

BOH Strategic Plan Update

September 12, 2024

BOH Draft Implementation Action Plan Priority A: Enhance Communication

Board of Health, Delaware County Health Department Draft Implementation Action Plan



- 1	

	Priority A: ENHANCE COMMUNICATION								
No	Strategies	Implementation Steps	Timing ¹	Person Responsible ²	Comments				
A-1	DCHD operates with an established communication plan.	 Review draft communications plan. Revise communications plan, with first release in 2024. Educate staff members and partners who communicate with DCHD on the plan. Set an updated schedule, a minimum of every 2 years. 	1	Director, Communications Specialist	Plan for the first update to the communications plan to include step to enhance accessibility for all DCHD communications, including website and published documents.				
A-2	BOH members act as DCHD Ambassadors.	Establish clear goals and expectations for Board members as Ambassadors Align Ambassador roles for Board members based on interests and/or physical proximity Develop reporting procedures for Board members to share concerns or success stories	2	Director	Work with Board members to make assignments.				
A-3	DCHD monitors and continuously improves upon community awareness and customer satisfaction with DCHD.	I. Identify and test polling tool Define topics and polling schedule Conduct periodic polls Assess data and determine the impact of Health Department messaging on community awareness (i.e., has awareness increased, remained steady, or decreased?) Transparency to public stakeholders, effective communication vs. just communicating specific/measurable/achievable/relevant/time-bound (SMART). Consistent in messaging.	2	Director, Population Health Administrator, Communications Specialist, Epidemiologist	Report to board analytics; tie into CQI and AchievelT.				
A-4	DCHD operates with clear roles and procedures for grants,	Develop SOPs and policies Disseminate and train staff		CFO					

BOH Draft Implementation Action Plan Priority B: Greater Use of Data

Board of Health, Delaware County Health Department Draft Implementation Action Plan



Priori	ty B: GREATER USE OF DATA				
No.	Strategies	Implementation Steps	Timing	Person Responsible	Comments
B-1	Complete the Community Health Assessment Report.	Analyze assessment and determine greatest needs based on the results. Present assessment results and recommendations to the Board for Action. Strengthen trust and relationships with local partners including providers.	1	Director	Ongoing data analysis by Epidemiology, which complements/adds to the CHA.
B-2	Empower BOH with public health data informing Board's decision-making.	I. Identify data reports BOH would like to review/receive. Create program reporting process (2 reports minimum). Discuss data reports with BOH in executive sessions and/or public meetings.	1	Director, Epidemiology	
B-3	Create routine data reports (i.e., inspections analytics, defined audiences, etc.).	Review data reports with staff and Board members. Establish baseline data for programs/divisions and identify trends and changes quarterly, including financial reporting. Identify/address key areas of performance and monitor solutions/enhancements over time.	2	Director	Work with DCHD Epi division and future data modernization and Performance Management Specialists
B-4	Evaluate and implement data modernization projects that enhance DCHD operations.	Evaluate intake systems for client demographics and services Enhance epi surveillance data connections (especially for CHIP) Inventory, assess gaps, and make recommendations regarding existing data collection and mgt systems (EMR, CDP, Qualtrics, public health financial management systems). 4. CHA Survey, Research, Community Improvement Plan.	3	Administrator of Operations, Data Modernization Specialist	
		Accurately gauge the needs of communities. Centralized application for resident to receive health updates/information, increased community outreach, continuous updates on a dashboard.			

³Urgency 1: Important to accomplish without delay and/or easy to accomplish.

BOH Draft Implementation Action Plan Priority C: 21st Century Public Health Model

Board of Health, Delaware County Health Department

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Priority C: 21st CENTURY PUBLIC HEALTH MODEL Person 1. Develop a Public Health Emergency Response Plan building upon Continue to work with County Director, Deputy C-1 current MCM/DES plans. 1 Prepare DCHD for accreditation with appropriate pillar emergency response partners and 2. Release and update Communication Plan. Director, plans. identify peer examples and best Administrators. 3. Continue to update & enhance the Community Health Assessment. practices. Epidemiology, 4. Continue to implement the Community Health Improvement Plan. 5. Implement BOH strategic plan. Communications Specialist 1. Drive measurable outcomes for Achievel T performance Integrate department plans (CHIP, BOH strategic plan, Program management C-2 Plan) to lay groundwork for accreditation. Deputy Directors, 2. Begin utilizing AchievelT for routine reporting to BOH, elected Administrators officials, and stakeholders 1. Complete regular check-ins with staff in addition to Support employee recruitment and retention by prioritizing formal evaluations. 1-5 reflect current activities until we 2 workforce development. Division Administrators 2. Determine strengths and opportunities for staff. are able to formalize WFD activities in 3. Develop learning opportunities to bolster strengths 6 & 7 4. Assign stretch assignments, where possible 5. Develop/offer training to encourage skill refinement, staff development and growth. 6. Conduct a core competencies assessment. 7. Build a workforce training plan. 1. Develop a practice of identifying more effective ways of service Work with staff to determine C-4 Create a culture of continuous quality improvement (CQI). delivery and operations (including using AchieveJT). 2 Division Administrators procedures to evaluate work and 2. Reward the adoption of efficiencies and innovation.

