

# Taney County Health Department Annual Report

April 28

# 2016

The Taney County Health Department Annual Report provides an overview of the various programs, projects, collaborative partnerships, regulatory functions, and policy initiatives that were completed or initiated in 2015.



**Public Health**  
Prevent. Promote. Protect.

**Taney County Health Department**  
An Accredited Local Public Health Department



## **VISION**

*T*aney County Health Department will enable the community's health through education, services, collaboration, and professional leadership.

## **MISSION**

*T*aney County Health Department improves the health and environment of the community through outreach, leadership, education, and coordination of services, accepting nothing less than excellence, professionalism, and compassion.

## **VALUES**

*W*e value improvement through teamwork, learning, and sharing of information. We strive to make a positive difference through education and communication, treating each other and those we serve with respect.

## Taney County Health Department Annual Report-2015

The Taney County Health Department (TCHD) works in close collaboration with local partners to strengthen and broaden public health initiatives that focus on communicable diseases, chronic diseases, environmental health, animal control, immunizations, community outreach, emergency response and many other prevention efforts. The department works through various collaborative efforts with community leaders, businesses, hospitals, private practitioners, other agencies, and schools to identify the health status, needs, strengths, health concerns, gaps and assets in the community. Many community partners provide resources and engage in partnerships with the health department to address the public health issues in the county. Without these partnerships, much of the progress in addressing public health concerns that has been achieved in the county would not have been possible. The Taney County Health Department is committed to building healthier communities in Taney County and “making a positive difference”.

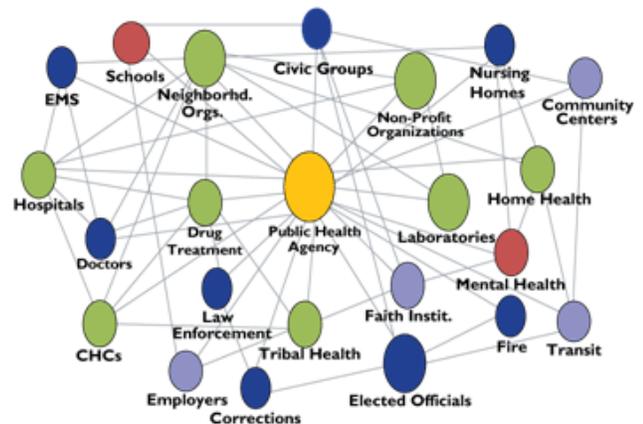
The purpose of this report is to provide an overview of the services provided to the residents and visitors of Taney County by the Taney County Health Department. These services represent some of the work accomplished by the department in 2015 and will help guide TCHD Program managers and board members as they review trends to determine future policy changes and budgetary issues. This report has a broad scope and reflects general program trends and issues. Identified trends should be used to initiate discussion among TCHD managers, staff, board members and community members as strategic planning considerations are reviewed.

### What is the public health system?

The public health system includes all of the public, private, and voluntary entities that contribute to the delivery of essential public health services within a jurisdiction. This broad definition ensures that all community partner contributions to the health and well-being of the community are recognized in assessing the provision of public health services.

The public health system includes:

- Public health agencies at state and local levels
- Healthcare providers
- Public safety agencies
- Human service and charity organizations
- Education and youth development organizations
- Recreation and arts-related organizations
- Economic and philanthropic organizations
- Environmental agencies and organizations



## The 10 Essential Public Health Services

The 10 Essential Public Health Services describe the public health activities that all communities should undertake and serve as the framework for the Public Health Accreditation Board's National Accreditation Program.

### Public health systems should:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

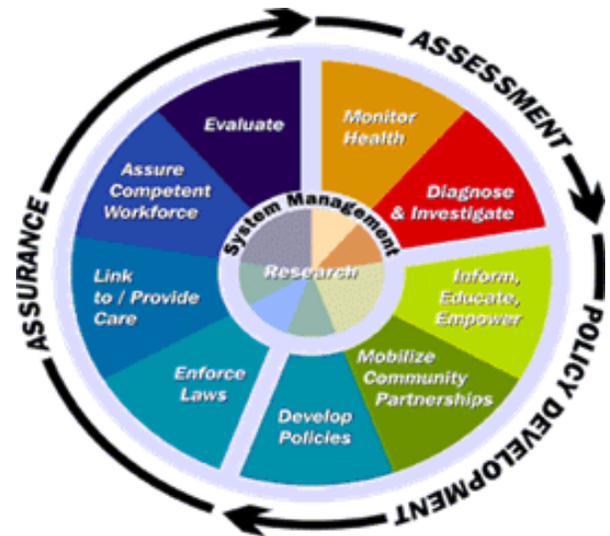


Figure 2: The 10 Essential Public Health Services

## Taney County Health Department

The Taney County Health Department has offices in Branson and Forsyth where many public health services are provided. Additional WIC services are provided by TCHD at the Jordan Valley Community Health Center in Hollister. The TCHD also operates the animal care and control facility in Hollister to provide animal care and control services to many jurisdictions in Taney County.

Services provided by the Taney County Health Department include:

- Diabetes Education Empowerment Program (DEEP)
- 12345 Fit-Tastic
- Healthy Eating Active Living (HEAL) Community Gardens
- Feel Better Now, Chronic Disease Management Program

- Public Health Education and Community Health Program Planning
  - OWN it Coalition Partnership
  - Alcohol and Drug Abuse Prevention Team member
  - Health Care Access
  - Unhealthy Body Weight
  - Community Gardens
  - Physical Activity
  - Food Insecurity
  - Grant Writing
- Child Car Seat Education
- Animal Care and Control Services
- Dog Bite Prevention
- Food Safety Training
- Blood Pressure Screening
- Communicable Disease Testing and Follow-up
- Disease Surveillance and Data Analysis
- Immunizations for Children and Adults
- Flu Shot Clinics
- STD/HIV Testing and Counseling
- Tuberculosis Testing and Prevention
- Emergency Response Planning
- Comprehensive Environmental Health Services Including:
  - Animal Control
  - Daycare inspections
  - Lodging Inspections
  - Restaurant Inspections
  - Certified Water Laboratory
  - Pool Inspections
  - Vector Surveillance & Control
  - Stream Sampling
- Family Planning
- Show Me Healthy Women
- Pregnancy Testing and Temporary Medicaid
- MC+ Applications
- Prenatal Case Management
- Lead Screening
- Women, Infants, Children Program (WIC)
- Breastfeeding Support Group
- Breastfeeding Classes
- Resource Referrals

## Conduct and Disseminate Assessments Focused on Population Health Status and Public Health Issues Facing the Community

Health Priorities were identified in 2016 through the Mobilizing for Action through Planning and Partnerships (MAPP) process recommended by the National Association of City and Council Health Officers (NACCHO). This six month process incorporated community member’s insight and feedback into key issues impacting the health of Taney County. The MAPP process utilizes the use of four assessments to reveal the health of the community, status of the public health system, community themes and strengths, and forces impacting health of the county. Through these four assessments TCHD, community stakeholders, agencies, and organizations identified three overarching health priorities to address between the years of 2016-2019. The three health priorities are as follows.

