QUARTERLY UPDATE

ALLEGAN COUNTY · 1835 · 1835 · MICHIGAN

HEALTH
Department

- **Angelique Joynes**, MPH, RN, Health Officer
- **Randy Rapp**, RS, Environmental Health Services Manager
- **Lisa Letts**, BSN, RN, Personal Health Services Manager
- **Lindsay Maunz**, MPH, Planning and Preparedness Manager
- **Dr. Richard Tooker, MD, MPH,** Medical Director

Quarter 1 Presentation
February 23, 2023

Today's Takeaways:

1. Michigan's Guide to Public Health For Local Governing Entities (Michigan Department of Health and Human Services and Michigan Population Health Institute)

2. Michigan Association for Local Public Health (MALPH) Legislative Priorities

3. Review Public Health Definition and Services

4. Update on ACHD Division's Priority Activities

5. Workforce Development

6. Answer questions and elicit feedback from the Board of Commissioners

Information Review:

Slides with the blue circle indicate slides we are covering during our allotted presentation time.

Slides with yellow boxes indicate specific material we are covering during our allotted presentation time.

Slides are posted after the Presentation to www.allegancounty.org/health/data-and-reports

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HEALTH Department

Introductions

Michigan Department of Health & Human Services

Laura de la Rambelje
Director
Division of Local Health Services

Molly Cotant
Deputy Director
Division of Local Health Services

Adrian Zeh
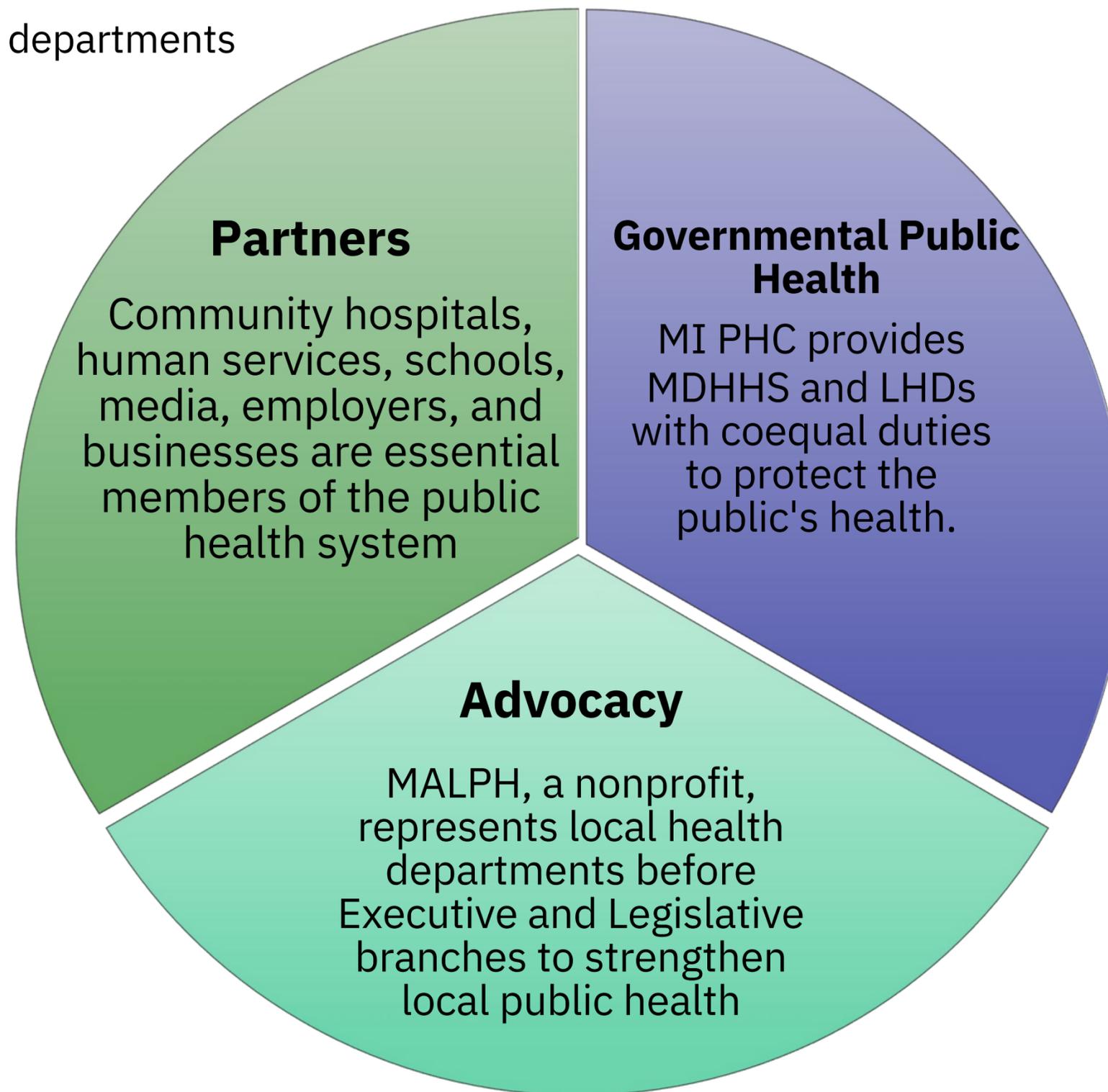**Program Administrator**
Division of Local Health Services

YOUR ROLE

Board of Commissioners

ACHD's governing body

Responsible for local health administration and organization

Oversight for accountability purposes

Primary responsibilities include:

| Appoint Health Officer | Ensure health department is fulfilling role | Provide funds & approve budget | Establish and approve local health regulations |

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HEALTH
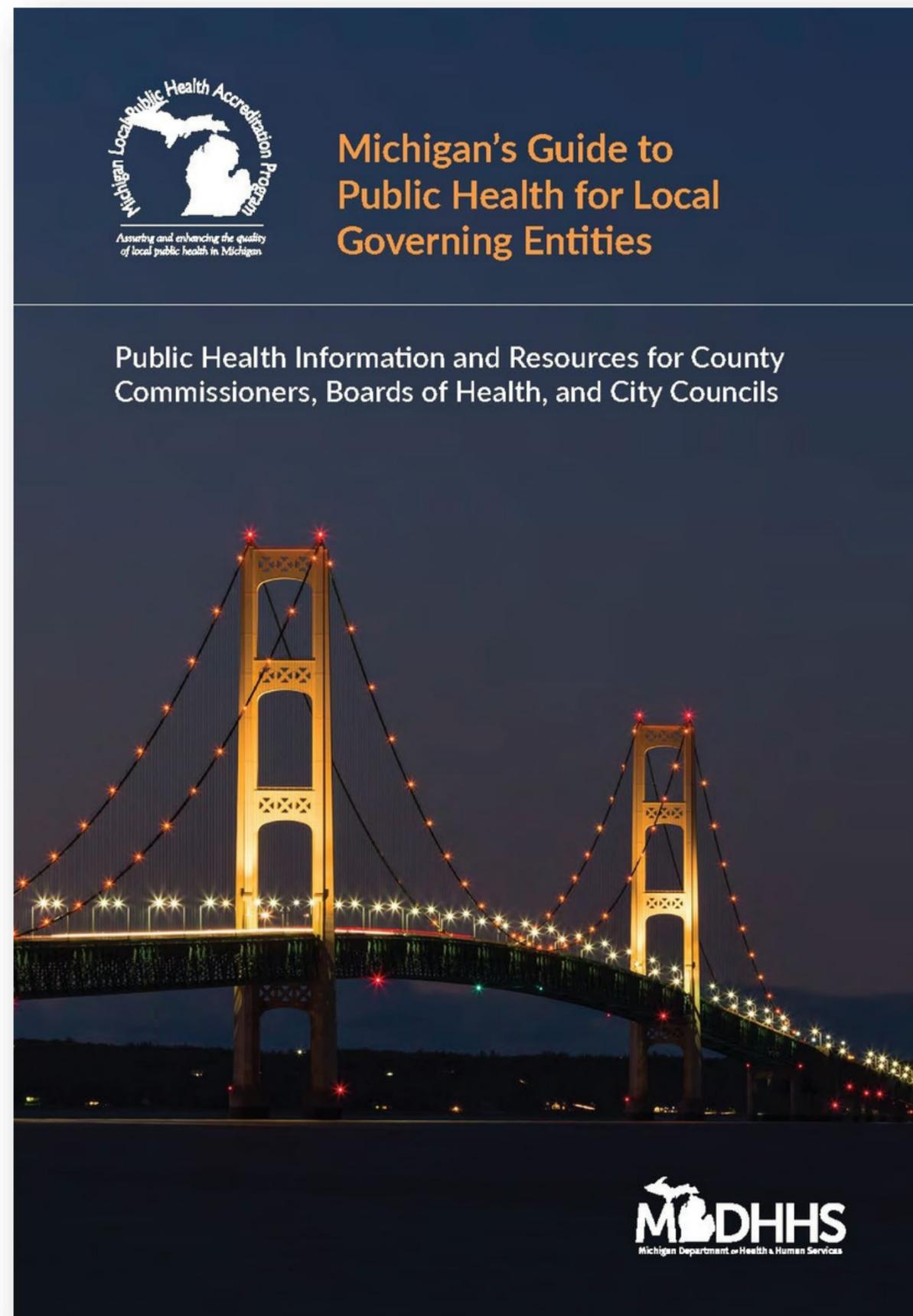Department

Defining Governance

Walking through the structure

- Decentralized local public health system
- City, County, or District Health Departments

Public Health Code

- Board of Commissioners Authority
- Key Health Department Responsibilities

Local Public Health Accreditation

Michigan's Guide to Public Health for Local Governing Entities

Public Health Information and Resources for County Commissioners, Boards of Health, and City Councils

Michigan Local Public Health Accreditation Program

Assuring and enhancing the quality of local public health in Michigan

MDHHS
Michigan Department of Health & Human Services

Governing & Interfacing

The Health Officer

Angelique Joynes, MPH, RN

Acts as CEO

Has authority & responsibility to protect public health

Responsible for administering public health services along with the Medical Director

Works with the health care system to determine local health strategy

Primary duties include:

| Notify public about health risks | Prevent infectious disease | Manage public health emergencies | Respond to environmental health hazards |

HEALTH Department

Bringing It All Together

Serving the people of Allegan County

Y O U R   R O L E

2023 will present many opportunities for us to protect and promote health for all