BOH Draft Implementation Action Plan Priority D: Community Health Improvement Plan

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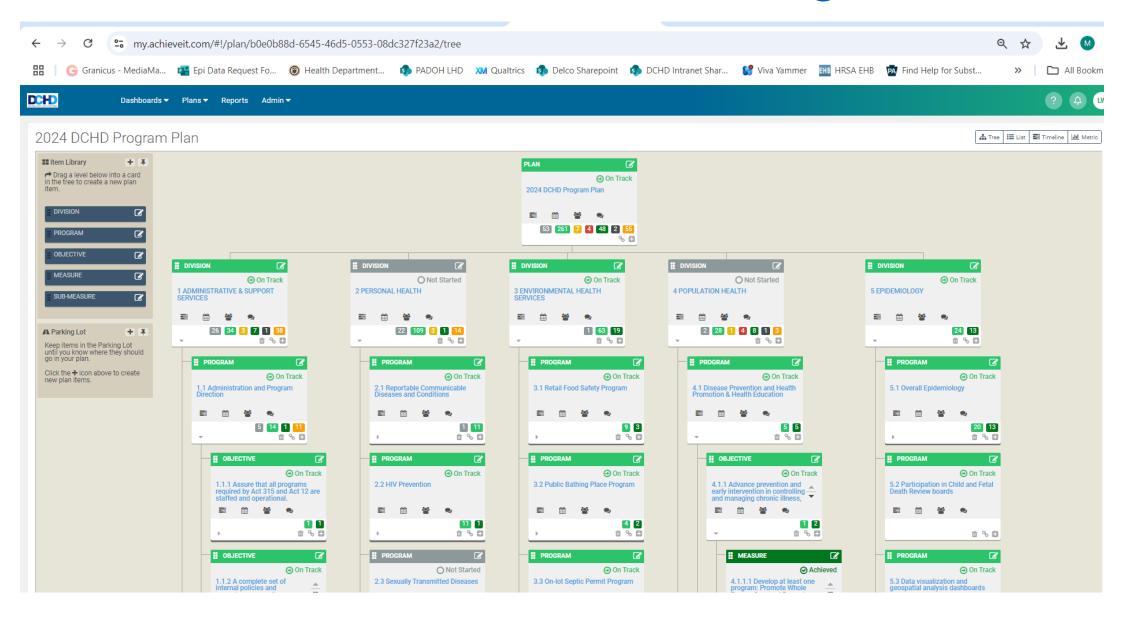
Board of Health, Delaware County Health Department Draft Implementation Action Plan

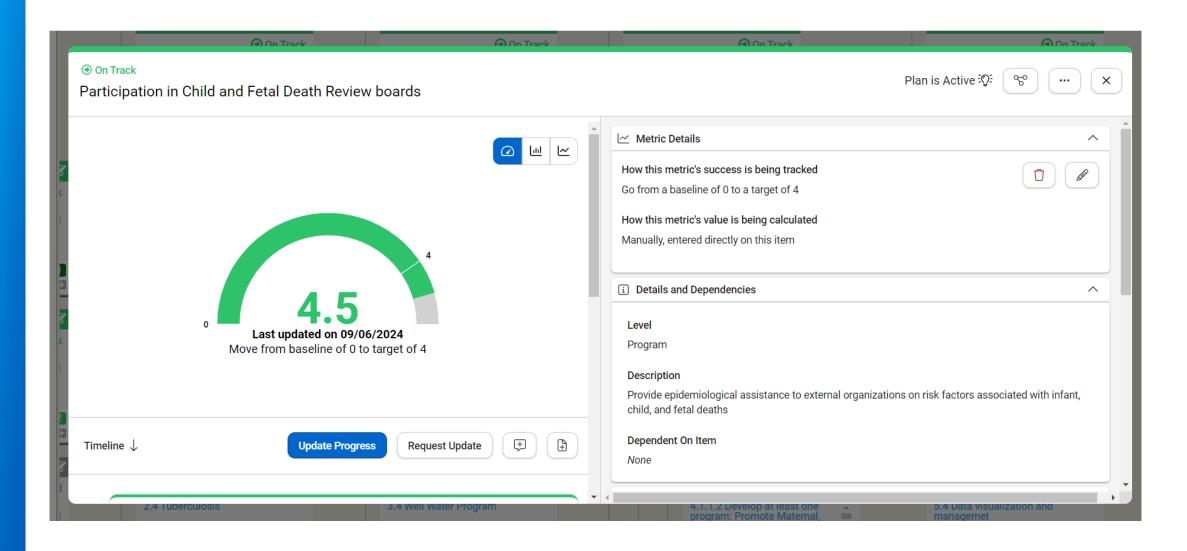
	Priority D: COMMUNITY HEALTH IMPROVEMENT PLAN								
No.	Strategies	Implementation Steps	Timing	Person Responsible	Comments				
D-1	Leverage Community Health Assessment information into the future.	Collect data to assess key elements of community health Prepare reports and evaluations to track community health over time Use data reports and findings to guide and direct grant requests, partnership development, etc.	2	Epidemiology					
D-2	BOH Strategic Plan is linked with CHIP and Program Plan.	Work with Administrators to assess current work plans and priorities Incorporate priorities into existing and proposed work plans Establish measurable milestones and reporting intervals	1	Division Administrators	Coordinate with strategy B-2.				
D-3	Engage community partners in CHIP initiatives.	1. Develop a list of current partners 2. Meet with partners to determine mutual goals and outcomes 3. Environmental inspections, vaccines, community outreach, clinics, data collection/analysis, building relationships/trust; provide education to resident, business owners, and community partners. 4. Working on the CHA priorities; inviting people to the table; EOC/EHR platform; working on mobile unit 5. Implement initiatives to address goals	3	Division Administrators					
		1. Use data to determine current and future needs 2. Engage community leaders and partners to establish goals 3. Assess potential funding sources 4. Improve health/safety of community; building on strengthening above; eliminate silos within DCHD; using Wellness Line data to improve work	1	CHIP co-chairs					



BOH Achievelt Demo

September 12, 2024





DCHD

DCHD Program Plan Overview



This dashboard gives DCHD an overview of progress on the 2024 Program Plan across the department.