- access to care
- basic needs
- chronic conditions

Based upon these findings and the MAPP results, a Community Health Improvement Plan (CHIP) will be used to identify goals, strategies, and actions to be taken. The CHIP will serve as an action plan of sort for the broader community as the health priorities are addressed.

<b>Top Ten Leading Causes of Death-Taney County, 2010-2013</b>						
	<b>Mortality number</b>				<b>Total Number</b>	<b>Total Rate per 100,000</b>
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>		
Heart Disease	146	135	153	175	609	230.0
Cancer	104	128	142	113	497	173.1
Chronic Lower Respiratory Diseases	26	31	38	30	125	46.1
Stroke	19	24	23	23	89	34.1
Alzheimer's Disease	20	23	22	22	87	34.2
Kidney Disease	9	12	7	15	43	16.4
Chronic Liver Disease and Cirrhosis	12	11	7	8	38	14.4
Septicemia	4	12	9	13	38	13.8
Diabetes	7	10	9	7	33	12.2
Pneumonia and Influenza	11	6	10	5	32	13.3

Source: County Health Ranking, 2016

<b>Behavioral Risk Factors-Taney County, 2016</b>			
	<b>Taney County</b>	<b>Missouri</b>	<b>U.S.*</b>
Adult Smoking	23%	20%	14%
Adult Obesity	31%	31%	25%
Physical Inactivity	31%	26%	20%
Excessive Drinking	15%	16%	12%

Source: County Health Ranking, 2016 ;\* Top performance, 90<sup>th</sup> percentile for nation

## **Investigate Health Problems and Environmental Public Health Hazards to Protect the Community**

Environmental Health Services include a variety of responsibilities to investigate issues that involve food safety, lodging, childcare, swimming pools and spas, mobile food vending, temporary food events, and massage/tattoo businesses. Environmental Health responsibilities also include investigation of sewage complaints, well water testing, and other environmental hazards that could pose a risk to the public's health. As part of these investigations and their general responsibilities, the Environmental Health Division at the Taney County Health Department (TCHD) provides education on food safety, mold removal, radon, norovirus prevention, pool maintenance, bed bugs, communicable disease surveillance and investigations as well as other environmental health topics. Environmental Public Health Specialists (EPHS) also have significant responsibilities responding to natural and man-made disasters or emergencies. In the past few years the EPHS have responded to local flooding, tornadoes, fires, power outages, disease outbreaks, and truck wrecks. The EPHS personnel also work closely with area food services to provide health advisories; food re-calls, and response to truck wrecks.

Communicable disease surveillance is a multi-component system that monitors and analyzes data that includes – but is not limited to – demographic, geographic, and disease/condition-specific information. Accurate identification and timely reporting are integral parts of successful disease control, enabling public health agencies to:

- Identify contacts who may be infected or other individuals at risk for infection,
- Determine the incidence and prevalence of disease in Taney County,
- Assist physicians and hospitals in evaluating illnesses in their patients and communities, and
- Assist the public in making better decisions regarding their health and lifestyle.

Successful communicable disease surveillance enhances control efforts; such as developing prevention/intervention strategies and policies, and responding to events involving potential exposure to communicable disease.

<b>Communicable Disease Counts-Southwest Missouri Region &amp; Taney County, 2014-16</b>						
	<b>2014</b>		<b>2015</b>		<b>2016 (Thru March)</b>	
	<b>Taney County</b>	<b>SW Region</b>	<b>Taney County</b>	<b>SW Region</b>	<b>Taney County</b>	<b>SW Region</b>
<i>Campylobacteriosis</i>	1	110	9	308	1	53
Hepatitis B	0	0	0	0	0	0
Hepatitis B acute	0	11	0	9	0	3
Hepatitis B chronic Infection	1	63	1	69	1	9
Hepatitis C chronic	75	1,306	106	1,392	17	232
Salmonellosis	9	145	1	153	1	14
Strep. Disease, Group A invasive	1	43	2	27	1	11
TB infection	4	371	8	352	1	57
Strep Pneumoniae drug-resistant	-	18	-	38	2	17

Source: MDHSS, 2016

<b>Number of Cases of Sexually Transmitted diseases, 2015</b>													
	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Total</b>
Chlamydia	9	12	10	13	18	8	10	19	18	16	10	12	155
Gonorrhea	4	2	-	5	4	1	3	1	4	3	2	1	30
Syphilis	1	-	1	-	1	-	1	-	1	-	-	1	6

Source: Bureau of Reportable Disease Informatics

<b>Immunization Statistics: Adequately Immunized- Taney County, 2015</b>		
	<b>2014</b>	<b>2015</b>
Taney County	72%	88%

Source: TCHD, 2016

Percent of School Children Adequately Immunized, Grades K-12- Taney County, 2015-2016 School Year													
Vaccine series	K	01	02	03	04	05	06	07	08	09	10	11	12
DTAP/DT/TD/TDAP	92%	96.6%	94.3%	95.4%	95.7%	96.8%	97.1%	96.8%	97.2%	96.5%	97.4%	98.8%	97.8%
Tdap	-	-	-	-	-	-	-	-	94.1%	94.7%	96.3%	96.3%	96.3%
POLIO	92.8%	96.5%	94%	95.2%	95.3%	96.8%	96.8%	96.7%	97%	96.4%	97.7%	98.6%	97%
MMR (MEASLES, MUMPS, RUBELLA)	92%	96%	94.3%	95.2%	95.7%	96.9%	96.6%	97%	97.5%	96.2%	97.4%	98.3%	96.9%
HEPATITIS B	93.6%	96.8%	94.7%	95.4%	95.5%	96.6%	96.9%	96.5%	98.1%	96.8%	97.9%	98%	97%
VARICELLA	90.7%	95.5%	93.5%	94.5%	94%	95.3%	94.5%	94.5%	94.1%	91%	89.9%	-	-

Source: State of Missouri Immunization Assessment Survey Results, 2016

### Inform and Educate about Public Health Issues and Functions

TCHD seeks to inform and education the public about public health issues, functions, health messages and emergency communications. Community Outreach holds an important function in facilitating much of this information dissemination, but relies heavily on cross division collaboration to achieve these goals. Additionally community health education is a priority as TCHD aims to empower and educate the community regarding health issues of concern.

Community Outreach fosters positive relationships within the community through a variety of methods. The Division collaborates with multiple community coalitions, agencies, and businesses to improve the health and wellness of the community. Guided by the Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP), the Community Outreach Division works on identified health priorities to deliver measureable and evidence based programs. Health education messaging is a component of this process as the team strives to reach the community through a multitude of avenues that includes; participation in health fairs, promoted health messages using the TCHD website, Facebook and Twitter, community presentations, monthly radio show, press releases and live media interviews.

The Community Outreach Division works with many community partners to build and facilitate the dissemination of information and education to the community. Education efforts have increased in 2015 due to the addition of increased class offerings at TCHD, which include the Stanford Chronic Disease Management Program (Feel Better Now), Diabetes Empowerment Education Program (DEEP), Safe Kids Cribs for Kids, Baby and Me Smoke Free program, and increased education taken offsite to community partners. Education efforts continue through Maternal Child Health contract and include Wise Woman programs as well as youth anti-tobacco clubs in local schools.