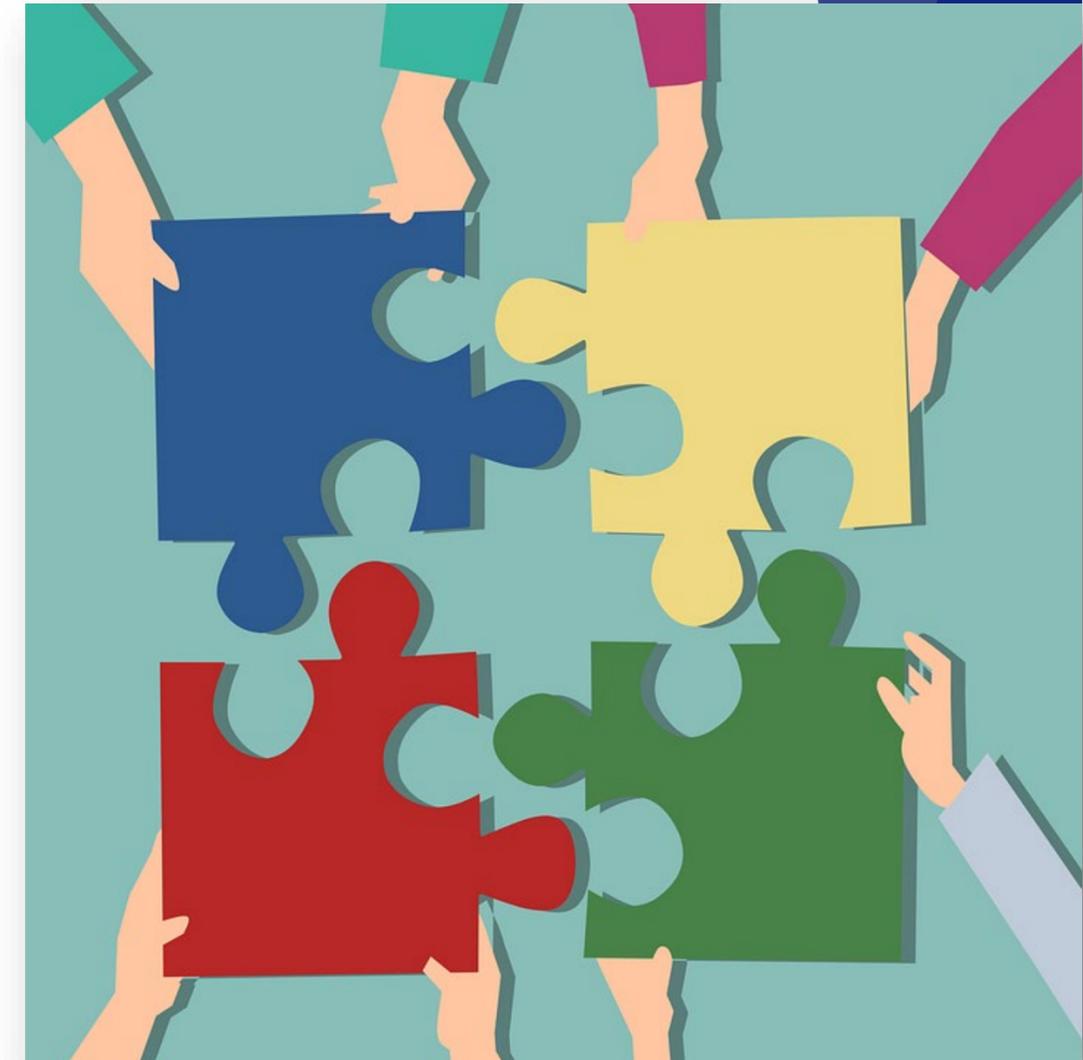Our backgrounds and experiences can be our greatest asset

Beyond the wellbeing of our communities and neighbors

A robust public health system contributes to a stronger economy and improves overall quality of life

HEALTH Department

THANK YOU

We appreciate your time and partnership.

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Questions for MDHHS - Local Health Services Team?

MALPH Legislative Priorities

Michigan Association for Local Public Health
Legislative and Funding Priorities – as of January 11, 2023

Policy/Legislative Priorities

- Protect the authority of local public health officers to respond quickly to emerging threats, especially as outlined in Sections 333.2451 and 333.2453.
- Through boilerplate language, direct the Michigan Department of Health and Human Services to conduct a thorough review of the actual costs to local health departments for providing Essential Local Public Health Services.
- Support the implementation of Statewide Onsite Wastewater Legislation (Statewide Sanitary Code) consistent with the Local Public Health Core Principles document established by the Michigan Association of Local Environmental Health Administrators and the Michigan Association for Local Public Health in June 2019.
- Promote statewide professional licensure standards for environmental health sanitarians employed by governmental health departments.
- Support an update to Michigan's Food Law (Act 92 of 2000) that would adopt the current FDA model Food Code (10th ed. 2022).

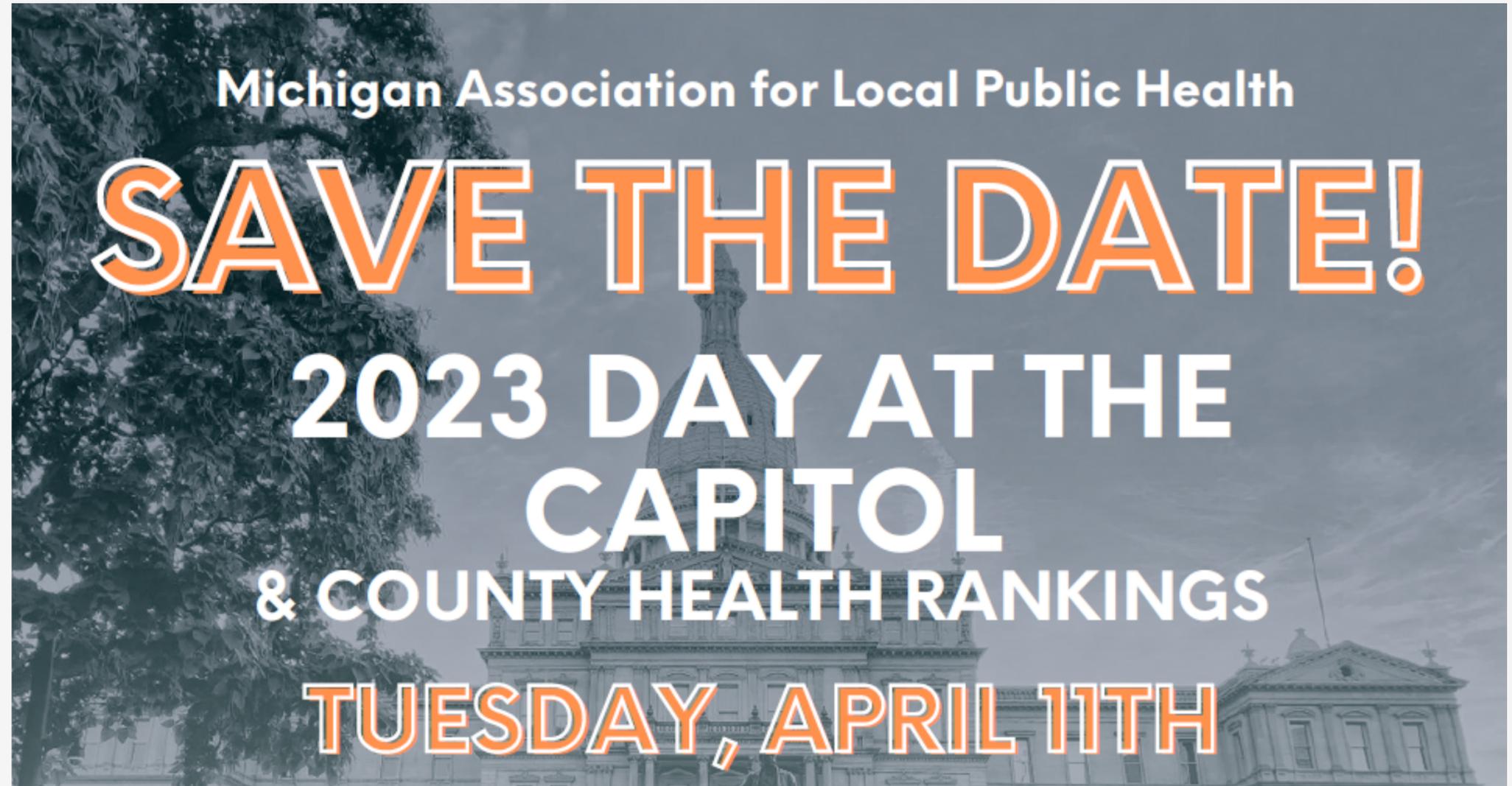# MALPH Legislative Priorities (Continued)

One-Time Supplemental Funding

- $3 million in one-time funding for rural Community Health Workers, to sustain programming initiated by the Michigan Center for Rural Health under the CDC COVID-19 and Health Priorities Partnership Grant, which will expire in May 2023. A portion of this funding will be used to conduct training for local health departments in billing Medicaid for CHW services, thereby enhancing sustainability of these services.
- $40 million in flexible funding for local health departments to invest in capacity building and physical infrastructure improvements.
- A one-time allocation of $250,000 to support a comprehensive cost analysis of Essential Local Public Health Services (ref. I.b. above).

On-Going Funding

- A $23.6 million increase to bring the state's contribution to Essential Local Public Health Services up to $75 million annually. According to analyses conducted by the Public Health Advisory Commission and the House Fiscal Agency, this amount would be consistent with the statutory requirement (ref. PA 368) to meet a 50/50 cost contribution in 2023. MALPH also supports an annual inflationary index increase to be applied to this line item going forward.
- MALPH supports the annual funding recommendations as included in the MDHHS Public Health Resource Review to Ensure Michigan Drinking Water Quality, developed pursuant to Executive Directive 9.

MALPH Day at the Capitol Event

- Annually, MALPH holds the "Day at the Capitol" event, where Public Health officials can meet their local legislators.

- ACHD will be scheduling times to meet with our legislators and share the following information:
  - Q1 BOC presentation
  - Annual Report
  - CHNA and CHIP from Allegan County

Michigan Association for Local Public Health

SAVE THE DATE!

2023 DAY AT THE CAPITOL

& COUNTY HEALTH RANKINGS

TUESDAY, APRIL 11TH

What is Public Health?

"Public Health": the health of the population as a whole

- Pursuant to MCL 333.2433
  - **A local health department shall continually and diligently endeavor to prevent disease, prolong life, and promote the public health** through organized programs, including prevention and control of environmental health hazards; prevention and control of diseases; prevention and control of health problems of particularly vulnerable populations groups; development of health care facilities and health services delivery systems; and regulation of health care facilities and health services delivery systems to the extent provided by law.
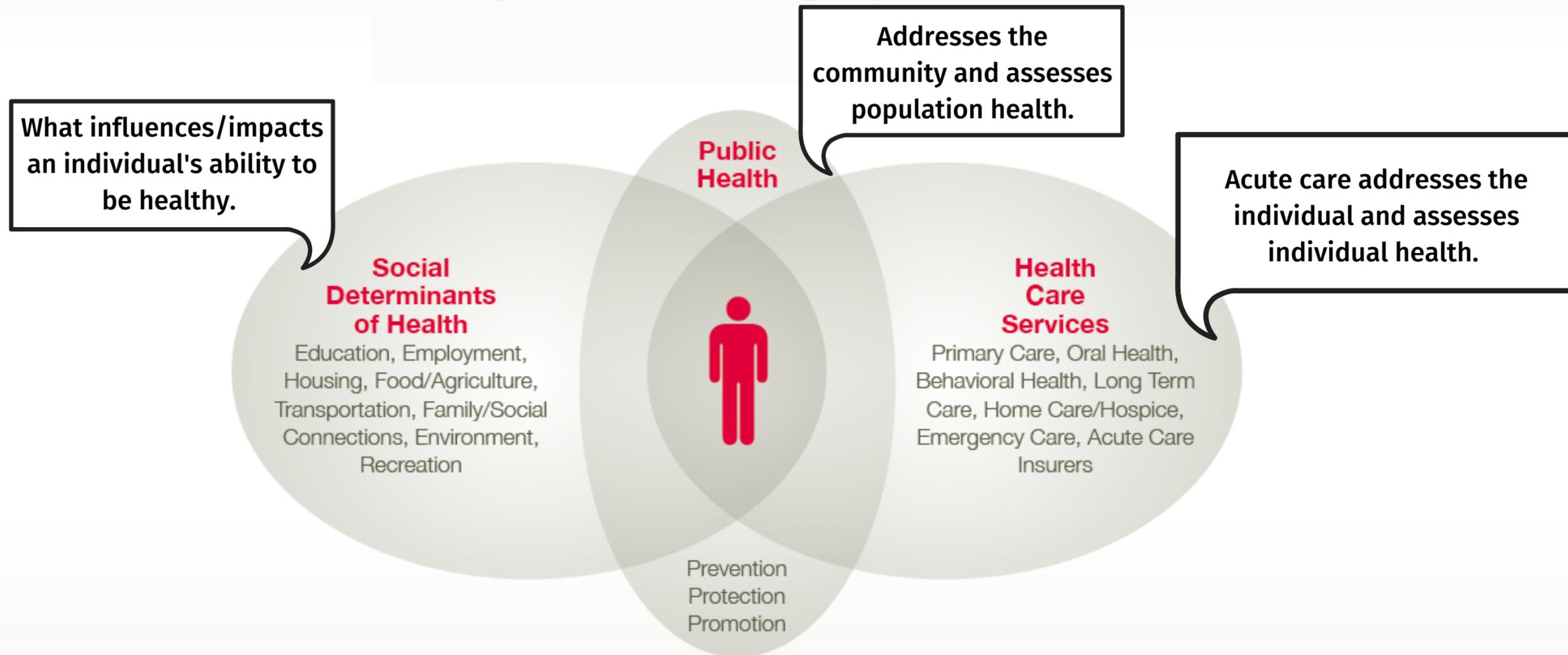
"Health": the state of being free from illness or injury.