2024 DCHD Program Plan - Statuses Not Started 55 (15%) 259 (69%) 8 (2%) 4 (1%) Achieved 48 (13%) Canceled 2 (1%)



Status Definitions

IN PROGRESS STATUS

Not Started: Work has not yet begun for this item

On Track: Performance measure is at or exceeding the set target for the previous period

Off Track: We are just a bit below our target but are not too far off from meeting our goal

At Risk: Within the previous period, we are severely under our goal and need significant increases in performance

FINAL STATUS

Achieved: Plan Item is complete to specifications

Not Achieved: Plan Item did not meet specifications

Canceled: Plan Item is not currently pursued by this organization

Division Specific Dashboards

Administrative & Support Services

Personal Health

Environmental Health

Population Health

Epidemiology

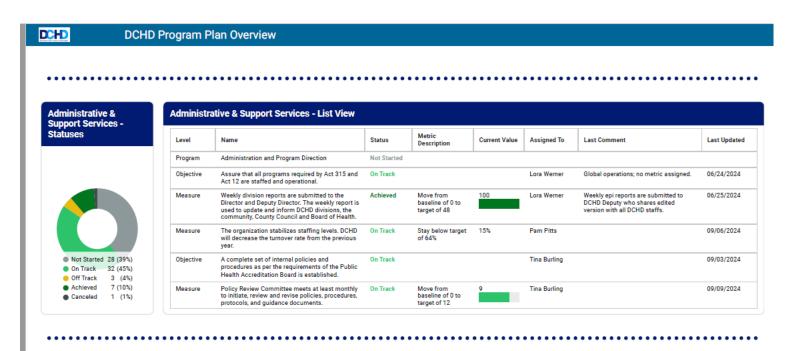
Achievements

Level	Name	Status	Metric Description	Current Value	Last Updated	Assigned To	Last Comment
Measure	Weekly division reports are submitted to the Director and Deputy Director. The weekly report is used to update and inform DCHD divisions, the community, County Council and Board of Health.	Achieved	Move from baseline of 0 to target of 48	100	06/25/2024	Lora Werner	Weekly epi reports are submitted to DCHD Deputy who shares edited version with all DCHD staffs.
Objective	Optimize DCHD organizational structure and leadership roles to meet evolving needs of the organization.	Achieved	Stay between baseline of 0% and target of 100%	100%	07/01/2024	Chris Walmsley	The DCHD pursued a realignment with the County Personnel board in March of 2024

Off Track & At Risk

Level	Name	Status	Current Value	Last Updated	Assigned To	Last Comment
Division	Delaware County Health Department exercises good stewardship of funds.	Off Track	75%	09/03/2024	Chris Walmsley	The Admin Fiscal team has been working with the County Treasurer's office to ensure that payments are received and deposited into the DCHD revenue account. There are a number of payments that the DCHD continues to track.
Measure	100% of staff participate in annual performance reviews.	Off Track	50%	08/31/2024	Pam Pitts	Leadership to provide completed evaluations to DCHD HR.
Objective	Staff participate in professional development opportunities on a regular basis.	Off Track	0%	07/10/2024	Lora Werner	Need to collect data from each division on professional development status.

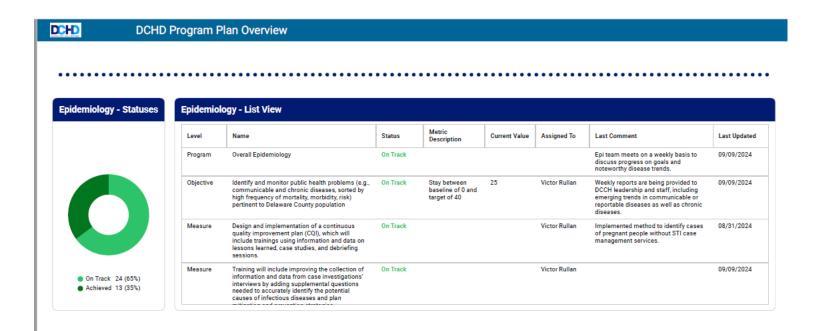
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Personal Health - Statuses ■ Not Started 22 (16%) ■ On Track 109 (80%) ■ Off Track 3 (2%) ■ Achieved 2 (1%)

