

WASHOE COUNTY DISTRICT BOARD OF HEALTH MEETING MINUTES

Washoe County



Health District

Members

Matt Smith, Chair
Kitty Jung, Vice Chair
Dr. Denis Humphreys
Neoma Jardon
Julia Ratti
Dr. George Hess
David Silverman

Thursday, December 18, 2014
1:00 p.m.

Washoe County Administration Complex
Health District South Conference Room
1001 East Ninth Street
Reno, NV

The Washoe County District Board of Health met in regular session on Thursday, December 18, 2014, in the Health Department South Conference Room, 1001 East Ninth Street, Reno, Nevada.

1. Call to Order, Pledge of Allegiance

Chair Smith called the meeting to order at 1:04 p.m.

Dr. Humphreys led the pledge to the flag.

2. Roll Call

The following members and staff were present:

Members present: Chair Matt Smith
 Vice Chair Kitty Jung
 Dr. Denis Humphreys
 Dr. George Hess
 Julia Ratti (arrived at 1:14 p.m.)
 David Silverman
 Neoma Jardon

Members absent: None

Staff present: Kevin Dick, District Health Officer, ODHO
 Leslie Admirand, Deputy District Attorney
 Jeff Whitesides, Manager, EPHP,
 Charlene Albee, Division Director, AQM
 Steve Kutz, Division Director, CCHS
 Bob Sack, Division Director, EHS
 Anna Heenan, Administrative Health Services Officer, AHS
 Christina Conti, EMS Program Manager, EPHP
 Dawn Spinola, Administrative Secretary/Recording Secretary, ODHO

3. Public Comment

Chair Smith opened the public comment period.

Alex Woodley, City of Reno Code Enforcement Manager, acknowledged, commended and thanked the Environmental Health Services Division staff for their cooperation and professionalism during actions taken to ensure the basic quality and safety of local hotels and motels.

Chair Smith closed the public comment period.

4. Approval of Agenda

Dr. Humphreys moved to approve the agenda for the December 18, 2014, District Board of Health meeting. Mr. Silverman seconded the motion which carried unanimously.

5. Approval of Draft Minutes

Dr. Humphreys moved to approve the minutes of the November 20, 2014 District Board of Health regular meeting as written. Mr. Silverman seconded the motion which carried unanimously.

6. Recognitions

Presented by Mr. Dick and Chair Smith

A. Years of Service

1. Dale Brice - 20 years, hired 12/6/1994 – CCHS

Mr. Kutz stated the division was very happy to have Mr. Brice on the team and Mr. Kutz noted Mr. Brice has found ways to save the District substantial amounts of money over the years.

2. Jeff Jeppson - 5 years, hired 12/7/2009 – EHS

Mr. Dick introduced and congratulated Mr. Jeppson.

B. New Hires

1. Chantelle Batton - Environmental Health Specialist Trainee I, hired 12/1/14 – EHS

At Mr. Sack's request, Ms. Batton provided a brief overview of her prior work experience and stated she was happy to be with the District.

2. Victoria Nicolson-Hornblower – Public Health Nurse I, Promoted to Full Time from Intermittent Hourly 12/15/14 – CCHS

Mr. Kutz introduced Ms. Nicolson-Hornblower and stated the division was very happy to have her as a full-time employee.

3. Nicole Kleine – Public Health Nurse I, Promoted to Full Time from Intermittent Hourly 12/15/14 – CCHS

Mr. Kutz introduced Ms. Klein and explained she was most recently working with the UNR School of Nursing, so CCHS was glad to have her.

C. Recognition of Achievements

1. Ruth Castillo, Washoe County Excellence in Public Service Certificate

Mr. Dick introduced and congratulated Ms. Castillo.

2. Nicole Alberti, University of Minnesota Performance Improvement Certificate

Mr. Dick explained Nicole has been working with the Accreditation Readiness Team (ART) and noted she had invested a significant amount of personal time in pursuing the certificate.

D. Retirements

1. Margot Jordan, 11/4/85 - 01/02/2015 – CCHS

Mr. Dick explained Ms. Jordan had led the ART team and more recently the QI Team, in addition to handling her normal job functions. He stated she would be missed and the District appreciates all of her contributions over the years. He presented her with a commemorative clock.

