that it's an area that could be used as a "health in all policies" type approach.

Dr. John Novak asked if it's necessary to let county and city governments create an ordinance to promote recycling by pushing to get recycling bins to the community.

Chair Delgado affirmed that taking it to the city and county governments would be an opportunity if the costs are being taken into consideration.

Councilman Dahir reported he does not hear great things about the recycling program, as an elected official.

Ms. Ratti stated the Health District has a relatively narrow role in recycling and asked Ms. Dixon to describe the Health District's role.

Ms. Dixon explained the Health District's role is mainly focused on licensing and opined that while the role is narrow the Health District is a partner at the table and advocating in any way possible.

Ms. Ratti stated that if the Board has the desire to see the Health District play a different role, then that would be a place to provide direction on exploring how the Health District can help amplify the work.

The Board took a 10-minute recess at 2:30 p.m.

2:40 p.m. the Board reconvened with all members present.

- **Priority #3 Local Culture of Health**

Presented by: Scott Oxarart, Nancy Diao and Joelle Gutman Dodson

Mr. Scott Oxarart kicked off with local culture of health which focused on leading a transformation in our community's awareness, understanding and appreciation of health resulting in direct action and explained that this priority does not include community indicators.

Mr. Oxarart discussed Goal 3.1 which focused on ensuring community access to actionable public health information via website, media and social media and included the goals and the initiatives being used to achieve this goal. Some of those initiatives included new staff member, increasing social media

presence, branding project, and increase in Hispanic outreach events and communications. Mr. Oxarart reported that one positive note for COVID-19 is that it has improved how the Health District communicates with the community.

Dr. Nancy Diao continued to discuss Goal 3.2 which included informing the community of important community health trends by capturing and communicating health data. Dr. Diao shared some of the initiatives they have put in place to achieve this goal and hopefully guide policy decisions.

Ms. Joelle Gutman-Dodson discussed Goal 3.3 which focused on driving better health outcomes in Washoe County through improved public health system and policies. Ms. Gutman-Dodson reported some of the initiatives to achieve this goal included identifying priorities and sharing them with the Board of Health, participate in public health coalitions, and continue to focus on smoke-free policies. Additionally, Mr. Gutman-Dodson described some of the measures that will be used to build a scorecard.

Ms. Olsen opened this item for questions.

Chair Delgado expressed his appreciation for including efforts to be transparent and inform the community of all efforts being put forth with other jurisdictions.

○ **Priority #4 Impactful Partnerships**

Presented by: Francisco Vega, Lisa Lottritz, Nancy Diao, Kevin Dick

Mr. Vega introduced this priority by reporting this priority is focused on extending the impact by leveraging partnerships to make meaningful progress on health issues and stated that the community data in this priority aligns with the efforts of the partnerships that have been identified to be priorities.

Mr. Vega continued to discuss District Goal 4.1 which focused on reducing risk and improving health outcomes for children in Washoe County. Mr. Vega explained the goal is to lend support to childcares and school to reduce outbreaks and provide timely air quality data to protect the health of the students and described some of the initiatives that will help in achieving these goals.

Ms. Lottritz discussed District Goal 4.2 which focused on supporting and promoting behavioral health. Ms. Lottritz described the initiatives that will help achieve this goal.

Ms. Lottritz continued to discuss District Goal 4.3 which focused on empowering families and organizations to improve physical activity and nutrition. Ms. Lottritz described some of the initiative that will be used to achieve these goals.

Dr. Diao discussed District Goal 4.4 which focused on enhancing the regional emergency medical services (EMS) system. Dr. Diao offered some details on the importance of regional medical services as well as describing some of the initiatives used to achieve this particular goal including continued partnerships

with EMS providers to improve response and continuing to provide oversight of the REMSA franchise agreement.

Mr. Dick continued to discuss District Goal 4.5 which focused on engaging the community in public health improvement. Mr. Dick continued on to describe the initiatives that will be used to achieve this goal including an emphasis on a community organizing to further the Health District connections and community engagement.