- While a doctor treats people who are sick, public health professionals try to prevent people from getting sick or injured in the first place. They also promote wellness by encouraging healthy behaviors. (APHA)

https://www.apha.org/what-is-public-health

The Evolution of Public Health Practices

Public Health 1.0

- Tremendous growth of knowledge and tools for both medicine and public health

- Uneven access to care and public health

Public Health 1.0 focused on:
- Infection control through treatment (ex. TB)
- Clinical preventive measures (ex. immunizations)

Public Health 2.0

- Systematic development of public health governmental agency capacity across the United States

- Focus limited to traditional public health agency programs

Public Health 2.0 focused on:
- Policy and environmental change (seatbelts, tobacco tax)
- Systems building (Diabetes Prevention Program)

Public Health 3.0

- Engage multiple sectors and community partners to generate collective impact

- Improve social determinants of health

Public Health 3.0 focuses on:
- Social Determinants of Health (food, housing, transportation, etc.)
- Partnerships (Education, Human Services, Transportation, Housing, etc.)

CDC. Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century (www.cdc.gov/pcd/issues/2017/17_0017.htm)

| Late 1800s | 1988 IOM *The Future of Public Health* report | Recession | Affordable Care Act | 2012 IOM *For the Public's Health* reports |

The Health Impact Pyramid

Smallest
Impact

Largest
Impact

Counseling & Education

Clinical Interventions

Long-lasting Protective Interventions

Changing the Context
to make individuals' default decisions healthy

Socioeconomic Factors
(ex: poverty, education, housing, inequality, etc.)

Adapted from CDC health impact pyramid. (From Frieden 2010)

What Impacts Health?

County Health Rankings model © 2014 UWPHI

County Health Rankings & Roadmaps Model (2010)

- County Health Rankings & Roadmaps (CHR&R) brings actionable data, evidence, guidance, and stories to diverse leaders and residents so people and communities can be healthier. The University of Wisconsin Population Health Institute created CHR&R for communities across the nation, with funding from the Robert Wood Johnson Foundation.

- The 2022 Michigan County Health rankings were released on April 27, 2022, and can be found online at www.countyhealthrankings.org.

- These rankings provide data on more than 90 health-influencing factors such as housing, education, jobs, and access to quality health care.

  SDoH/Social and Economic factors have the greatest impact on health outcomes

Allegan County Health Department (4 Divisions)

HEALTH Department

ADMINISTRATION

- Supports the department as a whole
- Issues Advisories, Cease and Desist letters, etc.
- Collect and evaluate data needed to support efficient public health service delivery and share data with the community

RESOURCE RECOVERY

- Coordinate Resource Recovery Program for participating LUG's
- Facilitate Solid Waste Planning Committee

ENVIRONMENTAL HEALTH

- Provides services such as well and septic permits, soil erosion permits, restaurant inspections, ground water contamination surveillance, beach sampling, etc.
- Identifies opportunities for environmental health education and work with Planning and Preparedness to develop materials

PERSONAL HEALTH

- Provides services such as STI/HIV, Immunizations, Lead, Hearing and Vision, Communicable Disease, and Children's Special Health Care Services (CSHCS)
- Provides education, in-services, and on-site inspections for medical providers who participate in Vaccine for Children (VFC) and Adult Vaccine Program (AVP)
  - Safe storage and handling
  - Inventory management
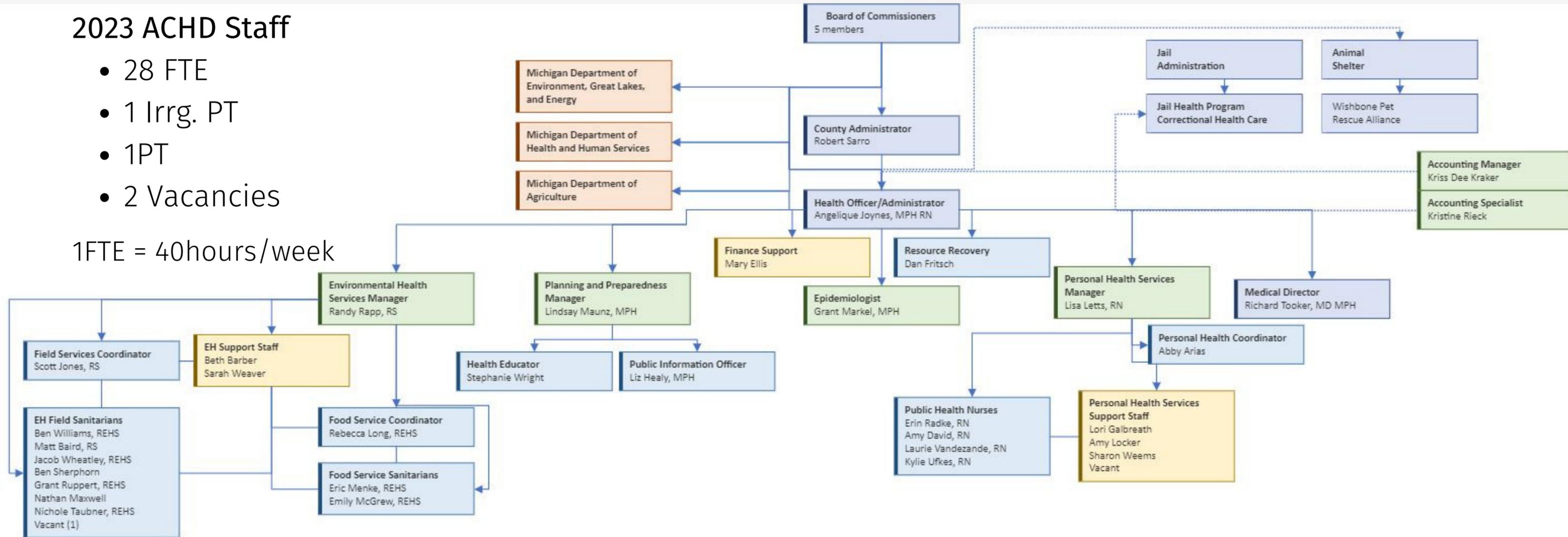 - Patient education

PLANNING AND PREPAREDNESS

- Provides services such as community health needs assessment and community health improvement plans, emergency preparedness, and other planning and health education services that improve community health and quality of life in Allegan County.
- Interacts with the community through social media and media interviews.

Allegan County Health Department: Organization Chart

HEALTH Department

2023 ACHD Staff
- 28 FTE
- 1 Irrg. PT
- 1PT
- 2 Vacancies

1FTE = 40hours/week

Board of Commissioners
5 members

Jail Administration

Animal Shelter

Jail Health Program Correctional Health Care

Wishbone Pet Rescue Alliance

Michigan Department of Environment, Great Lakes, and Energy

County Administrator
Robert Sarro

Accounting Manager
Kriss Dee Kraker

Michigan Department of Health and Human Services

Accounting Specialist
Kristine Rieck

Michigan Department of Agriculture

Health Officer/Administrator
Angelique Joynes, MPH RN

Finance Support
Mary Ellis

Resource Recovery
Dan Fritsch

Personal Health Services Manager
Lisa Letts, RN

Medical Director
Richard Tooker, MD MPH

Environmental Health Services Manager
Randy Rapp, RS

Planning and Preparedness Manager
Lindsay Maunz, MPH

Epidemiologist
Grant Markel, MPH

Personal Health Coordinator
Abby Arias

Field Services Coordinator
Scott Jones, RS

EH Support Staff
Beth Barber
Sarah Weaver

Health Educator
Stephanie Wright

Public Information Officer
Liz Healy, MPH

EH Field Sanitarians
Ben Williams, REHS
Matt Baird, RS
Jacob Wheatley, REHS
Ben Sherphorn
Grant Ruppert, REHS
Nathan Maxwell
Nichole Taubner, REHS
Vacant (1)

Food Service Coordinator
Rebecca Long, REHS

Food Service Sanitarians
Eric Menke, REHS
Emily McGrew, REHS

Public Health Nurses
Erin Radke, RN
Amy David, RN
Laurie Vandezande, RN
Kylie Ufkes, RN

Personal Health Services Support Staff
Lori Galbreath
Amy Locker
Sharon Weems
Vacant

2023 Projects by Division

Administration
- Public Health Capacity Report
  - Master Task List - determine how much time is needed for each service and capacity available
- Health in all policies and health impact assessment during planning.
- Workforce Development (Engaged Workforce Strategic Priority)
  - Employ and retain high-performing, quality employees
  - Address Communication, training, and work load issues and evaluate progress at the end of the year.
  - Community Information Exchange: subcontract with MACC and ACCF to do the work outlined in workplan
- Quality Assurance
  - Accreditation
  - Technology Assessment
- Behavior Risk Factor Survey development and distribution (deeper dive from National Community Survey data)

Planning and Preparedness
- Website Overhaul on ACHD webpages
- Forms and Letters Updating
- Inventory Management Software
- Communication Plan

Environmental Health
- Revised Soil Erosion and Sedimentary Control (SESC) Ordinance
- Purge, scan, verify, and put Facility Files in File Bound and put them on the internet/website for public use
- Participation in Ground Water Stakeholder Group for Allegan County and supporting and successfully next steps
- Transfer to a new Environmental Health Software

Personal Health
- Oral Health Assessment Pre K mandate of MDHHS
- Rabies management project
- Electronic Health Record Optimization, to include lab connection with State
- Backfilling to core staffing levels
- Mandated service delivery, optimization of resources/human capital/ contracts
- Health Resource Advocate (HRA) program optimization

Health Education Update

A Commissioner asked ACHD 5 questions about Health Education efforts.

- What are the different ways you provide health education to the public (at ACHD)?
- How often do you provide health education to the public?

- Do you meet privately with any groups (like school boards or others)?
- What is your budget for this communication for a year?
- How effective do you feel you have been?

Budget

Public Health's Capacity Assessment is underway, and the report will be provided to County Admin with the 2024 budget submission

Tools We Use

Canva

INTUIT mailchimp

Examples of ACHD's Health Education Venues

Outreach Events

Newsletters

Community Health Workers

Patient appointments

On-site visits

Social Media

News Releases

Frequency of Health Education

4x/year

2x/month (community) 1x/month (other)

Each encounter

Each encounter

Each encounter

2-3x/week

1x/month

Do you meet privately with any groups?
(like school boards or others)

- The meetings we attend are usually collaborative group meetings.

- If a community partner identifies a health educational need, we then work internally with different divisions to create resources or find other created educational materials

How effective do you feel you have been? - Communication is always something that can be improved

We intentionally look at data from surveys, newsletters, social media, and web analytics to help us understand how many individuals we reach. We currently have 1 health educator, so we have to focus health education around CHIP priority areas, direct services, and National Health Observances

The average open rate of our 4 different newsletters in the last 30 days was **32%** (as of 2/7/23). That's roughly **9,073** individuals opening our community newsletter.

In the last 28 days (as of 2/7/23), ACHD's Facebook reach (the number of people who saw any of our posts at least once) was **5,581**. In this same time frame, our post engagement (the number of reactions, comments, shares, and clicks on our posts) was **698**.

In the January Customer Satisfaction Survey, **3/11** surveys submitted specifically highlighted communication efforts.