Other examples of information provided to the public include responses to emergency situations, critical public health issues, and local public health issues that arise throughout the year. The Community Outreach Division coordinates important public alerts and messages through the Public Information Officer, who is actively engaged with the local Interdisciplinary Communication Team (ICT). The ICT is comprised of Public Information Officers from a variety of organizations and functions as support in the need of emergency response and mass information distribution.

The Women, Infants & Children (WIC) program is a supplemental nutrition program that provides valuable services and benefits to pregnant women, new mothers, infants, and children up to the age of five and is a major source of nutrition and health education to families in the program. Services, provided at no cost to the participant, include nutrition education, breastfeeding support, checks to purchase nutritious supplemental foods, and referrals to health and social services. WIC participants must meet income guidelines and be considered to have a nutritional risk factor. In order to meet WIC income guidelines, the household income must be at or below 185 percent of the federal poverty level. In 2015, the Taney County WIC Program provided services to approximately 1,977 participants each month.

The Taney County WIC program goals are to decrease obesity rates among children who participate on WIC and to decrease the number of prenatal women on WIC that report smoking.

- Obesity rates for children participating on WIC decreased from 12.9% in 2014 to 11.3% in 2015.
- Prenatal women participating on WIC who reported smoking increased from 27.6% in 2014 to 31.2% in 2015.

The Performance Management Goals for the WIC program during 2015 were:

- Number of nutrition education contacts = 821/mo
- Number of breastfeeding education contacts by Peer Counselor = 46/mo
- Number of overweight children nutrition contacts = 15/mo
- Number of prenatal women receiving education = 9/mo

<b>WIC Clients Receiving Services Fiscal Year (October –September)- Taney County, 2011-2014</b>					
	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>Percent Change FY2014-FY2015</b>
<b>Total Number of WIC Clients Receiving Services</b>	24,565	23,451	22,966	23,711	3.24%
<b>Average Monthly Caseload</b>	2,047	1,954	1,914	1,976	3.24%

Source: TCHD, 2016

The Taney County Health Department provides many clinical services for members of the community. These services include: child and adult immunizations, travel immunizations, family planning, pandemic Influenza Response/Mass Vaccination Clinics, pregnancy testing, pre-natal case management, blood pressure checks, TB case management, breast and cervical cancer screening, communicable disease investigation and prevention, health education, blood lead screening, laboratory tests through the State Public Health Laboratory, and STD testing and treatment.

Clinical Services Provided-Taney County, 2010-2014						
	2010	2011	2012	2013	2014	2015
<b>Total Vaccinations</b>	6,767	5,546	5,576	5,692	7,657	7,704
<b>Number of People Vaccinated</b>	3,194	2,915	2,860	3,836	3,477	4,633
<b>Prenatal Case Management</b>	84	188	151	344	131	175
<b>Well Women's Visits</b>	1,178	1,392	1,075	1,718	977	1,316
<b>Family Planning Clients</b>	841	1,043	975	922	728	814
<b>Communicable Disease Investigations</b>					160	

Source: TCHD, 2016

Clinical Services Provided-Taney County			
	2014	2015	% Change
Total Number of Clients	9,234	8,636	-6.5
Total Number of Services provided	13,734	11,141	-18.9

Source: TCHD, 2016

- Through Cooperation with the Senior Citizen's Tax Fund we have provided residents 60 and older with 228 doses of Zostavax vaccine.
- 5 certified car seat technicians provided 64 car seat installations in Taney County. This represents a 36.2% increase as compared to 2014.

Prenatal Visit Data-Taney County Health Department 2014-2015		
	2014	2015
<b>Total number of visits</b>	153	175
<b>Number of clients under the age of 18 years old</b>	18	21
<b>Number of clients who smoke before pregnancy</b>	28	50
<b>Number of clients who smoke before pregnancy who have quit</b>	35	38
<b>Decreased smoking</b>	11	11

Source: TCHD, 2016

In 2015, clinical staff worked closely with Community Outreach Division to promote a variety of wellness topics in the community. These included:

- Car Seat event for the Forsyth community in September;
- Car Seat education for the Kissee Mills OACAC Head Start parents;
- Car Seat Presentations for Cox Health Prenatal classes;
- Car Seat Radio Show.

The KRZK *At Your Service* monthly radio segment has also been an avenue of health education and method to inform the public of public health issues and functions. TCHD was represented during twelve

*At Your Service* hour long segments and featured a variety of health related topics. Topics covered throughout the year included; monthly health promotions; special events; current health recommendations; new programs; diabetes education; Baby and Me Smoke Free program; rabies prevention with Animal Control officers; immunization information including promoting the Community Hepatitis A clinics which were held at Big Cedar Lodge, Hilton, Welk Resorts, Golden Corral, Jesus was Homeless and Meet the Doc events; autism awareness; STI awareness; Cribs for Kids events.

Throughout the 2015, the Department participated in a number of special events such as health fairs, clinics, community trainings. These education opportunities were participated in by all Division and reached a broad audience on a number of health education topics.

- Meet the Doc events hosted by OWN it and Jesus Was Homeless
- Cambio Newcomer Resource Fair
- Youth Mental Health First Aid Training
- Vaccination Clinics (Hepatitis A, influenza, school immunizations)
- Pool School
- Food Safety Classes
- Norovirus and Bedbug Community Training
- Dog Bite Prevention
- Chronic condition courses such as DEEP and Feel Better Now
- All Star Youth Character Development Curriculum
- Youth Tobacco Prevention Clubs
- Animal Control Officers conduct Bite Prevention Seminars for children and adults at the Boys and Girls Clubs, Schools, Senior Centers and other area organizations throughout Taney County.

### **Engage with the Community to Identify and Address Health Problems**

Through outreach activities, the Community Outreach Division has made many successful strides this year towards the CHIP objectives and overall community health. Leadership and active participation in multiple coalitions, taskforces, and teams have lead to successes such as the passing of a clean indoor act in the city of Branson, as well as the implementation of the DFC ADAPT coalition development grant. Coalition success, of which the Community Outreach Division have played integral roles, include the successful development and implementation of the Access to Health Care Community Assessment, examining gaps in services and barriers to receiving care and program development through grant writing.

As one of the founding members, TCHD continues to be a driving force behind the OWN it Coalition and maintains active participation through board membership and is represented on 100% of action teams. This level of involvement provides guidance and direction to numerous projects and initiatives. In 2015, a total of 28 community agencies and individuals became formal members of the Own it coalition. A total of eight action teams continued to focus on community health priorities. These action teams include: Senior Health Action Team, Dental Health Action Team, Mental Health Action Team, Access to Care Action Team, Healthy Lifestyles Action Team, Substance Abuse (Including Tobacco) Action Team, Food Security Action Team, and Child and Family Safety Action Team.