Level	Name	Status	Metric Description	Current Value	Assigned To	Last Comment	Last Updated
Program	Reportable Communicable Diseases and Conditions	On Track					07/08/2024
Objective	Improved Case Detection and Reporting: Prevent and control communicable diseases and other public health threats through early detection of communicable diseases and other public health threats, and rapid initiation of response activities.	On Track	Stay above baseline of 95%	90%	Carol Voncolin	Continue to improve early detection of communicable disease and public health treats by monitoring NEDSS and case investigations.	07/08/2024
Measure	Achieve a 100% of timely (based on disease specific guidelines) case investigations.	On Track	Move from baseline of 95% to target of 100%	100%	Carol Voncolin	Continue timely case investigation.	07/08/2024
Objective	Effective Contact Tracing: Minimize transmission by promptly identifying and tracing contacts of confirmed cases.	On Track			Carol Voncolin	Timely Initiation of contact tracing for confirmed cases of communicable diseases to minimize or prevent transmission.	07/08/2024
Measure	Trace and follow up with at least 90% of contacts within 48 hours of case identification.	On Track	Move from baseline of 80% to target of 90%	80%	Carol Voncolln	Staff will compile a contact tracing list for follow up during the investigation process.	07/08/2024

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BOH Epi Update

September 12, 2024

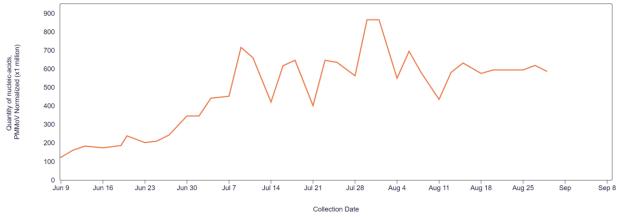
Recent Weeks

- **COVID-19** significantly increasing 0-4 years of age, and increasing in 5-11, 25-65+ years of age (Aug 26-30, 2024)
 - High SARS-Cov-2 (COVID-19) Wastewater detection 05/28/2024 08/28/2024 (92 days)
- Delco statistically significantly higher in **aseptic meningitis** and **candida auris** (fungus) cases over the last 4 weeks compared to similar 4-week periods over the last 10 years. *Report excludes Hep B chronic, hep C chronic, Lyme, COVID-19, influenza A, influenza B, influenza unspecified, and RSV*
- Last week, PADOH released 17th statewide **childhood lead surveillance annual report**, covering data for children tested in PA including Delco during the calendar year 2022
- Eastern equine encephalitis (EEE) transmitted to humans through the bite of an infected mosquito, 30% of people with eastern equine encephalitis die
 - Luzerne County, PA (2023), <u>None PA (2024)</u>, 1 case New Jersey (2024)
- West Nile Virus Neuroinvasive human cases (as of August 27th, 2024)
 - 195 US cases from 33 reporting states; Delaware, Montgomery, Philadelphia Counties less than 5
- Mpox (travel related only)
- Listeriosis (Boar's Head EST. 12612 or P-12612) 57 people have been hospitalized and 9 deaths in 18 states; 2 cases in PA, none in Delco

DELAWARE COUNTY HEALTH DEPARTMENT

Delaware County Wastewater Monitoring

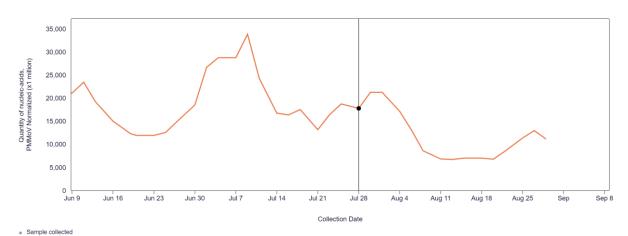
SARS-CoV-2, Chester, PA



Sample collected

Chester, PA (DELCORA Western Regional Treatment Plant)

Norovirus, Chester, PA





Recent Weeks and Year to Date

2024	Week 28	Week 29	Week 30	Week 31	Week 32	Week 33	YTD 2023	YTD 2024	DIFF LAST YEAR
ТВ	0	0	0	1	0	1	7	12	+5
CHLAMYDIA	59	58	53	51	61	49	2076	1917	-159
SYPHILIS CONG	0	0	0	0	0	0	1	1	0
SYPHILIS EARLY LAT	2	1	0	0	0	0	59	35	-24
SYPHILIS LATE/UNK	1	1	0	0	0	0	44	39	-5
SYPHILIS PRIMARY	1	0	0	0	0	0	18	10	-8
SYPHILIS SECONDARY	1	2	0	1	0	0	24	26	+2
GONORRHEA	22	21	30	20	22	26	680	703	+23
MEASLES	0	0	0	0	0	0	0	0	0
Pertussis	8	6	4	8	8	2	1	148	+147
HEP B CHRONIC	2	4	5	4	5	6	202	164	-38
НЕР А	0	0	1	0	0	0	8	4	-4
HEP B ACUTE	0	0	0	0	0	0	1	0	-1
FLU A FLU B	4 0	3	1	7 0	3	5 0	557 257	2,849 1,285	+2,292 +1,028

		MMWR	MMWR
MMWR	MMWR	Week Start	Week End
Year	Week	Date	Date
2024	26	6/23/2024	6/29/2024
2024	27	6/30/2024	7/6/2024
2024	28	7/7/2024	7/13/2024
2024	29	7/14/2024	7/20/2024
2024	30	7/21/2024	7/27/2024
2024	31	7/28/2024	8/3/2024
2024	32	8/4/2024	8/10/2024
2024	33	8/11/2024	8/17/2024
2024	34	8/18/2024	8/24/2024
2024	35	8/25/2024	8/31/2024
2024	36	9/1/2024	9/7/2024
2024	37	9/8/2024	9/14/2024
2024	38	9/15/2024	9/21/2024
2024	39	9/22/2024	9/28/2024
2024	40	9/29/2024	10/5/2024
2024	41	10/6/2024	10/12/2024
2024	42	10/13/2024	10/19/2024

RED = Increased this year compared to last year same week, **GREEN** = decreased



What about Pertussis (whooping cough)?