Dr. Diao discussed District Goal 4.6 which focused on improving the ability of the community to respond to health emergencies. Dr. Diao provided some details on their goal to bridge the gap between public health and health preparedness planning for local jurisdictions, organizations, legal authorities, and stakeholders. Dr. Diao highlighted some of the initiatives that will be used to achieve this goal and reiterated the importance of preparing now, to allow for action when incidents happen.

Dr. Diao concluded by discussing District Goal 4.7 which focused on partnering with academia to advance public health goals. Dr. Diao reported that in July 2020 the Health District and University of Nevada Reno, School of Public Health signed an academic health initiative agreement and described some of the benefits of said agreement. Dr. Diao highlighted some of the initiatives that will continue the work on this goal. Dr. Diao shared some of the indicators that will be used to assess the outcome metrics for this priority.

Ms. Ratti explained the work under priority 4 cannot be done without significant community partnerships.

Ms. Olsen opened the item for question.

Councilman Dahir encouraged the continuance of having a relationship with the schools.

Ms. Ratti commented many of these partnerships come out of the Community Health Improvement Planning process.

- **Priority #5 Organizational Capacity**
Presented by: Kevin Dick

Mr. Dick began his presentation by stating this priority strengthens the Health District's workforce and increases operational capacity to support a growing population and shared that the Public Health Trends show a big focus on this priority. Mr. Dick discussed the community indicators and reported that the Health District contains about 36.54 full-time employees (FTE) per 100,000 population highlighting that most health districts do not have an air quality program like the Washoe County Health District does. He added that without the air quality program the Health District would be down to 32.50 FTE per 100,000 population. Mr. Dick reports that in a 2008 report the National Association of County and City Health Officials (NACCHO) show that an average health district should have 60.97 FTE per 100,000 popular when providing clinical services, which this Health District provides. Mr. Dick reports that considering the numbers, the de Beaumont Foundation projects that

for Washoe County population a 40-50% increase in FTEs is recommended.

Mr. Dick continued to discuss District Goal 5.1 which focused on attracting and retaining a talented public health workforce to meet the needs of Washoe County. Mr. Dick stated that the goal is to create a positive and productive work environment in order to retain staff and attract staff to hire. Mr. Dick highlighted some of the initiatives that will be used to achieve this goal, including the implementation of a consistent flex, hybrid and remote work policy, and providing access to wellness and mental health resource.

Mr. Dick continued to discuss District Goal 5.2 thru District Goal 5.5 which respectively focused on meeting and exceeding national public health best practice standards, maximizing and expanding facilities to meet the needs of staff and clients, and leveraging technology to improve services, increase effectiveness and efficiency, and provide access to higher quality data. Mr. Dick also highlighted the initiatives that will be used to achieve these goals. Mr. Dick explained that in order to meet some of these goals, an increase in workforce capacity and maximization of existing facilities to address shortage of workstations is imperative. Mr. Dick concluded by listing some of the measures that will be used to build out a scorecard.

Ms. Olsen opened the item for questions.

Chair Delgado asked about the positions funded by grants, he was interested on how these positions will be maintained.

Mr. Dick briefly reported there has been some discussion and some enthusiasm for increasing funding support for public health. However, while we wait to see if additional investment in public health occurs the issue of how to maintain these positions remains. The Health District does have some capacity to continue funding the positions while additional grant funding is sought.

Chair Delgado asked about the percentage of bilingual team members employed by the Health District.

Mr. Dick stated the statistics for Human Resources has this information as well as the race and ethnic composition. Additionally, he reported that in comparison to the Washoe County across the entire organization the Health District is doing well in matching the community.

- **Priority #6 Financial Stability**

Presented by: Kevin Dick

Mr. Dick introduced this priority by stating that it enables the Health District to make long-term commitment in areas that will positively impact the community's health by growing reliable sources of income noting that this goes hand in hand with increasing the workforce capacity. Mr. Dick briefly highlighted that the budget per capita which is \$53.97; however, the only 1.7% of this amount is from the State Health agency. He added that Nevada is 50th in the nation for the State's public health investment.

Chair Delgado asked if this information was based off the census.

Mr. Dick reported it comes from the Trust for Americas Health report.

Councilman Dahir asked if the same was being done down in Southern Nevada.