TCHD had significant contributions to the following community coalition and taskforce accomplishments in 2015 including:

- Completed Child Abuse and Neglect Community Readiness Assessment Report indicating the community needed to increase awareness of the issue of child maltreatment.
- Hosted community partner forum regarding the issues of Child Abuse and Neglect in Taney and Stone Counties.
- Food Security Action Team worked with community partners to establish 12 Community gardens in Taney and Stone Counties.
  - 1,082 people served through the community gardens
  - 1,914 pounds grown and distributed to vulnerable populations
- One garden event held to celebrate food day, community garden successes, and the Hometown Hero Award to Jim Lawson.
- OWN it members secured \$39,798 in funding through the Healthy Eating and Active Living (HEAL) grant through the Missouri Department of Health and Senior Services for the establishment of the community gardens.
- Additional 500 pounds of produce donated to the Food Security Action Team was distributed through the Salvation Army Food Pantry.
- Action Team secured over \$96,694 in funding over 2 years through a USDA grant to develop and implement a “Grow the Grower” program. This program will provide professional development for local producers to strengthen their businesses and increase local sources of fresh produce.
- The evaluation of the SPARK training indicated that the program is being used and participants are accessing additional information and webinars available on the SPARK website. The program will reach 1300 kids in the year following the training.
- Two Chef Days conducted in the Crane and Forsyth schools and four Chef Days conducted at the Boys & Girls Clubs were well received by the students and staff. Initial responses indicate that the students enjoyed the delivery of the message and many tried some new foods and/or food combinations.
- The field trip to the College of the Ozarks farm tied the food based activities together for the students.
- The Grow Healthy Conference was evaluated and it indicated that participants gained knowledge from the speakers and activities. In addition, the participants felt the conference was interesting, relevant and provided useful information.
- The second year of Grow Healthy will provide additional opportunities to reinforce the nutrition component of the grant through Chef Days, farm visits and kids Iron Chef Competitions.
- The Grow Healthy grant impacted 2,097 people overall, and a media impact of approximately 40,525 people reached.
- The HEAL Grant- Move Smart program worked with seven daycare centers to become MOver Smart Certified and increased physical activity standards.
- 178 preschool aged children were directly impacted through the Move Smart program.
- The team has shifted focus from the MOver Smart program to the 12345 Fit-Tastic program as part of the 2016 HEAL grant.
- This 12345 Fit-Tastic messaging focuses on healthy lifestyles utilizing five core messages to promote healthy habits. These messages will be shared through partnerships, promotion, and events in 2016.

- The Staying Fit grant was studied the effectiveness of the on-line Staying Fit curriculum in middle school student. The on-line curriculum had limited effectiveness in achieving weight, behavior, or psychosocial changes. After the study culminated, the program was tailored to meet the needs of the schools having limited access to technology. Hollister accepted the interactive version. Left-over funds were used to purchase new PE equipment for the students. The grant ended December 2015.
- Healthy Lifestyles team continued the Staying Fit program instruction at Reeds Spring and Hollister Middle Schools which directly impacted 1,200 children.
- TCHD participated in the CAMBIO community event that provided information and introductions to community resources to the Spanish speaking community in Taney County.

## Develop Public Health Policies and Plans

The Centers for Disease Control and Prevention define “policy” as a law, regulation, procedure, administrative action, incentive, or voluntary practice of governments and other institutions. The health of our community can be influenced by public health policies that encourage immunizations, seat belt use, clean air, or food safety. The Taney County Health Department works with members of the community and stakeholders to implement policies. Actions taken by the health department in 2015 include:

- Resolution to Encourage and Preserve Community Gardens
  - The purpose of this resolution is to encourage the adoption of community garden policies in City and County Governments in Taney County.
- City of Branson Smoke-free ordinance enacted in July 2015
- City of Hollister Ordinance updates
  - Lodging Ordinance
  - Pool Ordinance
  - Tattoo, Tanning, and Massage Ordinance
  - Update of Fees
- County Fees for Service Updates
- City of Branson Ordinance Discussions and Education
  - Lodging Ordinance
  - Food inspections
  - Fees for service
- Legislative issues/challenges (local, state, federal)
  - Letters to Missouri Representatives and Senators regarding HB 10 and 11. Letter provided local public health perspective regarding the House Bills that would result in across-the-board budget cuts. These cuts would have impacted programs that serve abused and neglected children, people with mental illness, uninsured people, people with disabilities, and seniors. These programs provide care and services for some of the most vulnerable members of our community, and our entire state is stronger as a result of these programs.
  - Director worked with Missouri Public Health Association on legislative priorities as part of MPHA board of directors as President-elect. Letters of support were submitted to the

American Public Health Association regarding gun violence prevention, public health funding, and other issues.

The Taney County Health Department is an active partner with other emergency response agencies in the community. The Health Department is a member of the Local Emergency Planning Committee (LEPC), Southwest Missouri Emergency Services Organization (SMESO), Missouri Food Safety Task Force, and the Southwest Missouri Regional Health Care Coalition. These groups meet regularly to discuss issues, review plans, participate in exercises, and provide updates regarding current activities. This planning is important to ensure that public health response plans are developed to ensure that the TCHD is prepared to assist the community and partner organizations during public health emergencies. TCHD staff routinely attend trainings to increase knowledge related to emerging infectious diseases, laboratory testing protocols, incident command system, mass prophylaxis, bioterrorism, food borne disease investigation, environmental health response to natural disasters, crisis & risk communication, and many other topics.

### Enforce Public Health Laws

The Environmental Health Division has responsibilities to enforce city codes, state statutes, and county ordinances. These focus on inspections of food service, lodging, childcare, swimming pools and spas, mobile food vending, temporary food events, and massage/tattoo businesses. The EPHS personnel also work closely with area food services to provide health advisories; food re-calls, and response to truck wrecks.

Number of Facilities By Jurisdiction and Risk Level-Taney County, 2016							
		City of Branson Food		City of Hollister		County	
		Facilities	Annual Workload	Facilities	Annual Workload	Facilities	Annual Workload
FOOD	Low	130	130	8	8	45	45
	Medium	128	256	8	16	38	76
	High	147	441	15	45	51	153
	<b>Total</b>	<b>405</b>	<b>827</b>	<b>34</b>	<b>69</b>	<b>134</b>	<b>274</b>
POOLS	2X OUTDOOR	191	382	-	-	<b>35</b>	<b>35</b>
	3X INDOOR	107	321	-	-	<b>1</b>	<b>1</b>
	<b>Total</b>	<b>298</b>	<b>703</b>	<b>-</b>	<b>-</b>	<b>36</b>	<b>36</b>
Other	<b>Tattoo</b>	4	8	-	-	-	-
	<b>Massage</b>	16	32	-	-	-	-
	<b>Childcare</b>	6	6	5	5	14	14
	<b>Lodging</b>	134	134	3	3	26	26