E. Board Retirements

Mr. Dick explained two members were terming out. Originally Mr. Smith's replacement was to be selected in December, so he was being acknowledged for his service at this meeting. Dr. Humphrey's replacement is scheduled to be chosen in January, so the Board and the District request his presence at the January Board meeting so that he may be honored as well.

1. Matt Smith, member since 1/22/03, Chair from 1/27/11 to 12/18/14

Mr. Dick reviewed Mr. Smith's service with the Board and thanked him for the support he has provided to him and the District. Dr. Humphreys shared a bit of mutual history and congratulated Mr. Smith. Councilmember Jardon congratulated him as well.

Mr. Smith stated his true satisfaction and personal victory was in sticking to his commitment to the Board and the District. It had provided him with a tremendous opportunity for personal growth. He noted he had always worked with exceptional Board members and thanked them and the District staff.

The audience congratulated him with a standing ovation.

Mr. Dick presented Mr. Smith with a commemorative clock.

7. Resolution

Nevada Breastfeeding Welcomed Here

Nicole Alberti and Jan Houk accepted the resolution. Ms. Alberti thanked the Board for pledging to support breastfeeding mothers and contributing to the health of the community.

Councilmember Ratti moved to approve the resolution. Commissioner Jung seconded the motion which was approved unanimously.

8. Consent Agenda

A. Air Quality Management Cases

1. Recommendation to Uphold Citations Not Appealed to the Air Pollution Control Hearing Board:
 - a. Lennar Reno LLC – NOV No. 5436, Case No. 1167

A. Budget Amendments / Interlocal Agreements

1. Ratification of Interlocal Agreement between the Washoe County Health District and the University of Nevada School of Medicine Integrated Clinical Services, Inc. and University of Nevada School of Medicine Multispecialty Group Practice North, Inc. to provide medical director services for the Family Planning clinic in the total amount of \$9,000 per year for the period November 1, 2014 through June 30, 2015 unless extended by the mutual agreement of the Parties; ratification by the governing bodies shall be a condition precedent to its entry into force; and if approved, authorize the Chairman to execute the Interlocal Agreement; Authorization of travel and travel reimbursements for non-County employee(s) to be determined by the School, in the amount not to exceed \$1,500.
2. Approval of Notice of Subgrant Award from the Division of Public and Behavioral Health for the period October 1, 2014 to September 30, 2015 in the amount of \$1,062,144 in support of the Women, Infants and Children (WIC) Grant Program IO 10031; and if approved, authorize the Chairman to execute.
3. Approve amendments totaling an increase of \$69,151 in both revenue and expense to the FY15 Advancing Conformance with the Voluntary National Retail Food Regulatory Grant Program (VNRFRPS), IO 11088.

Councilmember Ratti moved to approve the Consent Agenda as presented. Councilmember Jardon seconded the motion which was approved unanimously.

9. Regional Emergency Medical Services Authority

Presented by Mr. Jim Gubbels

A. Review and Acceptance of the REMSA Operations Reports for October, 2014.

Mr. Gubbels presented the report. He noted the Board had received a separate handout with revised numbers and explained the automated system had missed five calls. That had changed response numbers but not compliance numbers.

He reported Priority One compliance in Zone A was 92 percent. For Zones B, C and D, it was 98 percent.

Average Priority One response times in minutes was 5:20 for Reno, 5:56 for Sparks and 9:23 for Washoe County. Average Priority Two response times in minutes was 5:46 for Reno, 6:57 for Sparks and 9:22 for Washoe County.

Average bill for October was \$1,067, bringing the year to date total to \$1,069.

Councilmember Ratti requested year-to-date figures be added to the report. Mr. Gubbels stated he could add that and suggested eliminating the system-wide response numbers. Councilmember Ratti opined those should remain.

Mr. Gubbels noted he had passed out a report listing penalty fund expenditures and reviewed some of the details. He explained that in the future he would report the expenditures to the Board as they occurred, instead of waiting until a full year had passed.