Matrix of Services of Local Public Health for Michigan

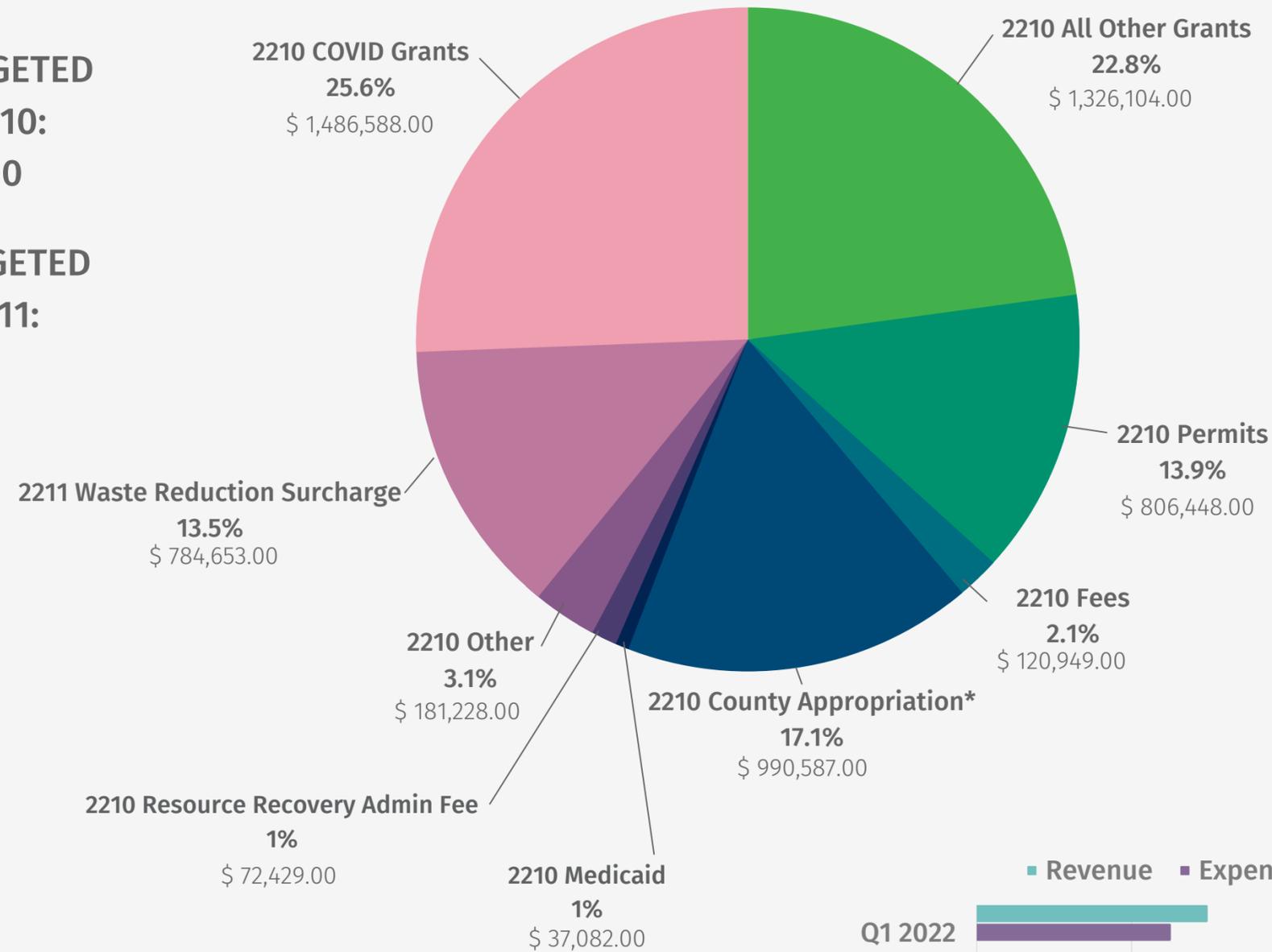| Services	Rule or Statutory Citation	Required	Basic	Mandated	LPHO
Immunizations	PA 349 of 2004 - Sec. 218 and 904; MCL 333.9203, R325.176	X	X	X	X
Infectious/Communicable Disease Control	MCL 333.2433; Parts 51 and 52; PA 349 of 2004 - Sec. 218 and 904; R325.171 et seq.	X	X	X	X
STD Control	PA 329 of 2004 - Sec. 218 and 904; R325.177	X	X	X	X
TB Control	PA 329 of 2004 - Sec. 218	X	X	X	
Emergency Management - Community Health Annex	PA 329 of 2004 - Sec. 218; MCL 30.410	X	X	X	
Prenatal Care	PA 329 of 2004 - Sec. 218	X	X	X	
Family planning for indigent women	MCL 333.9131; R325.151 et seq.	X		X	
Health Education	MCL 333.2433 (d); 333.2237 (b))	X		X	
Nutrition Services	MCL 333.2433	X		X	
HIV/AIDS Services; reporting, counseling, and partner notification	MCL 333.5114a; MCL 333.5923; MCL 333.5114	X		X	
Care of individuals with serious Communicable disease or infection	MCL 333.5117; Part 53; R325.177	X		X	
Hearing and Vision Screening	MCL 333.9301; PA 349 of 2004 - Sec. 904; R325.3271 et seq. R325.13091 et seq.	X		X	X
Public Swimming Pool Inspections	MCL 333.12524; R325.2111 et seq.	X		X	
Campground Inspection	MCL 333.12510; R325.1551 et. seq	X		X	

Finance: 2022 Activities

HEALTH Department
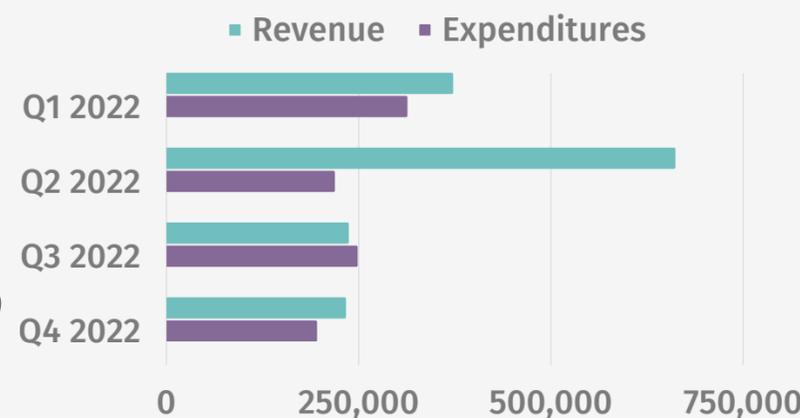
2022 BUDGETED REVENUE

TOTAL BUDGETED REVENUE 2210:
$5,021,415.00

TOTAL BUDGETED REVENUE 2211:
$784,653.00

2022 Budgeted Revenue (Pie Chart)

- **2210 COVID Grants** 25.6% $ 1,486,588.00
- **2210 All Other Grants** 22.8% $ 1,326,104.00
- **2210 Permits** 13.9% $ 806,448.00
- **2210 Fees** 2.1% $ 120,949.00
- **2210 County Appropriation*** 17.1% $ 990,587.00
- **2210 Medicaid** 1% $ 37,082.00
- **2210 Resource Recovery Admin Fee** 1% $ 72,429.00
- **2210 Other** 3.1% $ 181,228.00
- **2211 Waste Reduction Surcharge** 13.5% $ 784,653.00

REVENUE & EXPENDITURES BY QUARTER (EXCLUDING COVID-19 FUNDING)

Legend: ■ Revenue ■ Expenditures

(Bar chart with axis labels: 1,250,000 / 1,000,000 / 750,000 / 500,000 / 250,000 / 0; quarters Q1 2022, Q2 2022, Q3 2022, Q4 2022)
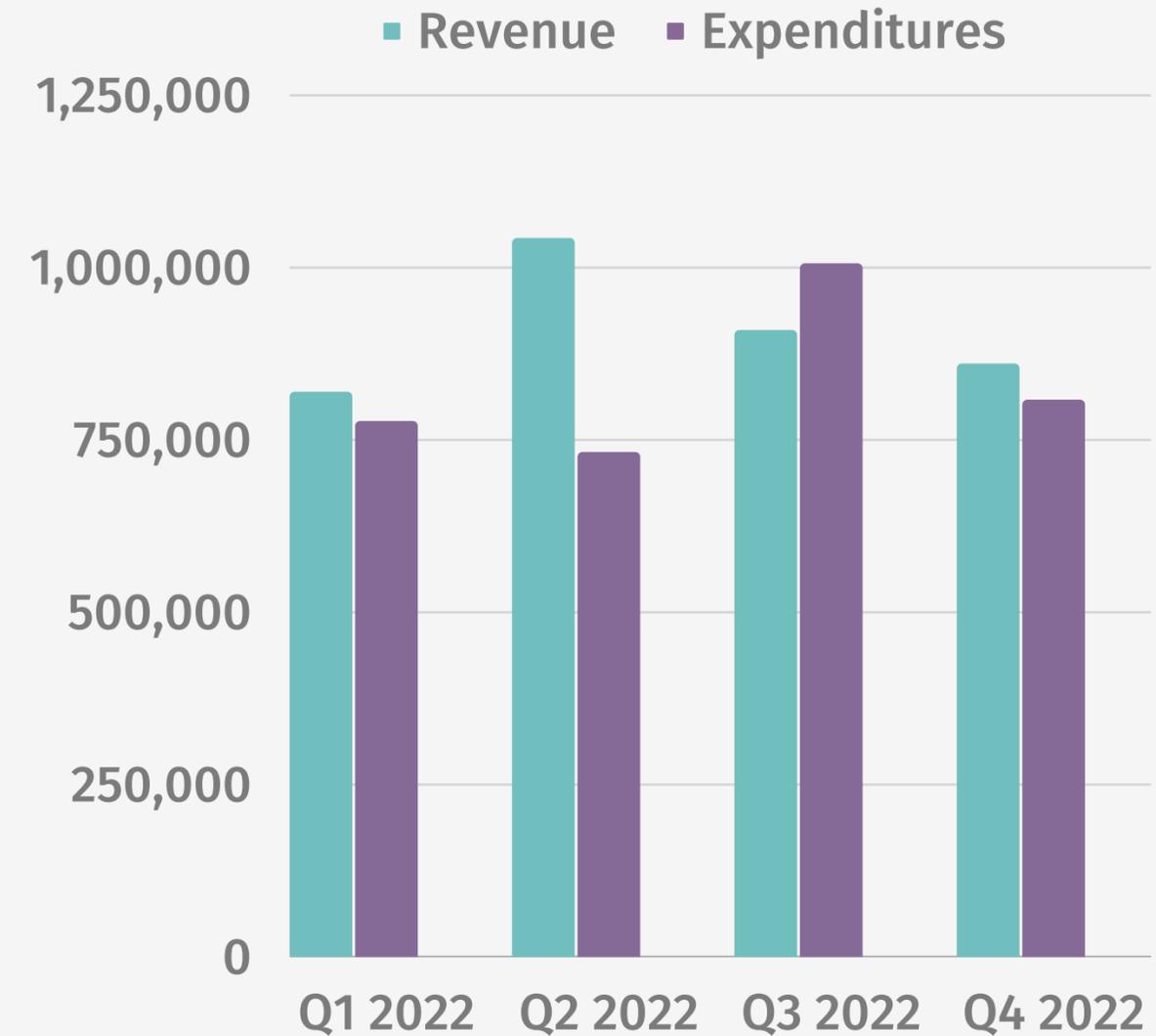
REVENUE & EXPENDITURES BY QUARTER, COVID-19 ONLY