Mr. Dick explained Southern Nevada is a big city under the CDC funding allocations, so they are part of a special carve out distribution of funds for cities their size.

Mr. Dick discussed District Goal 6.1 which focused on updating the Health District's financial model to align with the needs of the community. Mr. Dick discussed some of the initiatives being implemented to achieve this goal.

Ms. Ratti explained the document provided to Board members encapsulates the 6 priorities that had been presented and went through a brief listing of the priorities. Mr. Ratti concluded by reminding the Board this plan will be coming to the Board for approval in December.

Ms. Olsen stated this plan covers almost all aspects of the Health District, which is different from the previous plan.

5. Strategic Planning Financial Presentation and Discussion: The purpose of the Strategic Planning Retreat is to discuss the strategic priorities and goals of the Washoe County Health District. The Strategic Plan will influence the finances of the Health District. Topics presented under this agenda item will include:

- The Health District Current Financial Position and Trends
Presented by: Anna Heenan
- Strategic Plan Budget Implications
Presented by: Anna Heenan and Joelle Gutman-Dodson

Ms. Anna Heenan presented the financial position of the Health District and trends as well as an overview of "buckets" of potential investments. Mr. Heenan reported the currently financial positions which included ending Fiscal Year (FY) 2021 with a \$15.3 million fund balance which is a 43.7% of expenditures. Additionally, Ms. Heenan provided details of the FY22 estimated year end including revenues and expenditures. Ms. Heenan concluded by providing a projection of \$1.2 million available for FY23 for one-time and ongoing expenditures for above the base requests which could include continuing to fund the current program and ongoing investments. Ms. Heenan added that additional above base expenditures beginning FY24 and continuing through FY26 are projected to bring the fund balance down to 10.5%. She also reported an FY23 budget will be brought to the Board in February 2022 for consideration and approval.

Ms. Gutman-Dodson provided an update on American Rescue Plan Act (ARPA), which is a \$1.3 trillion economic stimulus package. Ms. Gutman-Dodson provided a list of the funds received and spent on the first round of awards.

Councilman Dahir asked if there were large Health District items that were not funded.

Ms. Gutman-Dodson reported the Health District did not receive funding for their infrastructure needs i.e. Health District building or TB Clinic.

The Board took a 10-minute recess at 4:10 p.m.

4:20 p.m. the Board reconvened with all members present.

6. Board discussion and possible direction regarding Strategic Priorities, and Goals and FY23 Budget: The board will discuss and possibly provide direction to staff regarding development of final drafts of the Strategic Plan and/or Budget for approval at a future meeting of the Board.

Topics of discussion under this agenda item will include:

Staff Representative: Kevin Dick and facilitated by Erica Olsen with OnStrategy

- Are priorities and goals as presented in items 4 and 5 above appropriate or is there Board direction for adjustments
- Identify areas most critical for investment by the Health District

Ms. Olsen opened this item for discussion and direction.

Councilman Dahir asked if the grant funded positions for the COVID-19 Response are covered or will current staff have to cover those duties.

Mr. Dick explained that grant funding for the COVID-19 response will cover those positions and that most of the positions were temporary staffing. He explained the CDC the Diversity Grant had an 18-month duration and the 7 positions have been incorporated into the budget beyond the end of the grant throughout FY26 paid for out of the health fund. He added they hope to receive federal funds or funds from elsewhere to support these positions, so that the Health District can be in a better position.

Chair Delgado commended the Health District for creating temporary positions to prevent ongoing expenses by phasing those positions off.

Dr. Novak stated he is worried about the funds not being enough to cover the costs. He was particularly worried about the fleet.

Ms. Heenan confirmed the existing fleet is covered.

Chair Delgado thanked everyone for their hard work.

Ms. Olsen provided some guidance on how to proceed with this item.

Mr. Dick reported budget will be coming to the Board in February for adoption and approval.

Councilman Dahir asked when the extra finance would be discussed, at this meeting or in February.

Deputy District Attorney, Dania Reid, advised that the idea is to provide direction of the development of the Strategic Plan and Budget you will vote on your direction. The actual Budget and Strategic Plan will be presented at a later agenda for approval. She explained this item provided for discussion to provide direction to staff regarding incorporation to the budget and the strategic plan.