Councilmember Jardon complimented REMSA on their food drive participation.

Commissioner Jung moved to approve the report. Dr. Humphreys seconded the motion which was approved unanimously.

*B. Update of REMSA's Community Activities during October, 2014

Mr. Gubbels reported REMSA had conducted a drill to practice transferring a suspected Ebola patient between hospitals and that it had been quite successful. They had also conducted stroke drills with the hospital.

REMSA staff members have generously donated gifts and time to the community for the holiday season.

Mr. Gubbels thanked Chair Smith for his dedication, leadership and volunteerism.

10. Discussion and possible reappointment of Jim Begbie as the Consumer-at-Large District Board of Health Appointed Representative to the REMSA Board of Directors and possible appointment of a Member of the Accounting Profession District Board of Health Appointed Representative to the REMSA Board of Directors

Staff Representative: Ms. Conti

Ms. Conti introduced the staff report, noting five candidates had applied for the Member of the Accounting Profession (MAP) position on the Board. Included in the report were summaries of her interviews with each of them, as well as their resumes and letters of interest. Dr. Hess requested she provide an overview of each, which she did. She noted the EMS Program staff had conducted an outreach at the recommendation of the Board which had yielded more candidates than they originally had.

Commissioner Jung noted the individual is appointed to the REMSA Board but they do not report to the District Board of Health (DBOH). Ms. Conti stated that was correct but opined that if the Board asked them to they would. She reviewed the REMSA Board composition and noted DBOH is responsible for appointing three positions. Mr. Gubbels elaborated for clarification and discussed member terms.

Councilmember Ratti opined the original REMSA franchise had been a creative solution to serve the community and address the challenge of a competitive ambulance market. Additionally, governing agencies had created a private, charitable nonprofit; to serve the needs of the non-profit and the EMS needs of the community.

Councilmember Ratti went on to opine a primary duty as an appointee was to be a trustee for the REMSA Board, but their secondary responsibility as an appointee of the DBOH was to be thoughtful about the needs of the community as a whole. Therefore, she would like to

see a person appointed who understood both responsibilities. She asked if any of the individuals that were interested in the position had demonstrated that understanding.

Ms. Conti stated there were several candidates who did appreciate the community responsibility and the need for information sharing. She had explained to the candidates that they would have a relationship with the DBOH. Several of them felt as though it was an opportunity for change, to be more collaborative with and transparent to the citizens.

Councilmember Ratti credited Mr. Gubbels for transparency achieved under his leadership. She opined more steps could be taken, such as sharing the response information publicly. She expressed her pleasure that there were five qualified candidates but stated she would not be able to decide between them without having a discussion with each of them.

Commissioner Jung asked Ms. Conti if she agreed that Mr. Nelson appeared to have the highest level of interest in the type of transparency that Councilmember Ratti was speaking of. Ms. Conti stated that was correct. Councilmember Ratti noted Mr. Morgan had experience with public/private partnerships. Ms. Conti added that Mr. Morgan had served on numerous boards and brings a wealth of knowledge and the ability to share new and tested ideas with the REMSA Board.

Councilmember Jardon opined it was difficult to get a clear understanding of an individual without meeting with them face to face, so she did not feel comfortable endorsing or supporting any of the candidates unless that was possible.

Mr. Silverman stated he had not heard Ms. Conti recommend any one candidate and she replied she had not. He agreed the resume and the conversation with the candidate may reveal different things and suggested it would be easier for Ms. Conti to arrive at a recommendation than for the Board members to interview the candidates individually.

Mr. Dick noted the staff and Board had not gone through this process in some time. He and Ms. Conti had discussed the best method for presenting the candidates and had been reluctant to make a recommendation because it was an important decision for the Board. There may be other options, such as having the Board interview the candidates during a meeting or selecting specific Board members to meet with the candidates and come back with a recommendation.

Chair Smith pointed out the interviews would need to be conducted in a public setting. Councilmember Ratti asked if a subcommittee could be created and Deputy District Attorney (DDA) Admirand stated the item was not agendaized for that. If that route were pursued the selection would be pushed out more than a month. Councilmember Ratti suggested they schedule brief interviews to be held at the next Board meeting.