- Pertussis is primarily a toxin-mediated disease
- The bacteria attach to the cilia of the respiratory epithelial cells, produce toxins that paralyze the cilia, and cause inflammation of the respiratory tract, which interferes with the clearing of pulmonary secretions

CDC https://www.cdc.gov/vaccines/pubs/pinkbook/pert.html#:~:text=of%20host%20defenses-,Pathogenesis,the%20clearing%20of%20pulmonary%20secretions.

New directive from PA DOH (2024 – PAHAN – 767-09-04-ADV)

• If there is a high index of suspicion for pertussis and/or if patients have certain high risk conditions or occupations, **providers should start antibiotics prior to receiving test results** and patients should be told to remain home until completing five days of antibiotics or testing negative for pertussis

CDC https://www.pa.gov/content/dam/copapwp-pagov/en/health/documents/topics/documents/2024%20HAN/2024-767-9-4-ADV-Pertussis.pdf



What about Pertussis (whooping cough)?

- Nationwide number of pertussis cases were lower than usual over the past few years, during and following the COVID-19 pandemic.
- Levels are beginning to <u>return to pre-pandemic patterns</u> where more than 10,000 cases are typically reported each year.
- Mitigation measures used during the pandemic (e.g., masking, remote learning) may explain lowered transmission of pertussis during the pandemic.
- Preliminary data show that more than **four times as many cases** have been reported nationally as of week 33, reported on August 17, 2024, compared to the same week in 2023.
- The number of reported cases this year is higher than what was seen at the same time in 2019, prior to the pandemic.

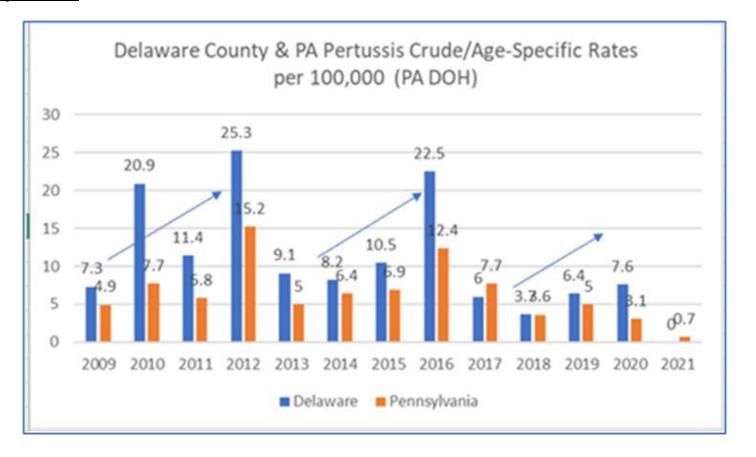
Source: CDC https://www.cdc.gov/pertussis/php/surveillance/index.html



What about Pertussis (whooping cough)?

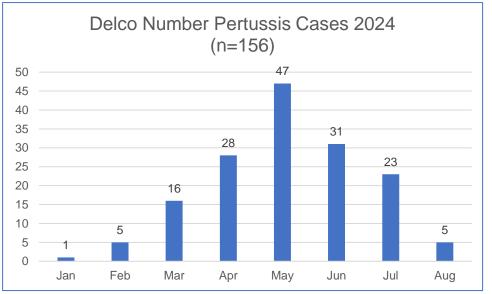
Historical Pertussis Data – Delaware County, PA

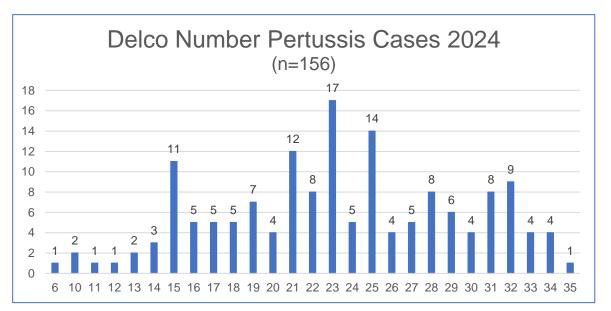
- Consistent with statewide trends, Delaware County crude rates of pertussis have shown a cyclical increasing pattern from 2009 to 2020 (all races, ages)
- With the exception of 2017, <u>Delaware County pertussis rates have been higher than Pennsylvania</u>