Councilman asked for clarification.

Ms. Reid responded that the Board could direct staff to incorporate specific direction in their final budget.

Councilman Dahir stated he does not believe there's a champion for the recycling efforts, aside from Keep Truckee Meadows Beautiful. He wondered if a more robust conversation needs to happen, so that the Health District can become a little bit of the champions.

Ms. Gutman-Dodson asked if councilman Dahir was asking for this item to be a legislative priority at the State level or a local conversation.

Councilman Dahir affirmed he does not believe the Health District has a big enough platform. He believed people like the idea that they can recycle and have an incentive to do it.

Mr. Dick stated staff have ideas about recycling and initiatives and suggested Board could direct staff to provide more development in strengthening initiatives around recycling.

Dr. Novak directed staff to look at options that could be considered regarding recycling and bring those back to the Board on a future agenda; however, he opined the Board should move forward on the current item.

Mr. Dick asked the Board to consider if the strategic plan is structured in a way that would allow to build initiatives under its goals to bolster recycling.

Councilman Dahir continued to opine that the strategic plan, as is, does not allow for building initiative to bolster recycling.

Ms. Ratti asked if adding "promote recycling" to Goal 2.1.5 would be appropriate according to Councilman Dahir direction.

Councilman Dahir agreed.

Mr. Dick suggested also adding "waste minimization" to Goal 2.1.5.

Councilman Dahir moved to approve the Strategic Plan and/or Budget for approval at a future meeting of the Board with direction to modify Goal 2.1.5. Dr. John Novak seconded the motion which was approved unanimously.

7. Board Comment.

Councilman Dahir expressed his appreciation this process and commended the team for a great job.

Dr. Novak expressed how proud he was of the Board and staff for what has been done throughout the pandemic including receiving a NACCHO award for Preparedness Planning.

Chair Delgado commended staff on a great presentation and thanked the team for their work.

Having no more Board comments, Chair Delgado closed this item.

8. Public Comment.

Chair Delgado opened the public comment period and having no registered public comment, Chair Delgado closed the public comment period.

ADJOURNMENT.

Chair Delgado adjourned the meeting at 4:35 p.m.

Possible Changes to Agenda Order and Timing: Items on the agenda may be taken out of order, combined with other items, withdrawn from the agenda, moved to the agenda of another later meeting; moved to or from the Consent section, or they may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later. Items listed in the Consent section of the agenda are voted on as a block and will not be read or considered separately unless withdrawn from the Consent agenda.

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Public Comment: Members of the public may make public comment by submitting an email comment to svaldespin@washoecounty.us before the scheduled meeting, which includes the name of the commenter and the agenda item number for which the comment is submitted. Reasonable efforts will be made to hear all public comment during the meeting. During the “Public Comment” items, emails may be submitted pertaining to any matter either on or off the agenda, to include items to be heard on consent. For the remainder of the agenda, public comment emails will only be heard during items that are not marked FOR POSSIBLE ACTION. All public comment should be addressed to the Board of Health and not an individual member. The Board asks that your comments are expressed in a courteous manner. All public comment is limited to three minutes per person. Unused time may not be reserved by the speaker nor allocated to another speaker.

Response to Public Comment: The Board of Health can deliberate or take action only if a matter has been listed on an agenda properly posted prior to the meeting. During the public comment period, speakers may address matters listed or not listed on the published agenda. The *Open Meeting Law* does not expressly prohibit responses to public comments by the Board of Health. However, responses from the Board members to unlisted public comment topics could become deliberation on a matter without notice to the public. On the advice of legal counsel and to ensure the public has notice of all matters the Board of Health will consider, Board members may choose not to respond to public comments, except to correct factual inaccuracies, ask for Health District staff action or to ask that a matter be listed on a future agenda. The Board of Health may do this either during the public comment item or during the following item: “Board Comments – District Board of Health Member’s announcements, reports and updates, request for information or topics for future agendas. (No discussion among Board Members will take place on the item)”

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Washoe County Health District Website <https://www.washoecounty.gov/health>

State of Nevada Website: <https://notice.nv.gov>

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