Source: TCHD, 2016

Number and Type of Inspections Completed- City of Branson, 2015							
	LODGING	INDOOR POOLS	OUTDOOR POOLS	FOOD	MASSAGE	TATTOO	CHILDCARE
<b>Routines</b>	131	325	377	813	22	9	6
<b>Revisits</b>	33	41	58	202	0	1	0
<b>Complaints</b>	64	15	4	79	0	0	0
<b>Consultation</b>	3	12	16	124	2	0	0
<b>Pre-Open</b>	0	3	12	72	8	1	0
<b>Totals</b>	231	396	467	1,290	32	11	6
<b>Due</b>	134	324	381	826	26	9	6
<b>Completion %</b>	97.8	99.7	99.0	98.4	84.50%	100.00%	100.00%

Source: TCHD, 2016

Number and Type of Inspections Completed- City of Hollister, 2015							
	LODGING	INDOOR POOLS	OUTDOOR POOLS	FOOD	MASSAGE	TATTOO	CHILDCARE
<b>Routines</b>	3	-	-	69	-	-	5
<b>Revisits</b>	-	-	-	17	-	-	-
<b>Complaints</b>	-	-	-	7	-	-	-
<b>Consultation</b>	-	-	-	6	-	-	-
<b>Pre-Open</b>	-	-	-	2	-	-	-
<b>Totals</b>	-	-	-	101	-	-	5
<b>Due</b>	3	-	-	69	-	-	5
<b>Completion %</b>	100%			100%	-	-	100%

Source: TCHD, 2016

Number and Type of Inspections Completed- Taney County, 2015							
	LODGING	INDOOR POOLS	OUTDOOR POOLS	FOOD	MASSAGE	TATTOO	CHILDCARE
<b>Routines</b>	25	1	35	279	-	-	13
<b>Revisits</b>	4	-	0	26	-	-	0
<b>Complaints</b>	3	-	0	11	-	-	0
<b>Consultation</b>	1	-	0	31	-	-	2
<b>Pre-Open</b>	-	-	0	9	-	-	0
<b>Totals</b>	33	1	35	356	-	-	15
<b>Due</b>	26	1	36	274	-	-	15
<b>Completion %</b>	96%	100%	97%	100%	-	-	87%

Source: TCHD, 2016

Number of Complaints Received By Program-Taney County Health Department, 2015				
	Branson	County	Hollister	Total
<b>Total</b>	164	24	7	195
<b>Environmental Health</b>	13	10	1	24
<b>Food Establishment</b>	67	13	6	84
<b>Lodging Establishment</b>	80	2	0	82
<b>Pool Establishment</b>	5	0	0	5

Source: TCHD, 2016

- Taney County has approximately 6,000 to 8,000 existing septic systems and the Taney county regional sewer district has permitted 60 septic systems in the last year.

Environmental Health Indicators-Taney County, 2015			
	Taney County	Missouri	U.S
<b>Air pollution - particulate matter*</b>	10.6	10.2	9.5
<b>Drinking water violations (%)</b>	10%	4%	0%
<b>Food environment index</b>	6.5	7.0	8.4

Source: County Health Ranking, 2015; \* Average daily density of fine particulate matter in micrograms per cubic meter; Food environment index: Index of factors that contribute to a healthy food environment, 0 (worst) to 10 (best).

The TCHD provides animal control services for the City of Branson and the unincorporated areas of Taney County through contractual agreements with these jurisdictions. Other cities in the county contract with the TCHD Animal Care and Control shelter to house animals. The services provided by animal control include: responding to field calls such as abandoned animals, animal abuse, animal at large, vicious animals, animal bite investigations, injured animals, lost animals, and mutual aid requests from law enforcement and fire. The Animal Control Officers (ACOs) also routinely assist law enforcement officers as they perform their duties and encounter situations with animals that require animal handling training and expertise. The ACOs also have responsibility for transporting animals, responding to emergencies, inspecting facilities in the City of Branson for animal establishment permits, animal temporary event permits, and facility inspections where animals are located. The Taney County Animal Shelter provides animal sheltering, adoptions, and animal quarantine services. The Animal Shelter staff work closely with area veterinarians, humane societies, and rescue organizations to ensure a high rate of animal adoptions. Euthanasia services are not performed at the TCHD Animal Control Shelter.

Field Complaints-Taney County Animal Care and Control, 2014-2015		
	2014	2015
<b>City of Branson</b>	470	501
<b>Taney County</b>	591	657
<b>Other Jurisdictions *</b>	33	26

Source: TCHD, 2016

Animal Bites Reported-Taney County Animal Care and Control, 2014-2015		
	2014	2015
<b>City of Branson</b>	36	44
<b>Taney County</b>	20	71
<b>Other Counties*</b>	16	20

Taney County Health Department, 2016

Animal Intakes-Taney County Animal Care and Control, 2014-2015		
	2014	2015
<b>City of Branson</b>	324	297
<b>Taney County</b>	326	313
<b>Other Jurisdictions*</b>	68	47

Source: TCHD, 2016

\* Other jurisdictions include Merriam Woods, Forsyth, Hollister, Bull Creek, and Rockaway Beach. Also the other counties in the bites are surrounding counties who come here for the medical care.

## Promote Strategies to Link and Improve Access to Health Care

The Taney County Health Department participates in the OWN it Access to Care Action Team. As part of this work, TCHD is involved in many activities that are focused on improving access to health care in the community. Accomplishments for the Access to Care team in 2015 include:

- Access to Care Team received \$155,473 in funding over a 3 year period, beginning November 2014 through December 2017. Funded through the Skaggs Foundation the grant provides four *Meet the Doc* events, two each in Stone and Taney Counties. Through these four events a total of 114 uninsured individuals were provided information, appointments and vouchers for basic medical and dental services to increase their access to healthcare and establish a medical home.
- The *Meet the Doc* events hosted at the following locations.
  - Lifesong United Methodist Church, Stone County - 21 served
  - Stone County Drug Court, Stone County - 22 served
  - Bridge of Faith, Taney County - 33 served
  - Hollister School District, Taney County - 38 served
  - Total Medical Vouchers: 57

- Total Dental Vouchers: 82
- Jesus Was Homeless provided four *Meet the Doc* events in the Branson area.
  - Four events were held at Jesus Was Homeless with 132 individuals attending.
  - Through these four events, 112 uninsured individuals were provided information, appointments and vouchers for basic medical and dental services to increase their access to healthcare and establish a medical home.
- Access to Care Report completed and presented to the community. These priorities helped guide Action Team strategic planning.

The Taney County Health Department also worked to improve access to healthcare in Taney County by partnering with and promoting the Faith Community Health Center and the Jordan Valley Community Health Center.

Percent Uninsured Population by Age Group- Taney County, 2014		
Age Group	Taney County	Missouri
<b>Under age 18</b>	14.44%	6.80%
<b>Age 18-64</b>	32.87%	18.08
<b>Age 65 +</b>	.35%	.41%

Source: Community Commons, 2010-14

Additional efforts to increase access to health care and link clients to appropriate services include the following;

- Newborn case management
- Case management
- Partnership with Cox Medical Center Branson Community Health Worker Program
- Active community referral resource

A review of services provided by ZIP Code is presented below. This demonstrates that TCHD services are accessed by members of the community across Taney County. Additional outreach should be directed toward the communities of Bradleyville, Hollister, and Protem.