Legend: ■ Revenue ■ Expenditures

(Horizontal bar chart: Q1 2022, Q2 2022, Q3 2022, Q4 2022; axis 0 / 250,000 / 500,000 / 750,000)
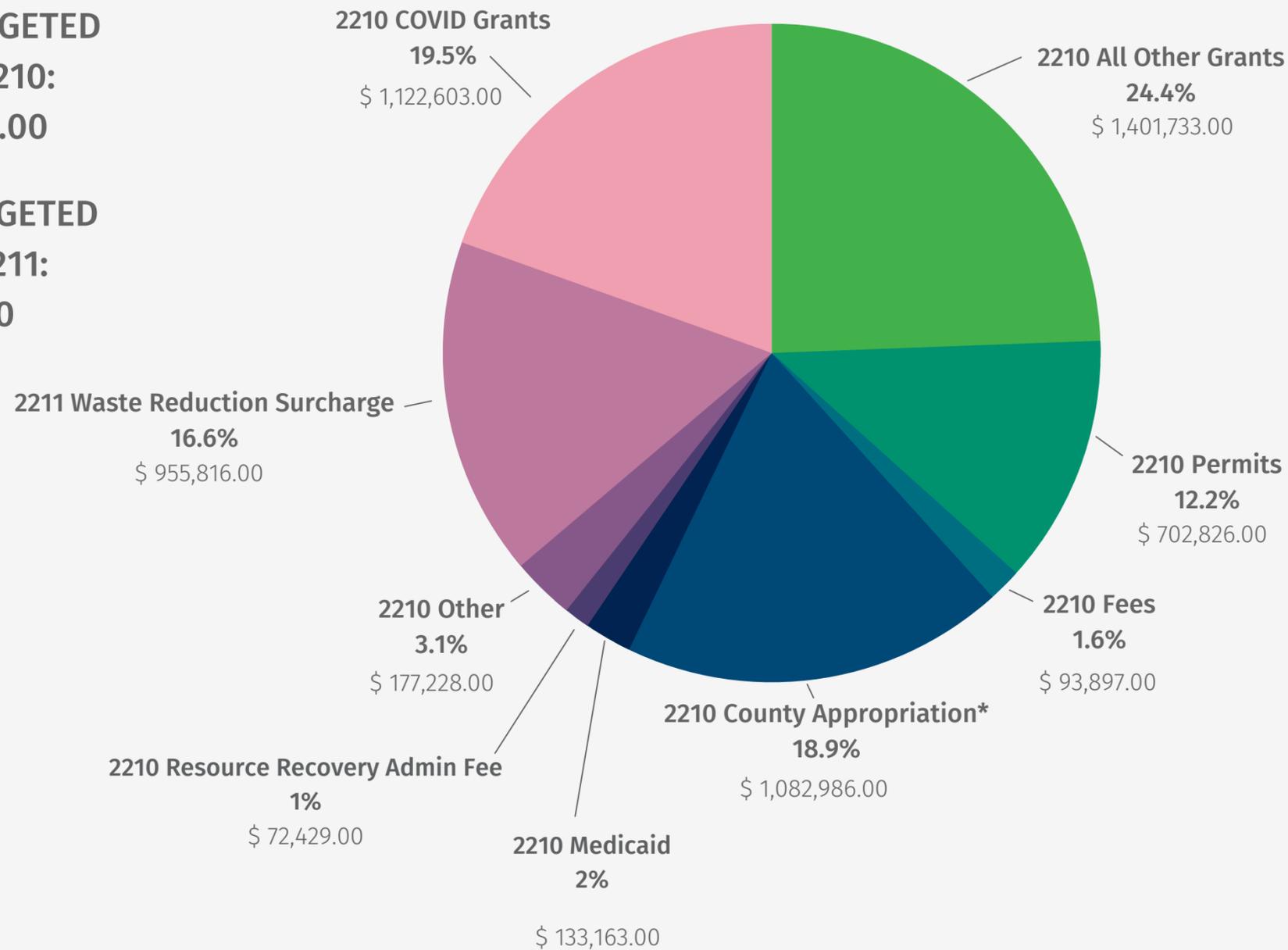
Finance: 2023 Budget & Updates

HEALTH Department

2023 BUDGETED REVENUE

TOTAL BUDGETED REVENUE 2210:
$ 4,786,865.00

TOTAL BUDGETED REVENUE 2211:
$ 955,816.00

Pie chart:
- **2210 COVID Grants** 19.5% $ 1,122,603.00
- **2210 All Other Grants** 24.4% $ 1,401,733.00
- **2210 Permits** 12.2% $ 702,826.00
- **2210 Fees** 1.6% $ 93,897.00
- **2210 County Appropriation*** 18.9% $ 1,082,986.00
- **2210 Medicaid** 2% $ 133,163.00
- **2210 Resource Recovery Admin Fee** 1% $ 72,429.00
- **2210 Other** 3.1% $ 177,228.00
- **2211 Waste Reduction Surcharge** 16.6% $ 955,816.00

Updates that impact Public Health Finances

- Governor budget proposal for 2024
- End of COVID-19 Public Health Emergency (May 11, 2023)
- Grant funding and determining the best entity to provide those services (subcontracted agreements)

Some Community Projects ACHD is Involved with

MDHHS/MSU Research Project (Supporting and marketing with the identified community)
- Funded to expand a research project to the Otsego area of Allegan County regarding area health concerns and environmental hazards.
- Three aims will guide the proposed activities:
  - To listen to Otsego community members by collecting perspectives regarding salient environmental health vulnerabilities.
  - To empower Otsego community members to make informed prevention decisions through a series of health education interventions that explicitly address salient community vulnerabilities
  - To evaluate the impact of these engagement activities to foster iterative improvement.

Limited access and impact on chronic diseases and health outcomes for residents (CHIP Action Steps)
  - Otsego Public Schools received a planning grant that we will be a part of Community Adolescent Health Centers (School-based)
  - Telehealth opportunities
  - Health Resource Advocates (School-based)
  - Community Health Workers: updated referral form Q4 2022
    - Exploring financial sustainability for the program to continue
    - Presented at MDHHS Social Determinants of Health Summit as a new CHW program

Community Information Exchange (agreement with MACC/ACCF to implement)
  - Step 1: Identify the CIE vision and governance structure in collaboration with the Multi-Agency Collaborative Council (MACC)
    - Key activities and deliverables in the CIE Vision and Planning stage can include:
      - Conducting an environmental scan
      - Convening initial partners for early discussions about CIE
      - Developing sample use cases for CIE to clarify the vision
      - Establishing the governance structure Formally recognizing the backbone organization

2022-2025 Community Health Improvement Plan

Access to Medical Care

Why is it important?
Access to health services affects a person's health and well-being. Regular and reliable access to health services can:

- Prevent disease and disability
- Detect and treat illnesses & other health conditions
- Increase quality of life
- Reduce the likelihood of premature (early) death
- Increase life expectancy

Source: CDC Healthy People

Our Goal: Increase capacity and use of a patient-centered, community-integrated, and quality system of care for Allegan County residents.

Allegan County Organization, including ACHD, Activities

- Expand equitable broadband internet access across Allegan County to support innovative health care, including telehealth.
- Use the Allegan County Community Links program to help individuals identify PCPs, sign up for Medicaid, or find solutions to meet their health insurance needs
- Implement a Behavior Risk Factor Survey that is representative and identifies inequities in subpopulations.
- Work with school partners to expand child and adolescent health services with a school-based health model

Housing

Why is it important?
Our homes, and those of our neighbors, play a critical role in shaping our health and the health of the whole community. Housing is related to health through several pathways, and the safety and quality of our homes are correlated with health.

Source: County Health Rankings

Our Goal: Strengthen the housing sector within Allegan County and increase collaborative solutions.

Allegan County Organization, including ACHD, Activities

- Expand access to quality water (private and municipal supply)
- Utilize Allegan County Community Links program to support agencies in connecting residents to available housing services

Food Security

Why is it important?
Lacking consistent access to food is related to negative health outcomes such as weight gain, premature mortality, asthma, and activity limitations, as well as increased health care costs.

- There is evidence food deserts are correlated with a high prevalence of overweight, obesity, and premature death.
- Those with low income may face barriers to accessing a consistent source of healthy food.

Source: County Health Rankings and Roadmaps 2021

Our Goal: Increase availability of healthy food options for residents, while also expanding supplemental food resources in Allegan County.

Allegan County Organization, including ACHD, Activities

- Use the Allegan County Community Links program to connect individuals to healthy food options
- Build a partnership with Help Me Grow Allegan Family Coaches to align and integrate efforts related to families who are expecting or who have children ages 0-5. This will help reduce silos and duplication of efforts

Behavioral Health

Why is it important?
Behavioral Health is fundamental to our collective and individual ability as humans to think, emote, interact with each other, earn a living and enjoy life.
Source: World Health Organization

Our Goal: Increase recognition and treatment of behavioral health conditions

Allegan County and HD Activities

- Implement a Behavior Risk Factor Survey that is representative and identifies inequities in subpopulations.
- Expand equitable broadband internet access across Allegan County to support innovative behavioral health care, including telehealth.
- Utilize Allegan County Community Links program to support agencies in connecting residents to available behavioral health services

2022-2025 Community Health Improvement Plan

2022 CHIP Steering Committee Member Organizations:

- Ascension Borgess Allegan Hospital
- Allegan County Health Department (ACHD)
- United Way of Ottawa and Allegan Counties
- Allegan County Multi-Agency Collaborative Council (MACC)

- OnPoint
- Allegan Area Educational Service Agency (ESA)
- Gun Lake Tribe
- Allegan County Food Pantry Collaborative

Community Health Assessments in Allegan County occur every three to five years to collect data and determine trends.

2023: Potential Emerging Public Health Concerns

- Environmental Hazards impacting public health
  - ex: Ground Water Contamination

- Statewide Septic Code Legislation

- Enforcement of current Water/Sewer Regulations

- Rabies Management
  - Involves multiple departments and procedures need to be followed to meet statutes and prevent any rabies death
  - Animal specimens continue to increase
  - See graph on slide 46

- Bacterial Resistance to Antibiotics and its impact on communicable disease outbreaks and health
  - Antibiotic resistance occurs when bacteria develop the ability to defeat the drugs designed to kill them. Each year in the United States, nearly 3 million people get infected with antibiotic-resistant bacteria, and almost 36,000 people die as a result.

- Immunizations, increase in Waivers and impact on vaccine-preventable diseases

- Addressing Misinformation and Disinformation
  - Researching logical fallacies and how best to address them within communication practices and health education

Quarter 4 Stats BY DIVISION

ADMINISTRATION

30,746
Total Public Health Services Provided (excluding jail health, MCDC, and animal shelter)

3
Inquiries responded to

98%
of those who filled out the Customer Satisfaction survey for ACHD services responded "Agree or Strongly Agree" to being satisfied with the services they received (n=63)

725
Advisories & Recommendations issued (quarantine, isolation, water advisory, exposure letters)

29
Learning and Growth meetings with team members completed

573
Hours spent on Professional Development by team members

30
Full time team members

1
Part time team member

1
Irregular part time team member

1,231.19
Hours pf PTO taken by team members

15
Contracted team members

15
CDCF team members

Administration: 2022 Activities (Q4)

CUSTOMERS

Community Health Needs Assessment and Community Health Improvement Plan (CHNA/CHIP)

- **MET:** Activities for this quarter include:
  - Present strategies to MACC for approval (10/7)
  - Create and Publish Joint Press Release
  - Finalize report -- Publish by 11/15
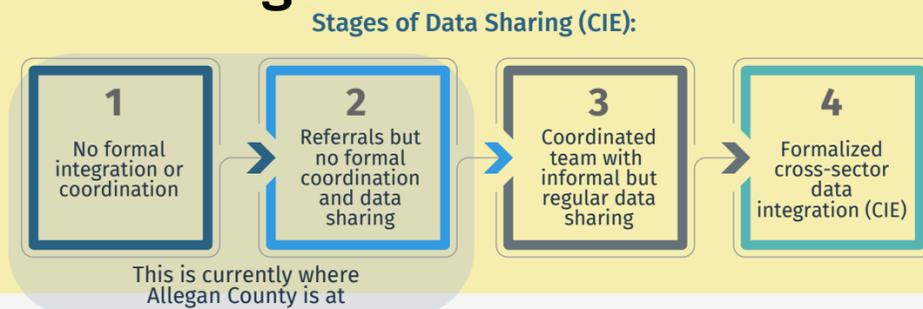
School-Based Health Center Discussions

- **MET:** Meet with interested school districts (www.michigan.gov/cahc)

Health in All Policies (HIAP): On Hold

- Develop a Health in All Policies survey to send out to all LUG to understand current knowledge and use of HIAP in their planning processes

Community Information Exchange and CHNA

- **MET**: Secure vendor/consultant for CIE work plan and vendor for representative sample for BRFS.