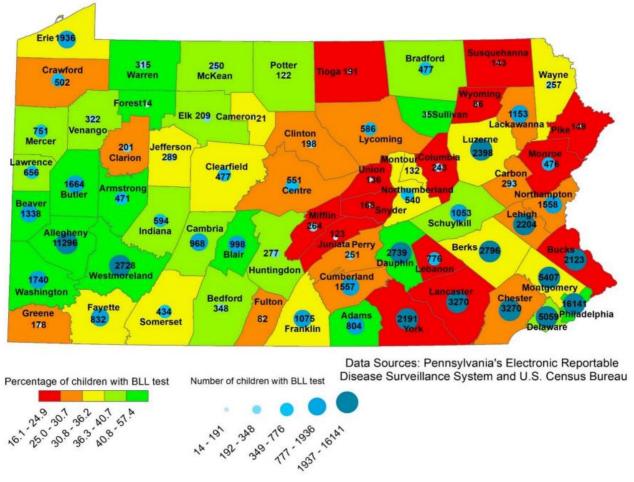
What about Pertussis (whooping cough)? Delco Cases by Month and Week (January- August 2024)







Number and Percentage* of Children Aged 0–23 Months Tested for Blood Lead Level by County, 2022

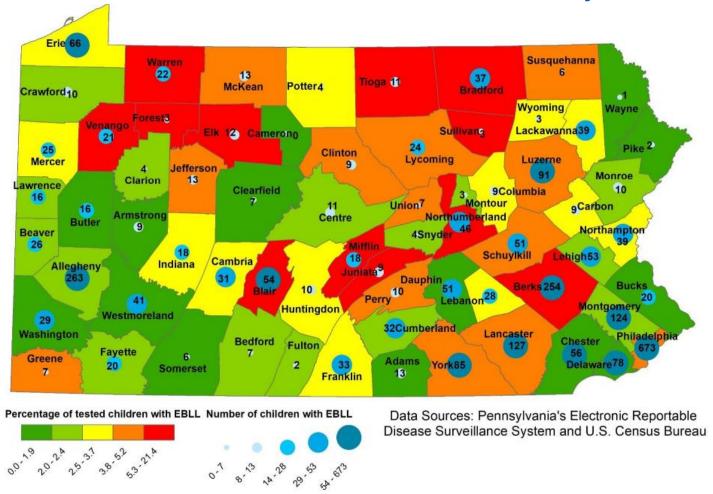


^{*}Percentage was calculated by dividing the number of children aged 0-23 months tested in each county by the 2019 intercensal estimate of the number of children aged 0-23 months residing in the county.

DELAWARE COUNTY HEALTH DEPARTMENT



Number and Percentage* of Children Aged 0–23 Months with Confirmed Elevated Blood Lead Level by County, 2022



^{*}Percentage was calculated by dividing the number of children aged 0-23 months with EBLL by the total number of children aged 0-23 months tested for blood lead level in 2022.





BOH Environmental Health Update

2024 Overview and Highlights

September 12, 2024

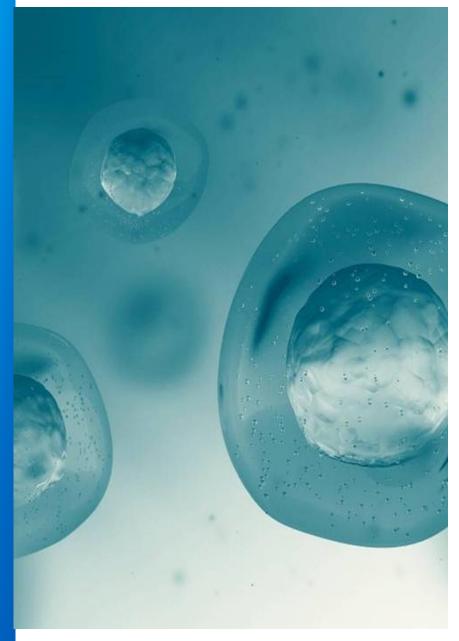


New in '24

• Liquid Waste Hauler Program

Continuous Quality Improvement





Liquid Waste Hauler Program (LWH)

License

- Early Communication to Haulers
- Training to admin staff and EH Team

Inspection

- Smooth Transition
- Easy Process
- Positive Feedback





July 1st, 2024 Baldwin Towers Lot



Staff Development

DIVISION ORG PLANNING

Meeting each January to schedule staff meetings, work sessions

Foster team culture

TEAM BUILDING

Goal 2x/year

Foster morale Enhance trust

TRAINING

Staff development (ex. CFM)
Standardization

Empower staff

WORK SESSIONS

Goal 2x/year

Empower staff

MISSION VISION VALUE

Incorporating into the assessments of our program and workforce

Enhance trust within division and community



SOP Development



PROGRAM ASSESSMENT

Work with data analyst
Accumulate more data from IMS;
services requested, services
provided, outcomes, is the data
aligned with department goals



Are we meeting goals in Communication, training (staff), education(public)



PROCESS EVALUATION

Updating existing protocols and process; Call processing, payment processing, complaint process, new program assessment (LWH)