Clinical Services Provided By ZIP Code- Taney County, 2015				
City	ZIP Code	Percent of County Population	WIC	Clinical Services
Bradleyville	65614	1.1	0.6	0.9
Branson	65615, 16	46.2	51.9	46.0
Cedar Creek	65627	0.9	0.66	1.0
Forsyth	65653	10.9	9.3	16.7
Hollister	65672	17.2	14.3	11.2
Kirbyville	65679	5.1	5.7	4.3
Kissee Mills	65680	2.3	1.3	2.5
Point Lookout	65726	--	--	0.7
Powersite	65731	0.5	0.56	0.6
Protem	65733	1.4	0.3	0.7
Ridgedale	65739	2.5	2.1	2.2
Rockaway Beach/ Merriam Woods	65740	6.5	8.3	6.9
Taneyville	65759	2.7	2.1	8.7
Walnut Shade	65771	2.7	1.1	1.2
	Other		1.4	6.9
<b>Total Number Clients</b>			1,952	8,092

Source: TCHD, 2016

## Maintain a Competent Public Health Workforce

The public health workforce plays a central role in protecting and promoting the health of the public. To strengthen TCHD's workforce, careful attention is placed on identifying staffing gaps, facilitating recruitment, retention, and career development activities. Training and development of the workforce is one part of a comprehensive strategy, which facilitates a relationship between staffing patterns, policies, programs and services that are aimed at improving Taney County's population health.

The TCHD Workforce Development Plan serves to maintain, implement and assess the health department's workforce and address the training needs of the staff and the development of core competencies. In July 2014, the TCHD formally adopted the Council on Linkages Core Competencies for Public Health Professionals as the benchmark for basic skills required of all TCHD staff. The Core Competencies for Public Health Professionals (Core Competencies) are a set of skills desirable for the broad practice of public health.

The Core Competencies address the following key dimensions of public health practice:

- Analytical/Assessment
- Policy Development/Program Planning
- Communication

- Cultural Competency
- Community Dimensions of Practice
- Public Health Sciences
- Financial Planning and Management
- Leadership and Systems Thinking

Additionally, the TCHD utilizes the Missouri Institute for Community Health's Accreditation Workforce Requirements to further guide workforce development and training. Additional training requirements are based on DHSS contract requirements, continuing education requirements for maintaining professional credentials, management goals and objectives, and individual employee performance evaluation goals.

### 2015 Annual Training

- Sexual Harassment: A Commonsense Approach
- Harrassment: Sex, Religion and Beyond
- Harassment and Diversity: Respecting Difference
- Policy Manual Review Training
- Bullying and Respect in the Workplace
- Workplace Ethics
- Fire Safety And Evacuation
- Slips, Trips, & Falls
- 7 Essentials of Customer Service
- Listening under pressure
- 10 Commandment of Continuous Improvement (CQI)
- The 7 Quality Control Tools (CQI)
- What is 5s (CQI)

### 2015 TCHD Staff Training (off site)

- "Baby and Me" Training
- DEEP Training
- Prenatal Bereavement Training
- Volunteer Dispensing Training
- Emergency Response Training
- OACAC Title X training
- VFC 411 Training
- SW District Communicable Disease Update Training
- Youth Mental Health First Aid Training
- TB Elimination Program
- TB Orientation Training
- Communicable Diseases Training
- Environmental Childcare Training
- Dealing with Difficult People Training
- Leadership Development & Teambuilding Training
- Managing Emotions under Pressure Training

- Myer Briggs Personality Assessment
- Accounting Principles and Exams Training
- MOPHA Annual Conference
- DHSS and LPHA Public Health Conference
- Microsoft Excel Training
- Southwest MO HR Conference
- MO SHRM State Conference
- Payroll Law Training
- The Essentials of HR Law Training
- Employment Law Training
- Chronic Disease Self Management Leader Training Workshop
- ACT MO Prevention Conference
- Excellence in Prevention Leadership training
- Grant Writing Class CADCA Conference
- Child Passenger Safety Certification
- Child Passenger Safety Certification Update Training
- Exploring Ethics in the Prevention Field Training
- Skaggs Foundation Social Media Training
- 2015 Social Media and Web training
- 2015 HEAL Contractor Meeting
- MOCAN-Changing the Future of Childhood Obesity Training
- Introduction to Profiles and MICA, Health Data Analysis, and the Health Data Workshop
- Buckle Up Missouri CPS Conference
- Designing Programs to Achieve Results Training
- Grow Healthy: Raising Food Smart Kids Training
- Farm to School Tour Training
- Community Development Academy Training (Module 1 and 2)
- Missouri Environmental Health Association Conference
- Environmental Standard 2 Workshop
- PEEPS Conference
- Missouri Animal Care Association (MACA) Training
- Prairie State Animal Welfare Conference
- WIC Breastfeeding Coordinator Training
- WIC Nutrition Training
- WIC Nutrition Program updates Training
- Nutrition for Infants, Children, and Women thru the Childbearing Years Training
- Grow & Glow Breastfeeding
- Thinking outside the box: Strategies for Milk Supply Training
- Great Plains Public Health Leadership Institute Leadership Program
- 2015 MO GIS Conference

- Laboratory Services Workshop
- Principles of Epidemiology Training
- 2015 Public Health Emergency Preparedness Conference

## Evaluate and Continuously Improve Processes, Programs, and Interventions

The Performance Management System is intended to be the foundation for measuring the achievement of each division within the department and how it is incorporated in meeting the 10 Essential Services of Public Health. Each manager defines the key standards, measures, and indicators for evaluating their programs in alignment with the TCHD Strategic Plan. The administration determines the frequency of program/ division evaluation depending on the importance of each measure. After such an evaluation, if quality improvement is deemed necessary, action will be taken at that time. Individual employees are accountable to the manager of the division and each manager is accountable to the administrative staff.

Each division manager works with the Performance Management Committee to establish benchmarks for their program's defined measures. Benchmarks are set by the program manager and serve as criteria by which the program's goals and objectives are measured. These benchmarks are based on best practices, national averages, TCHD averages, or a goal which is evidence-based and measurable.

A standardized template was used for all divisions so that each division's priority goals could be identified and listed along with pre-determined weights for each goal. This standardized approach provided a uniform look to all the divisional goals and their respective speedometers. The template was designed with a view to:

- Quickly identifying the division.
- Quickly identifying that division's goals.
- Quickly identifying performance with regard to each goal and
- Quickly identifying the overall division performance – as represented by its speedometer.
- Timeliness and ease of reporting.

Monthly data for compilation in the Performance Management Dashboard and Strategic Planning Scorecard is submitted monthly for the identified measures and entered into the Performance Management Program dashboard or the strategic plan scorecard. These measures will then be presented at monthly management meetings and board meetings. Additionally, the Dashboard will be presented to the staff at the monthly staff meeting.

Individual measures, or dashboard gauges, determined to be below the lower range level will be evaluated as needed at manager meetings and discussed as a group to determine whether action needs to be taken through a CQI project or other intervention. Appropriate steps will be planned at that meeting.