Stages of Data Sharing (CIE):

1	2	3	4
No formal integration or coordination	Referrals but no formal coordination and data sharing	Coordinated team with informal but regular data sharing	Formalized cross-sector data integration (CIE)

This is currently where Allegan County is at

FINANCIAL STABILITY

Optimize Grant Funding to Minimize County funding

- **MET**: Continue reviewing Financial Statement Reports (FSRs) regularly
- **MET**: Explore funding sustainability for the Community Health Workers with community partners

ENGAGED WORKFORCE

Update Master Task List for Each Position

- **MET:** This list assesses tasks, procedures attached to that task, back up, approximate frequency of task, and time to accomplish task.
- **MET:** This will allow us to assess capacity and determine where and what public health staff are needed

WFD Plan Review and Revision

- **MET:** Review PHWINS, MPHI, and Annual Public Health data and use that data to update WFD for 2023/2024.

Resume Engagement Traditions

- **MET:** Resuming activities such as Thanksgiving Meal and Soup Exchange

IMPROVED PROCESSES

ACHD Strategic Plan Review/Revision

- **MET:** Update CHIP objectives and metrics

CI Plan Review/Revision

- **MET:** Review if 2022 objectives were met and establish new, needed objectives for 2023/2024.

Michigan Local Public Health Accreditation Self-Assessment

- **MET:** Complete Michigan Local Public Health Accreditation Self-Assessment and determine action plans for any gaps noted in meeting minimum program requirements. MLPHA will resume in 2023. ACHD's onsite accreditation review is scheduled for 9/9/24, with our next Plan of Organization due in June 2023 to MDHHS.

Explore Grant Funding Options Aligning with County-wide Efforts

- **MET:** Social Determinants of Health Planning funding

Administration: 2023 Activities (Q1)

CUSTOMERS

MDHHS/MSU Research Project
- Funded to expand a research project to the Otsego area of Allegan County regarding area health concerns and environmental hazards.
- Sharing information and survey on communication platforms with community

Community Information Exchange
- Coordinating with subcontractor MACC/ACCF to complete assigned tasks

Behavioral Risk Factor Survey
- Securing Vendor (tentatively Polco for representative sample)
- Developing base survey

MALPH Day the Capitol- April 11, 2023
- ACHD attending and sharing information on:
  - Q1 BOC presentation
  - 2021 Annual Report
  - CHNA and CHIP from Allegan County

End of COVID-19 Public Health Emergency
- Public Health emergency ends on May 11, 2023
- Determining what this means for future funding, requirements around communicable disease and COVID

ENGAGED WORKFORCE

Workforce Development
- Engaged Workforce Strategic Priority
  - Address Communication, training, and work load issues

IMPROVED PROCESSES

Technology
- Being able to respond to any public health event with limited resources and effectively integrating technology is a concern along with limited ability to integrate data between human services and health providers
- Looking at current technology utilization assessment for tasks provided. Our current surveillance system platform is over 20 years old
- Researching better technology in order to share data in real time between health systems and public health for most LHDs in Michigan
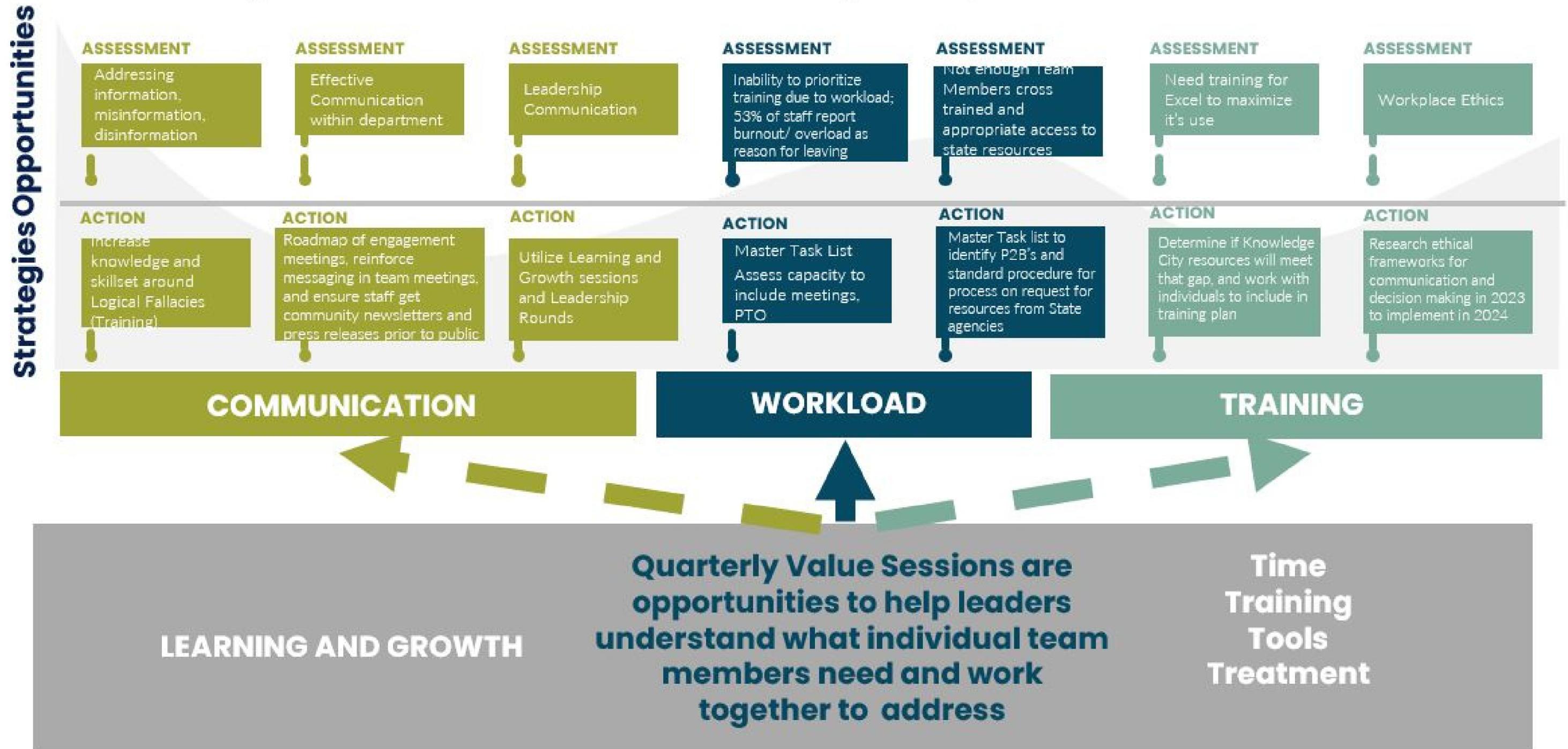
FINANCIAL STABILITY

Master Task List
- Currently being updated for each position to identify resources available vs. resources needed/Ensure the correct tasks are assigned to the right position (DBM)
- Total time plus PTO will be calculated for each service to determine capacity needed versus the current capacity

Workforce Development 2023

Workforce Development and Engagement Opportunities

Strategies to Address Annual Public Health Survey, PHWINs, and MPHI data from 2021-2022

Strategies Opportunities

ASSESSMENT — Addressing information, misinformation, disinformation

ASSESSMENT — Effective Communication within department

ASSESSMENT — Leadership Communication

ASSESSMENT — Inability to prioritize training due to workload; 53% of staff report burnout/ overload as reason for leaving

ASSESSMENT — Not enough Team Members cross trained and appropriate access to state resources

ASSESSMENT — Need training for Excel to maximize it's use

ASSESSMENT — Workplace Ethics

ACTION — Increase knowledge and skillset around Logical Fallacies (Training)

ACTION — Roadmap of engagement meetings, reinforce messaging in team meetings, and ensure staff get community newsletters and press releases prior to public

ACTION — Utilize Learning and Growth sessions and Leadership Rounds

ACTION — Master Task List / Assess capacity to include meetings, PTO

ACTION — Master Task list to identify P2B's and standard procedure for process on request for resources from State agencies

ACTION — Determine if Knowledge City resources will meet that gap, and work with individuals to include in training plan

ACTION — Research ethical frameworks for communication and decision making in 2023 to implement in 2024

COMMUNICATION — **WORKLOAD** — **TRAINING**

LEARNING AND GROWTH

Quarterly Value Sessions are opportunities to help leaders understand what individual team members need and work together to address

Time Training Tools Treatment

METRICS

COMMUNICATION	WORKLOAD	TRAINING
Addressing information, misinformation, disinformation	Inability to prioritize training due to workload; 53% of staff report burnout/ overload as reason for leaving	Need training for Excel to maximize it's use
Effective Communication within department	Not enough Team Members cross trained and appropriate access to state resources	Workplace Ethics
Leadership Communication		

COMMUNICATION

1. MPHI Regional Assessment Tool – Communication Skills (Responding to information, misinformation, disinformation) 2021=(2.81/4)
2. ACHD Annual Employee Survey - I believe that we have effective communication within the department. 2022=(50% SA/A | 13.16% U | 36.8% SD/D)
3. PH WINS – Perceptions About Organization (Leadership and Employees communicate well) 2021= 46%

WORKLOAD

1. MPHI Regional Assessment Tool – Barriers to Participating in Training, Inability to prioritize due to workload. 2021=(64.7%)
2. PHWINS, MI Coalition 4, the most important reason(s) why they were considering leaving their organization, 2021= 53%
3. ACHD Annual Employee Survey - There are enough team members trained to be able to respond to a public health emergency/event and have the appropriate access to resources not available within the department (i.e. MDHHS, MDARD, EGLE) 2022= 31.21 SA/A | 28.95% U | 36.84% SD/D

TRAINING

1. MPHI Regional Assessment Tool – Additional Technology Training – Excel Spreadsheets 2021= 58.8%
2. MPHI Regional Assessment Tool – Additional Training Areas – Workplace Ethics 2021= 35.3%

Workforce Development 2023

2022 Learning and Growth Value Session Data

Value Sessions includes evaluating the 4 T's-Training, Tools, Time, and Treatment- Approximately 120 assessed for the year.

Training

Do you have the training to do your job?

16.6% were answered as no

Tools

Do you have the tools to do your job?

11.6% were answered as no

Time
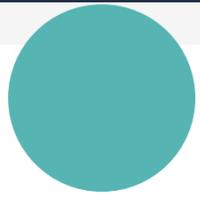
Do you have the time to do your job?

30.8% were answered as no

Treatment

Do you get treated right by leaders and others?

3% were answered as no

Solid Waste/Material Management Legislative Timeline

MARCH 2023 — Legislation takes effect.

Environment, Great Lakes, and Energy need to notify Counties. — **July/August 2023**

January 2024 — Counties need to respond to EGLE on the next steps to update the plan.

Counties will need to have their Material Management Plans updated and submitted to EGLE. — **December 2026**

2027 and Beyond — Ongoing maintenance, reporting, and updates as required.

Update

Timeline after brief review- 90 days to take effect. EGLE has 180 days to notify counties. Counties then have 180 days to respond to EGLE on what they plan to do. Thereafter, counties have 3 years to submit updated "Materials Management Plans" replacing the current Solid Waste Plans to the state. 30% recycling by 2029 (eventually 45% recycling mandate). Currently, Michigan is at 19%. Solid Waste Planning Committee to become Materials Management Committee. It appears some startup funding to update/covert Solid Waste Management Plans into Materials Management Plans. It appears up to $94,000 in the first 3 years. When EGLE sends notification there should be more information on exact funding. Thereafter, $60,000 to continue the program. Costs will be borne by the municipalities and counties to meet the benchmark recycling goals. They list all the ways to fund the programs such as millage, special assessment, general fund.

Resource Recovery: 2022 Activities (Q4)
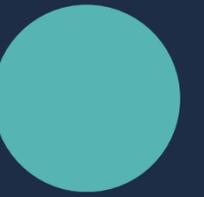
CUSTOMERS

Online Reporting Tools
- Q4 Activities include:
  - Use of Registration Tool for Scrap Tire Events
- Traffic to Resource Recovery Webpages increased by 50% in Sept. compared to when website traffic was initially reported April-June.