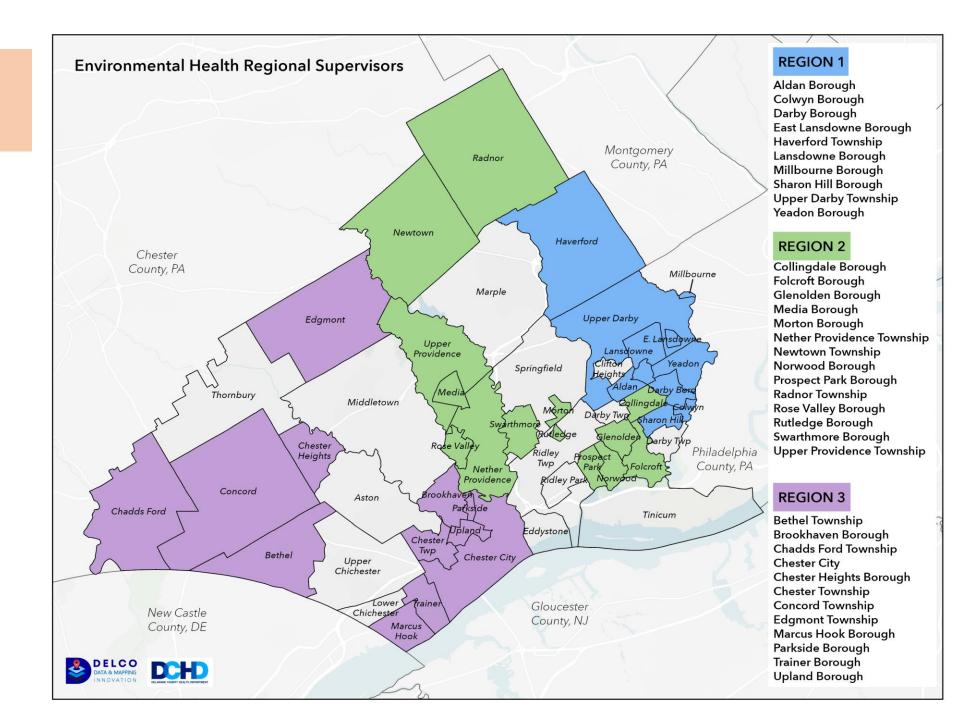


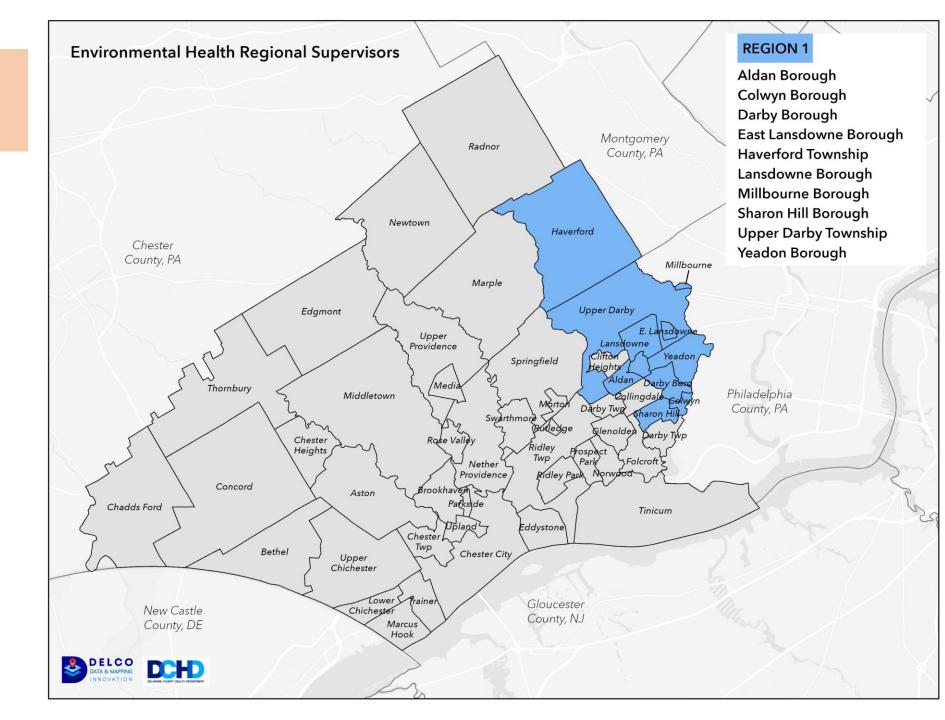
INSPECTION AUDIT

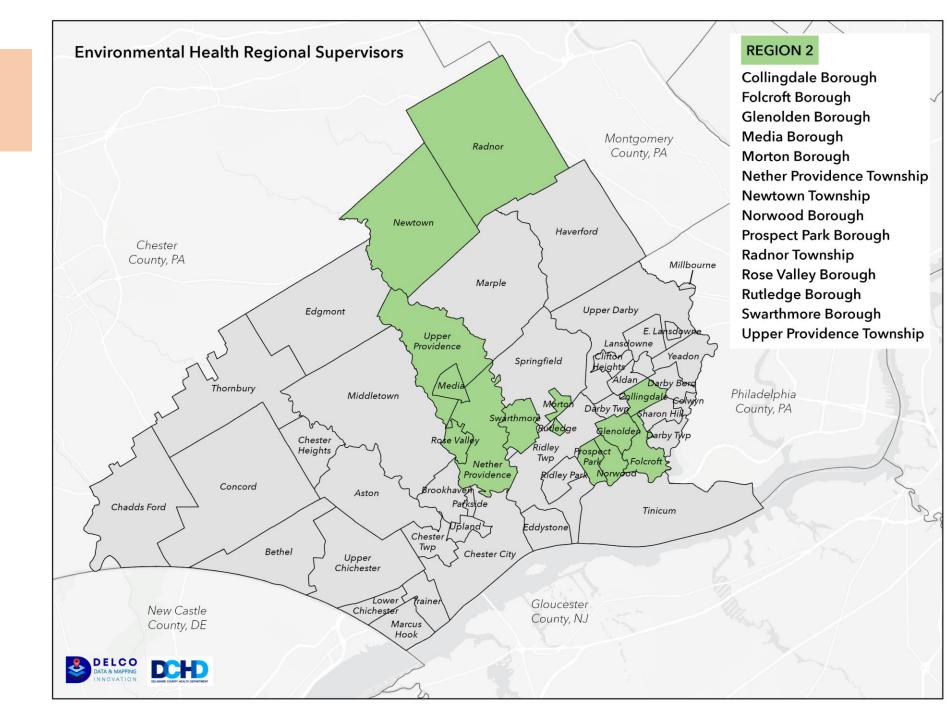
Work flow, staffing, performance, training needs, workforce development, standardization