An annual performance evaluation will begin October 1st to inform the budget development process. Following this review of the annual performance evaluation by managers and the board of trustees, the determination of CQI efforts related to the PMP will occur. Continuous quality improvement projects may be planned and implemented to:

- 1) Improve the operation of a division's program(s);
- 2) Identify indicators and measures which need to be adjusted;
- 3) Identify processes which need to be improved; or
- 4) Identify policies which need to be analyzed and improved.

The Taney County Health Department's Continuous Quality Improvement initiatives for 2015 have been focused in several different areas. The most notable of these included the completion of the Check and ACT Phases of the HealthSpace CQI project. In addition to these efforts, the CQI philosophy has also been utilized to continually strive to improve:

- The CQI process itself.
- The Immunization rates for the clinical division.
- The invoice reconciliation process between the kennel and the accounting department.
- The intranet; and
- The intern experience for the College of the Ozarks' nursing students.

TCHD uses data extensively to monitor the performance of certain processes that have already been standardized solely owing to prior CQI efforts. Additional projects for the CQI project in 2015 included:

- IT WorkFlow CQI
  - This Continuous Quality Improvement project was implemented with a view to addressing a lack of a quantifiable workflow mechanism for the Taney County Health Department's Information Technology Division. The project utilized CQI Tools to determine priorities and develop SMART objectives and was completed in February 2015.
  - Outcome: The Workflow CQI project has demonstrated a very methodical approach to organizing, sequencing, and executing daily tasks. This model will be considered for other program areas as needed. This has resulted in a less stressful work environment for IT and a more organized approach.
- Health Space Completion CQI
  - The second phase of the Environmental Health Services Division CQI project entailed the replacement of the department's Sweeps® inspections database with the more contemporary HealthSpace® database. This was deemed the most efficient way to update to the FDA 2009 food code standard – instead of manually making these entries in the older Sweeps® application. HealthSpace went “live” during the latter half of December 2014. The application has now therefore, been in use for seven months (as of August, 2015) – sufficient time to gather feedback and data on the efficacy and efficiency of the new application.
  - Outcome: The evaluation determined that HealthSpace® is a vastly improved environmental health services application compared to its predecessor – Sweeps®. It has fared better on all of the comparative criteria used – with the exception of inspector performance. This, however, is expected to improve with time as the inspectors get used to the new way of doing things under HealthSpace® and as they familiarize

themselves with new expectations and operating procedures. Increased efficiencies were realized with inspections with decreased variability among inspectors.

- Environmental Laboratory Assessment CQI
  - The Taney County Health Department (TCHD) accommodates its own water laboratory for the variety of water sampling and testing services it provides. These services include, but are not limited to, private and public well water sampling, stream water sampling and lake water sampling for all Taney County residents. In a department-wide effort to continuously improve by leveraging both process and cost efficiencies, the Environmental Health Division's water lab was chosen for this assessment. Other than pursuit of continuous improvement, the department consistently strives to look for opportunities to drive down cost – since during challenging budgetary environments such cost reduction initiatives become more a requirement than simply a choice.
  - Outcome: From the analysis, it was determined that the water lab operated at a net loss for the health department of <\$5,076.08> to operate for one year. However, during the course of this quality improvement initiative, it was determined that the TCHD water laboratory services are the only local DNR certified laboratory resource providing this service. Stream testing was identified as a potential gap in the area of TCHD's water testing services.
- Chronic Disease Planning Stage CQI Project
  - The goal of the Taney County Health Department (TCHD) chronic disease continuous quality improvement (CQI) program was to assess the existing programs that address unhealthy body weight in the community. A committee to address chronic diseases, specifically obesity in a CQI format was developed. The committee decided the first step in the project was to do an assessment of all the current programs in Taney and Stone Counties to address obesity. The goal was to find out what their strengths and weaknesses are and how they are affecting health outcomes.
- Time and Attendance CQI Project
  - The Taney County Health Department (TCHD) provides in house timekeeping process for payroll. TCHD payroll runs bi-weekly over 26 pay periods in a given year. It was determined that TCHD employees, managers, and payroll staff were doing double entry work to process TCHD payroll which was taking a large amount of time. It was also producing errors across the process. It was determined that we need to determine how much time each employee was spending on this process and then determine if another process was more cost effective for TCHD.
  - Outcome: Insperity payroll system is now the standardized method of payroll at TCHD and we do not foresee further modifications at this time. Payroll processes were reduced from 27.50 hours per pay period to 10 hours per pay period. This will save TCHD an estimated \$8567.78 per year. The average mistakes made per pay period have been reduced to an average of 5 mistakes through Insperity before being received by Payroll. During the processing of payroll mistakes have been reduced to 0.50.

Though much progress has been made with regard to CQI since its inception in 2007, further refinements need to be continually made. Based on work and discussions in 2015, the following Areas of Improvement, Lessons Learned, and Positive CQI Outcomes were identified.

- Workflow CQI project has demonstrated a very methodical approach to organizing, sequencing, and executing daily tasks. This model will be considered for other program areas as needed. This has resulted in a less stressful work environment for IT and a more organized approach.
- HealthSpace has been implemented and represents a contemporary, cloud-based, environmental health system that is utilizing the 2009 FDA Food Code. This has resulted in increased efficiencies, standardization of enforcement, and electronic documentation. Significant increase in workforce flexibility has also resulted in significant cost savings.
- The Water Laboratory CQI helped to provide a clear, empirical understanding of the existing water laboratory operations which was non-existent prior to the project. The findings also resulted in unexpected findings that confirmed the need for the program as TCHD has the only State Certified Water Laboratory in the County and clarified the fee structure as compared to other county health departments. Stream sampling was also identified as a needed program for the community.
- Defined CQI Committee and meetings help to increase accountability and drive projects forward by increasing accountability through revisiting deliverables monthly.
- The Chronic Disease CQI project firmly identified the need for additional bi-lingual staff to assist with program delivery. The inclusion of a native Spanish speaker in this project revealed some incorrect assumptions related to program delivery.
- The HealthSpace CQI demonstrated that for large-scale IT projects need to be started with a tremendous amount of pre-planning, organization, a defined project manager, clear timeline, training, and a good business partner to assist throughout the implementation process. Also despite this work, unexpected events will occur and delay the project which makes flexibility an important aspect of the project. Accountability and leadership were also important to move this large project forward.

## **Contribute to and Apply the Evidence Base of Public Health**

TCHD relies heavily upon the utilization of evidence based programs throughout much of its programming and community work. Thorough research and search for proven models ensure that programs and initiatives will be evidence and research based leading to program sustainability and proven initiatives. Evidence based programs are not only best practice, but also provide a certain degree of credibility to TCHD. Examples of Evidence Based programs are as follows.

- Diabetes Empowerment Education Program (DEEP): Developed by the Midwest Latino Health Research, Training and Policy Center at the University of Illinois at Chicago, this course aims to empower those with diabetes to manage their chronic condition. The group setting is conducive for increased support in a social setting resulting in increased self-management skills. Family and caregivers are also encouraged to attend the course.