Supporting Local Units of Government (LUG)
- 2 renewing funding for 10 years, and 2 voted to join in 2024: each at $50 per household/year.
- Newsletters created annually during Q4 and provided to each participating LUG
- Resource Recovery Cards are used by residents at Regional Recycling Depot Sites and are ordered during Q4 for the upcoming year. The 15 participating LUGs have requested 12,525 cards total.

FINANCIAL STABILITY

Tire Collection Funding
- Pairing the Scrap Tire Collection and the VBDSP grant to begin a limited collection of oversized and agricultural tires.

Program Funding
- Review of current funding and discuss alternative mechanisms.

EMERGING RESOURCE RECOVERY CONCERNS
- SWPC - Siting request for a sustainable business park, anchor tenant
- Vendor bids for services have been higher than anticipated based on previous trends impacting financial stability.
- Vacant position, reviewing applications and interviewing candidates

IMPROVED PROCESSES

P2B
- Collaborating with team to ensure all service areas have an identified and trained back-up

Website Improvements
- Improving Recycling website through on-going creation of a recycling guide for difficult to recycle items

Resource Recovery: 2023 Activities (Q1)

CUSTOMERS

Meeting with PGUs
- New resource recovery coordinator is connecting with each PGU.

FINANCIAL STABILITY

Renewing Contracts with Project Management
- Anticipating higher costs with vendor

IMPROVED PROCESSES

Onboarding New Resource Recovery Coordinator
- Back up and training identified

New local units coming on
- Working to ensure that each new PGU to determine what services they want to provide to their residents and the timelines that they can start providing those

Quarter 4 Stats BY DIVISION

ENVIRONMENTAL HEALTH
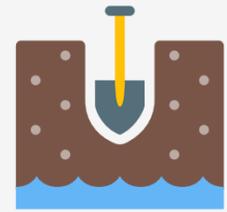
113 Residential Well Permits Issued

0 Type II Well Permits Issues

68 Abandoned Wells Plugged

115 On-Site Sewage Disposal Permits Issued

0 Number of Ground Water Samples Collected

9 Type II Well Sanitary Surveys Conducted

6 Body Art Facilities Inspected

166 Residential Well Final Inspections Completed

766 SESC inspections Completed

23 Failed Septic System Evaluations Conducted

151 On-Site Sewage Disposal Final Inspections Completed

237 EH Records Requests Processed

79 SESC Permits Issued

214 Fixed Food Establishments Inspected

4 Complaints/ Food Borne Investigations

0 Public Swimming Pools Inspected

0 Campgrounds Inspected

Number of Beach Samples Taken	0
Number of Mosquitos Trapped	0
Number of Ticks Found	0

0 Septage Trucks Inspected

11,604 Facility Files Scanned

11 Temporary Food Inspection completed

4 plan reviews received

2 plan reviews approved

0 Well Construction & On-Site Sewage Disposal System Construction Violation Notices/Correction Orders Issued

20 Loan Evaluations Conducted

0 Groundwater monitoring letters sent

63 Vacant Parcels Evaluated for Septic Systems

Environmental Health: 2022 Activities (Q4)

CUSTOMERS

Filebound
- **Project outcome**: customers will have access to files on the internet.
- **MET**: Activities for this Quarter include:
  - Purge all numbered Streets and Avenues
  - All of the numbered Streets and Avenues will be purged and scanned by October 14, 2022.
  - Working with Project Management on merging with BS & A

Ground Water Ad Hoc Committee
- **Project outcome:** Have a community-driven workgroup around the Ground Water Study
  - **MET**: Activities for this Quarter include:
    - The Work Group is working on a package of recommendations to submit to the BOC.

EH FIELD APPLICATIONS COMPARISON BY YEAR (Jan 1 - Dec 31)

■2018 ■2019 ■2020 ■2021 ■2022
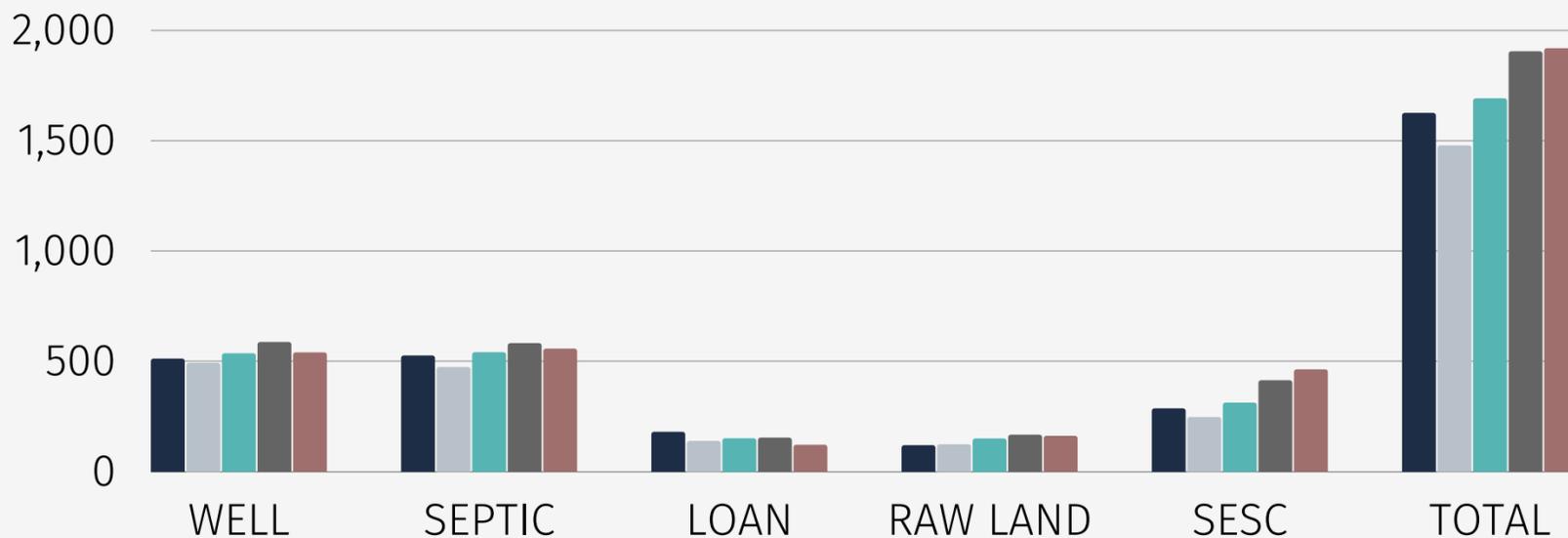
IMPROVED PROCESSES

EGLE Audit of SESC Program
- **MET:** 3 Sanitarians have been audited and passed for permitting
- **MET:** Working with legal on EGLE recommended versions to Allegan County SESC Ordinance

EGLE Audit of Private and Type III Water Supply Program
- **MET:** Working with the EGLE Liaison on permitting and inspections wells to meet MPRs

FINANCIAL STABILITY

MiTracking Grant
- **MET:** Preparing the narrative and final submission

Revenue Review
- **MET:** Continue to review revenue on a monthly basis and compare to previous years

EGLE funding
- **MET:** EGLE announced they anticipate budget increases for the 2023 fiscal year for campground inspections, public swimming pool inspections, septage truck inspections, and Non-Community Water Supply (Type II) Program.
  - The increase will be shown in the EGLE contract for the coming budget year.
  - The program became a requirement in January 2016 and has not been sufficiently funded by EGLE.

Environmental Health: 2023 Activities (Q1)
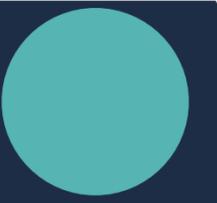
CUSTOMERS

Filebound
- Project outcome: customers will have access to facility files on the internet.
- Activities for this Quarter include:
  - All facility files should be purged by the end of January 31, 2023
  - A total of 31,604 files have been purged, scanned and verified
  - Working with Project Management on merging with BS & A

Ground Water Ad Hoc Committee
- Project outcome: Have a community-driven workgroup around the Ground Water Study
- Activities for this Quarter include:
  - The Work Group is working on an RFP for a consultant to assist with the project
  - Risk analysis mapping being compiled by Hydosimulatics

FINANCIAL STABILITY

EGLE Funding
- The ACHD has received EGLE's agreement with increases for the 2023 fiscal year for campground inspections, public swimming pool inspections, and Non-Community Water Supply (Type II) Program.
- The rTCR, for the Type II program, became a requirement in January 2016 and the resources needed to meet the new requirements increased dramatically, but funding at that time did not

Revenue Review
- Continue to review revenue on a monthly basis and compare to previous years.

IMPROVED PROCESSES

EGLE Audit of SESC Program
- All Sanitarians have been audited and passed for permitting
- Working with legal on EGLE recommended versions to Allegan County SESCOrdinance
- Will be submitting to Allegan County Conservation District and BOC for final approval

EGLE Audit of Private and Type III Water Supply Program
- Met with the EGLE Liaison on permitting and inspections wells and met MPRs

EGLE Audit of Type II Water Supply Program
- Working with the EGLE Liaison and Type II Coordinator on implementing the Corrective Plan of Action to meet MPRs

ENGAGED WORKFORCE

Michigan Environmental Health Association (MEHA)
- The ACHD is sending 7 Sanitarians to the MEHA Annual Education Conference (AEC) being held in March 2023, in Port Huron.
  - This assists the Sanitarians with maintaining their credentials
  - This aids with networking with other Health Departments and State Officials

Quarter 4 Stats BY DIVISION

PERSONAL HEALTH

678 CSHCS Total Clients

29 CSHCS New Client Enrollment

54 Level 1 Plan of Care CSHCS

35 Level 2 Care Coordination CSHCS

0 CSHCS Case Management Services

28 CSHCS Transition Plan of Care

36/69/48 CSHCS Transition contacts/assists/mailings

0 Homebound immunizations given

3,437 Hearing and Vision screenings conducted

511 Immunizations Provided

0 People monitored close contacts

1,321 Communicable Disease Investigations conducted (MDSS)

63 Waivers Provided

0 Active TB (DOTs)

20 TB Skin Tests placed

5 TB latent infections

38 STD/HIV Clinic Visits

0 VFC program site visits

111 STD/HIV Case Follow-Up

5 Lead Testing Follow up clients

37 redistributions of vaccine inventory (covid and non-covid)

6,551 Overall Medicaid Outreach Units

Wear One Protect yourself

4,625 Wear One Kits Distributed

27 Rabies Evaluations

24 VFC Technical Assistance encounters provided

Personal Health: 2022 Activities (Q4)

CUSTOMERS

Lead Testing

- **Program goals:** Increase the number of children <6 years old that receive screening for elevated blood lead levels and increase the percentage of children less than 72 months who received a venous confirmation blood lead test within 30 days of an initial positive capillary test (3.5 mcg/dL or greater) from 71% to 75%.
  - **MET and Ongoing:** Activities for Q4 include:
    - Participate in the Head Start Advisory and Great Start Collaborative to assure Community partners are aware of resources
      - Head Start children are mandated to be lead tested and the Advisory shares data and anecdotal information. ACHD coordinates provider education and targeted follow-up with families based on this feedback.
    - **MET:** Q4 Provider letter developed with recommendation and guidance for distribution in ACHD Provider Newsletter. Letter sent to providers with case referrals and follow up

CSHCS Transition Toolkit Development

- **Program goal:** Increase the percentage of adolescents, with and without special healthcare needs, who receive services necessary to make transitions to adult health care.
  - **MET and Ongoing:** Activities for Q4 include:
    - Distribution of CSHCS toolkits

CUSTOMERS

Immunizations

- **Program goal:** Increase vaccine coverage rates for vaccine-preventable disease in Allegan County for all populations with a priority on those 19 and under, as well as vulnerable population

  - Activities for this Quarter include:
    - **MET:** Continue to monitor and assist partners in the community with their vaccine inventory and distribution to the community.
    - **MET:** 4 employee COVID-19 /Flu clinics offered off site
    - **MET:** Collaborate with CSHCS team to distribute recall notices to CSHCS enrolled clients, including education and resources related to nontraditional vaccination resources
    - **MET:** Continue to collaborate, ensuring all enrolled clients receive this information by 12/31/2022

FINANCIAL STABILITY

- **Ongoing:** charge capture review and process improvement
  - Connected with LHD's to discuss best practice related to charge capture . Billing and support team attended webinars related to billing

IMPROVED PROCESSES

- **MET:** Integrate feedback from the MDHHS STI program virtual site visit once final report is received.
- State approval of the Health Resource Advocate Workplan for 2023.