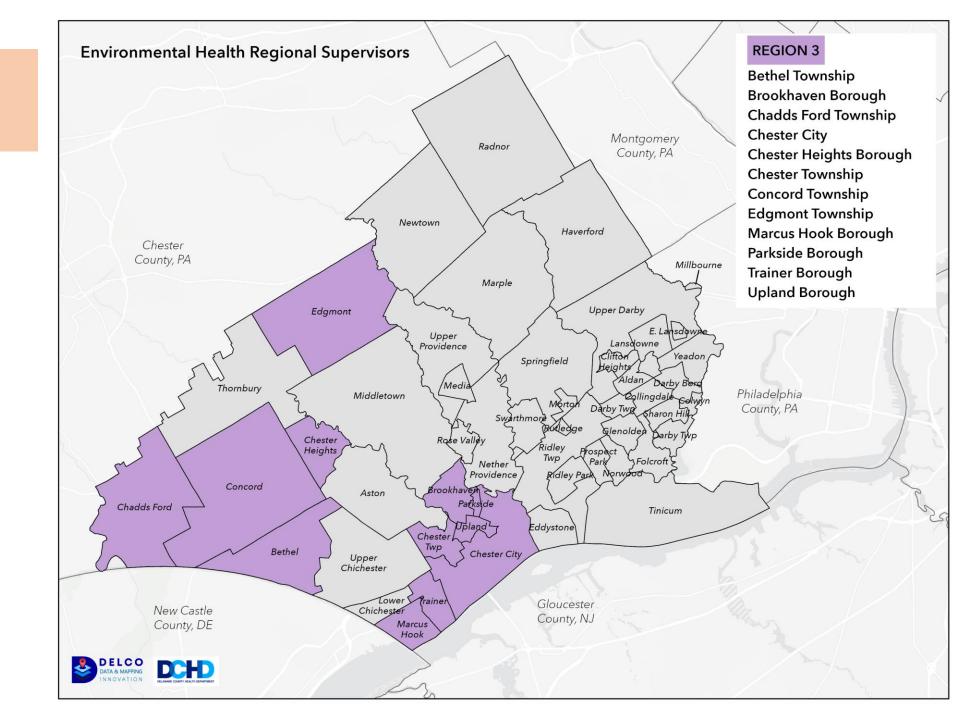


Service area and highlights

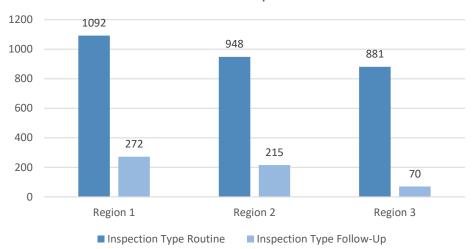




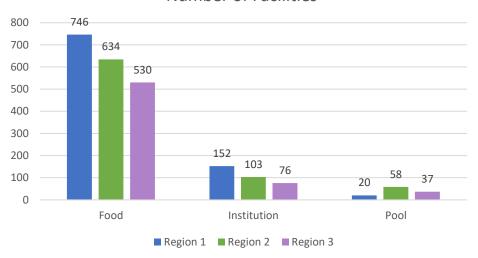




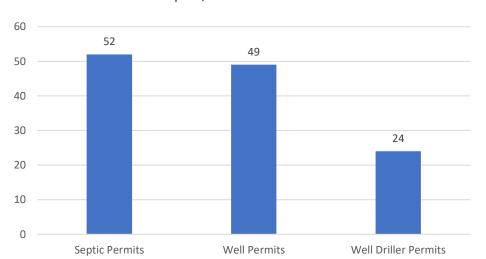
Number of Inspections



Number of Facilities



Septic/Well Permits





- 746 Food, 152 Institutions,
 20 Pools
- 1092 Routine Inspections,
 272 Follow-Up Inspections
- Top 3 Violations
 - Insects, Rodents, Animals not Present
 - Date Labeling
 - Time/Temperature Control for Safety, Hot/Cold Holding

Region 2

- 634 Food, 103 Institutions, 58 Pools
- 948 Routine Inspections, 215 Follow-Up Inspections
- Top 3 Violations
 - Food Storage
 Containers not
 Labeled
 - Date Labeling
 - Food Separated and Protected

- 530 Food, 76 Institutions, 37 Pools
- 881 Routine Inspections,
 70 Follow-Up Inspections
- Top 3 Violations
 - Date Labeling
 - Food Storage Containers not Labeled
 - Sanitizer Test Kits