- 12345 Fit-Tastic: Developed by Children’s Hospital in Kansas City, 12345 Fit-Tastic offers a flexible messaging campaign geared around five specific health messages. These messages are versatile and can be used according to each agencies needs. The messages are geared towards children, but are universal and easily transferred to a variety of age groups. Led by TCHD, the 12345 Fit-Tastic messages will be used by the OWN Healthy Lifestyles team to promote healthy habits in a variety of setting including the local Boys and Girls Clubs of America as well as community walks in 2016.
- HEAL Community Gardens: The Healthy Eating Active Living (HEAL) grant funded through the Missouri Department of Health and Senior Services provides resources for the development and maintenance of community gardens throughout Stone and Taney Counties. The program was modeled after a successful community garden system located in Columbia Missouri.
- Stanford Chronic Disease Self Management Course: This course is referred to as Feel Better Now throughout Taney County and provided in a variety of settings co-facilitated with a number of other agencies. The Stanford Chronic Disease Self Management Course was designed and tested through Stanford University and utilized across the country, typically free of charge. The course uses standardized curriculum to address life skills necessary to take care of one’s health. The six week course addresses a number of items, but provides the information for participants to take charge of their own health.
- Access to Health Care Assessment (February 2015) utilized organization survey methods modeled after the Bay Area Health Inequities Initiative Local Health Department Organizational Self Assessment Toolkit. The larger project framework was modeled after a 2013 research article published in the international Journal for Equity in Health titled “Patient-centred access to health care: conceptualizing access at the interface of health systems and populations” by Levasque et al. The framework conceptualized access to care in terms of supply and demand and acknowledged barriers on both sides of the health care continuum.
- Intern Research/Projects
  - World Health Organization (WHO) Good Practice Appraisal Tool was utilized by MPh intern Monica Roth to assess local unhealthy body weight programs. The assessment identified programs that were considered good practice according to WHO standards. Also identified were areas for improvement among local programs and included the need to better incorporate stakeholder and community input prior to program design and implementation, and sectors of the population that were not being reached with programs such as seniors and the Latino community.
  - Research & intern projects with brief description
- Taney County Institute Review Board (IRB) seeks to provide guidance to research taking place within Stone or Taney Counties. Evolving from the TCHD Human Research Protection and Privacy policy, the IRB provides resources to researchers seeking direction in providing safe and protected research projects within the community.

## Maintain Administrative and Management Capacity

TCHD had 46 total employees which equaled 42.7 Full-time equivalent (FTE) employees in 2015. This level of staffing is unique to Taney County as compared to other jurisdictions with a similarly sized population because of the large tourism industry in the Branson area.

Median Number of Employees and FTEs at Local Health Departments (by NACCHO Profile Study Year and Population Served)		
Size of Population Served	Median Number of Employees (2013)	Median Number of FTEs (2013)
25,000-49,999	18	15
50,000-99,999	33	28
100,000-249,000	69	64
<b>Taney County (Pop: 54,230)</b>	46	42.7

Source: 2013 National Profile of Local Health Departments, National Association of City and County Health Officials (NACCHO)

Local Health Department Staffing Patterns by Population Served, 2013			
LHDs (25,000-49,999)	LHDs (50,000-99,999)	Taney County (2015) (54,230)	LHDs (100,000-499,999)
<b>15 FTEs including:</b>	<b>28 FTEs Including:</b>	<b>42.7 FTEs Including:</b>	<b>81.1 FTEs Including:</b>
4 Administrative or Clerical Personnel	6.79 Administrative or Clerical Personnel	9.4 Administrative or Clerical Personnel	16 Administrative or Clerical Personnel
4 Registered Nurses	6 Registered Nurses	4 Registered Nurses	14 Registered Nurses
1 Public Health Manager	2 Public Health Managers	5 Public Health Managers	5 Public Health Managers
1.8 Environmental Health Workers	3 Environmental Health Workers	5 Environmental Health Workers	9 Environmental Health Workers
0.5 Emergency Preparedness Staff	1 Emergency Preparedness Staff	0 Emergency Preparedness Staff	1 Emergency Preparedness Staff
0.6 Nutritionists	1 Nutritionists	3.6 Nutritionists	3 Nutritionists
0.6 Health Educators	1 Health Educators	1.3 Health Educators	2 Health Educators
		1 Epidemiologist	1 Epidemiologist
		6.3 Animal Control Personnel	1 Community Health Worker
			0.5 Public Health Physicians

Source: 2013 National Profile of Local Health Departments, National Association of City and County Health Officials (NACCHO)

LHD Workforce Composition by Select Occupation		
Occupation	Percentage of Total FTEs	Taney County Health Department
Administrative or Clerical Personnel	24%	22.0%
Registered Nurse	19%	9.4%
Other Profile Occupation Categories* or not categorized	25%	19.0%
Environmental Health Worker	9%	11.7%
Public Health Manager	7%	11.7%
Community Health Worker	5%	NA
Nursing Aide and Home Health Aide	4%	NA
Health Educator	3%	3.0%
Nutritionist	3%	8.4%
Animal Control	NA	14.8%

Source: 2013 National Profile of Local Health Departments, National Association of City and County Health Officials (NACCHO)

\*Ten occupations with less than three percent of LHD workforce. Note: due to rounding, percentages do not add to 100 percent.

Mean and Quartiles of Total Annual LHD Expenditures By Population Served, 2013				
Size of Population Served	Mean	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile (Median)	75 <sup>th</sup> Percentile
All LHDs	\$7,220,000	\$496,000	\$1,290,000	\$4,180,000
50,000-99,999	\$3,350,000	\$1,390,000	\$2,570,000	\$4,310,000
100,000-249,000	\$6,990,000	\$3,610,000	\$5,910,000	\$8,520,000
<b>Taney County (54,230 Number (2015))</b>	\$3,514,383			

Source: 2013 National Profile of Local Health Departments, National Association of City and County Health Officials (NACCHO)

The 2015 TCHD budget was comparable to the average budget reported in 2013 among jurisdictions with populations between 50,000 and 99,999.

## Maintain Capacity to Engage the Public Health Governing Entity

The Board of Health Department Trustees of the Taney County Health Department was created by a vote of the people of Taney County, Missouri. The Board of Trustees is responsible for developing and approving Public Health Policy for the Taney County Health Department. The Board of Trustees' activities include: providing fiscal oversight; developing strategic priorities; representing TCHD in the community and during community events; ensuring appropriate risk management for the organization;

reviewing personnel and administrative policies; and remaining knowledgeable of public health issues, trends, and concerns in the community.

Current board members are:

Debbie Redford  
Chair  
Board Member since 2000  
Hollister School District, Director of Communications/Grant Writer  
Hollister, MO

Beth Huddleston, Vice-Chair  
Board Member since 1998  
Registered Dietitian, Hospice Compassus  
Branson, MO

Dr Rob Griffith, Secretary/Treasurer  
Board Member since 2015  
Dean, Academic & Student Affairs  
OTC Table Rock Campus  
Walnut Shade, MO

Sonya Hayter, Board member  
Board Member since 2013  
Interprofessional Undergraduate Dean of Studies, Cox College  
Walnut Shade, MO

Wayne Dietrich, Board Member  
Board Member since 2015  
Forsyth, MO