Personal Health: 2023 Activities (Q1)

IMPROVED PROCESSES

Rabies Submissions

- Program goal: Increase quality improvement , quality assurance and development and revision of policy and procedure to include local stakeholders in regard to the submission of specimens for rabies testing. This also includes assuring that the education related to post exposure treatment and follow up is conducted .
- Collaborate with Animal Control, law enforcement, medical care providers and the animal shelter
- Evaluate current contracts
- Develop a quality improvement plan for implementation by April 2023

·Rabies Submissions

150	
100	
50	
0	
2020 2021 2022	

Personal Health Services Coordinator

- Program goal: Increase quality improvement, quality assurance and development and revision of policy and procedure with addition of Personal Health Coordinator hired 1/30/2023

FINANCIAL STABILITY

Enhanced Charge Capture

- Ensuring accurate time and activity captured related to grant-funded services - this helps maximize utilization of grant funding first
- Ensuring appropriate CBT codes are captured for billing

CUSTOMERS

Electronic Health Record Optimization

- **Program goal:** Increase efficiency of ordering lab tests as well as receiving client results via the electronic health record using the Patagonia platform.
- Collaborating with Patagonia, The Michigan Health Information Network (MiHIN), Altarum Consulting , and The Michigan Department of Health and Human Services (MDHHS)Bureau of Laboratories (BOL)
- This connection will reduce the risk of human error related to data entry, reduce paper usage, minimize risk of confidentiality breach , and expedite receiving the lab results in order to provide a more efficient experience for ACHD clients.
- The anticipated timeline to go live with this project is April 2023.

Hearing and Vision

- Cross-training team members to hearing and vision in order to maintain mandated services. Gap has been created due to a position vacancy.
- Team member identified and scheduled to be trained as required by the Michigan Department of Health and Human Services – to be completed in Q1

Quarter 4 Stats BY DIVISION

Allegan County HEALTH Department

PUBLIC HEALTH PLANNING & PREPAREDNESS

54 Health Education Materials Created

16 Newsletters sent out

4 Press Releases sent out

3 Outreach Events

6,912 Followers on Facebook

306 Followers on Twitter

47 Twitter posts in Q4

1 PHEP drill conducted

64 Facebook posts on public health items in Q4

Planning and Preparedness: 2022 Activities (Q4)

CUSTOMERS

Planning and Responding to Emerging Diseases

- **MET:** Develop educational materials, and assist in developing surveillance tools for monkeypox and ebola.

Community Health Workers - Pilot Project

Project Goal: Address social determinants of health that influence health inequities and make connections that help our community thrive.

- Activities for this Quarter include:
  - Connect with community partners on program to increase capacity
  - Connect with individuals who are referred to program

Ongoing: Website Changes

- Work with each division on updating webpages with needed content, improve readability, and ease of finding information related to HD topics.

FINANCIAL STABILITY

Grant and Technical Assistance Opportunities

- Continue assessing 10 EPHS and National Public Health Accreditation Readiness
  - **Ongoing:** Will be building into our plans to review these changes and update/create action steps to align (2022 Q4 - 2023 Q1).

IMPROVED PROCESSES

Communication Plan

- **Not met:** Finalize Plan
  - Have action steps in place to finalize by February 2023
- **MET:** Complete activity schedules for upcoming projects

Workflow Improvements with Community Partners on Case Investigation

- **MET:** Outline proposed workflow for stakeholder feedback

Inventory Management

- **Ongoing:** Research inventory management solutions
- **Ongoing:** Update and create processes for materiel and asset tracking

Emergency Operation Plans

- **Ongoing:**
  - Review and update plans on a continual basis as capacity allows

ENGAGED WORKFORCE

- **MET:** Identified staff to complete ICS 300 course (Tier 3 and 4 team members)

Planning and Preparedness: 2023 Activities (Q1)

CUSTOMERS

Community Links Program

- Activities for this quarter include:
  - Updating referral form process to make it faster for agencies and people to complete
  - Continue to meet with partners to improve collaboration/address gaps
  - Explore financially sustainability for program to continue
  - Presented at MDHHS Social Determinants of Health Summit as a new CHW program

Community Health Improvement Plan

- Joining workgroups, assisting with work

Website Improvements

- Activities for this quarter include:
  - Meeting with managers to discuss page updates and layouts
  - Drafting skeletons for each division (Q1-Q2)

FINANCIAL STABILITY

Grants

- Working with finance to establish separate grant activities
- Developing processes to ensure grant funding meets PHEP requirements

IMPROVED PROCESSES

Forms and Templates

- Working with all divisions to update forms and template letters they use to build a cohesive brand and consistency across all areas.
- Activities for this quarter include:
  - Assessing all current forms and letters used
  - Setting metrics for each program area

CI Committee

- Plan updated to submit to Health Officer for Approval Using Quality Assurance data to determine key projects
- (Add MPR around Continuous Improvement)

Branding Guidelines

- Developing branding guidelines for all ACHD materials to built a cohesive and consistent brand across all platforms (Q1-Q2)

Inventory Management (2023 Project)

- Activities for this Quarter include
  - Identify program to use
  - Evaluate space/storage and where assets and cache should be stored

ENGAGED WORKFORCE

- Workforce Development - implementing learning and growths
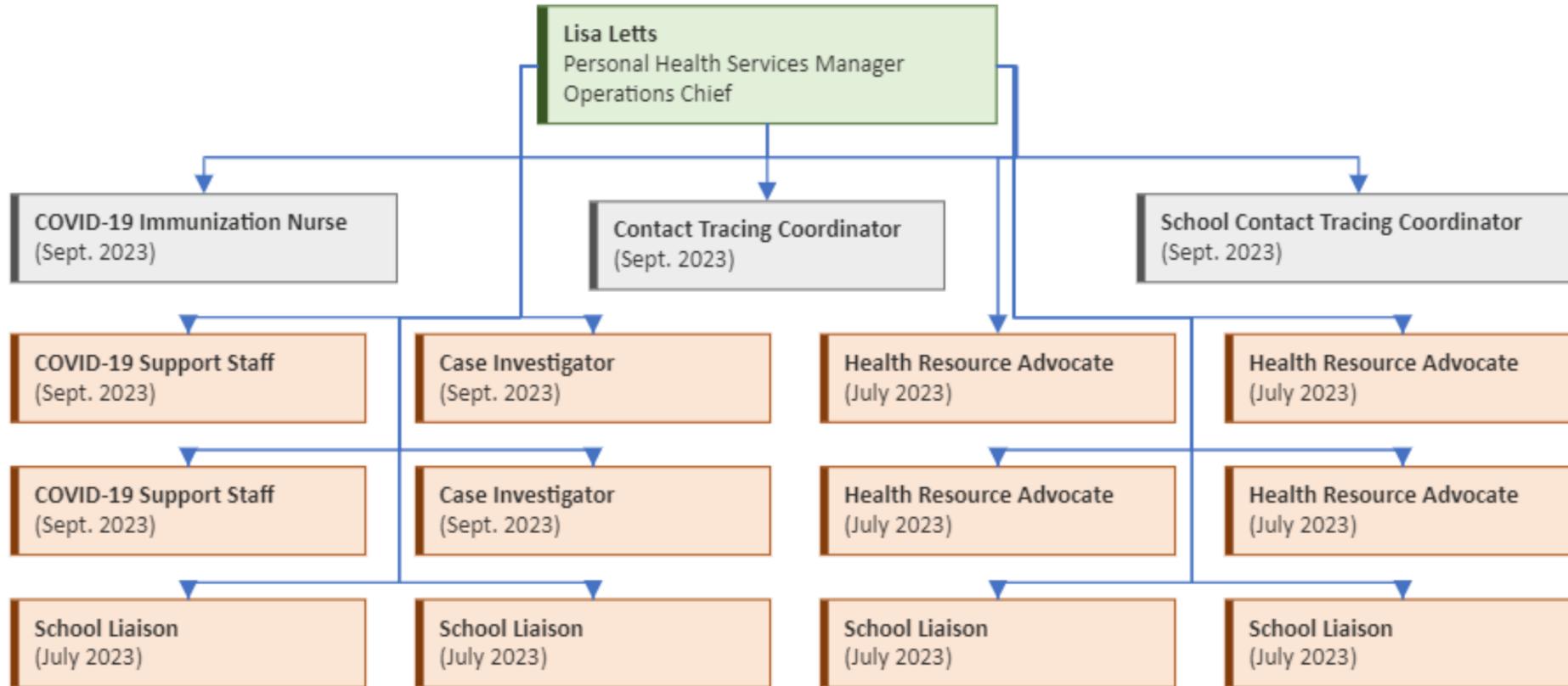 - Updating plans to reflect goals and strategies for 2023

Allegan County Health Department: Organization Chart, Staff for COVID Response

HEALTH Department

COVID-19 MITIGATION COMPONENTS

Enhanced Ability to Test → Robust Case Investigation and Contact Tracing → Sufficient Health Care Capacity ← Best Practices for Organizations ← Vaccination, Treatment and/or Herd Immunity

Staff

Lisa Letts
Personal Health Services Manager
Operations Chief

- COVID-19 Immunization Nurse (Sept. 2023)
- Contact Tracing Coordinator (Sept. 2023)
- School Contact Tracing Coordinator (Sept. 2023)

COVID-19 Support Staff (Sept. 2023)
Case Investigator (Sept. 2023)
Health Resource Advocate (July 2023)
Health Resource Advocate (July 2023)

COVID-19 Support Staff (Sept. 2023)
Case Investigator (Sept. 2023)
Health Resource Advocate (July 2023)
Health Resource Advocate (July 2023)

School Liaison (July 2023)
School Liaison (July 2023)
School Liaison (July 2023)
School Liaison (July 2023)

Lindsay Maunz
Planning and Preparedness Manager
Planning Chief

- Community Health Worker (May 2023)
- Community Health Worker (May 2023)

COVID-19 Response: 2022 Activities (Q4)

CUSTOMERS

Provide Treatment Options

- **MET:** Provide drive-up antiviral pick-up for eligible individuals

Continue Providing Health Education

- **MET:** Regularly create educational materials for social media to include mitigation strategies, latest research, timely news
- **MET:** Continue to update local guidance documents as new information/guidance emerges

Access to Mitigation Tools

- **MET:** Prepare for a resurgence by getting a cache of PPE and rapid home tests to get to our community partners to deploy
- **MET:** Work with Transportation to sunset testing events supported by MDHHS for the time being.
  - Testing utilization for Wednesday and Friday events is extremely low
  - Developing trigger plan if needing to stand back up quickly

FINANCIAL STABILITY

Staffing Changes

- **MET:** Working with Finance Department to maximize COVID-19 funding

IMPROVED PROCESSES

Wastewater Surveillance

- **MET:** Review wastewater surveillance on a regular basis and developing procedures for informing high risk populations when seeing increases
- **MET:** Allegan has representation from numerous municipal wastewater management sites

ENGAGED WORKFORCE

DiSC Assessments and Developmental Opportunities

- **MET:** Some of our contracted staff have been with us for over 18 months.
- **MET:** Utilizing DiSC assessments and other opportunities to retain contract staff

NOTE: For future reports, we will no longer report on COVID-19 activities separately as many of these have been/are being operationalized

Questions?

Are there any items that you'd like to see included in the next BOC Quarterly Meeting?