DDA Admirand clarified the Board could vote on the reappointment and continue the new appointment so the interviews could be conducted at the next meeting.

Mr. Dick opened the discussion regarding the reappointment of Mr. Begbie, noting he was the current At-Large DBOH appointee and was currently the chair of the REMSA Board. He has acted as Interim District Health Officer (DHO) on several occasions. Mr. Dick opined that since Mr. Begbie had assumed the chair, changes were occurring which are complementary to some of the changes Mr. Gubbels has been making since becoming CEO. He recommended Mr. Begbie remain.

Commissioner Jung asked what the length of the term would be and Mr. Dick replied it would be three years. Commissioner Jung pointed out it would be three more years before the Board could decide who their consumer advocate would be. Mr. Dick clarified staff had not recruited for the position as Mr. Begbie was currently seated and was willing to serve an additional term. If the Board decides recruitment is warranted, staff will conduct that.

Commissioner Jung noted Mr. Begbie has never reported to or contacted the Board, so they do not know what his qualifications are. She expressed concern with reappointing someone who may not be the right person for the position. Dr. Hess noted Mr. Begbie had originally been appointed by the DBOH. Commissioner Jung pointed out the parameters and obligations were different now that there was a new franchise agreement in place.

Dr. Humphreys suggested they acknowledge what Mr. Begbie has accomplished on the REMSA Board. He opined Mr. Begbie's past experience with the Health District speaks for itself. He acknowledged Commissioner Jung's points, and stated he felt comfortable proceeding with the reappointment.

Councilmember Ratti pointed out that although Mr. Begbie had never come before the Board, he had never been invited to. She acknowledged the situation was completely different now. Based on that, rather than just automatically appointing Mr. Begbie without any consideration, but short of going out for a full recruitment, perhaps he could be invited to participate during the interviews. That would set the tone that the Board wants to hear more from its representatives.

Councilmember Jardon agreed with that course of action and asked if a time delay would cause problems with the term. Mr. Gubbels noted Mr. Begbie had been involved in the reinstated franchise. He reminded the members that Mr. Dick serves on the REMSA Board and is aware of the actions of the three Board-appointed members. He suggested the REMSA Board was being treated differently than the Air Quality Board which was also a subcommittee of the DBOH.

Ms. Conti went back to Councilmember Jardon's question, explaining the members serve until a replacement is appointed, so if there was no action it would not cause an impact. Mr. Gubbels acknowledged that was correct. He pointed out that if the Board had asked, Mr. Begbie would have attended the meeting.

Commissioner Jung asked Mr. Dick if he attends the REMSA meetings in their entirety or if he is asked to leave during certain segments. He replied that he participates up to the point the Executive Session begins, then he leaves. Commissioner Jung asked what happens with appeals of the Air Quality Board decisions and Mr. Dick replied the appeal is heard by the DBOH. Commissioner Jung opined the Boards were completely different and the analogy not pertinent.

Commissioner Jung reiterated it was a new era, and although Councilmember Ratti had suggested a good compromise, this was the time to start off with a different relationship. She stated she felt the Board appointees represent them and should report to them, asking questions, voicing opinions, discussing transparency issues or otherwise addressing topics that arise.

Mr. Dick noted another issue with the analogy with the Air Pollution Control Board is that board is subject to the Open Meeting Law and the REMSA Board is not.

Chair Smith opined it was important for the DBOH to decide if they wanted the option to consider other appointees when a term ends. He asked the members if they would like Mr. Begbie to come and have a discussion with the Board or if they would prefer he was one of a group of people available for selection.

Dr. Hess moved that Mr. Begbie be reappointed to the REMSA Board. He felt he had served the term and the Board had not asked him to do anything in a different way. At this point, they had the ability to request he report to the Board. He did not want to go through the process of considering other candidates. **Commissioner Jung seconded the motion** for the purpose of discussion.

Councilmember Ratti clarified that Dr. Hess' comment was referring to five candidates for the MAP position. Councilmember Ratti noted it would be disruptive to the REMSA Board to unseat the person they had chosen as chair. She agreed the Health District and Board were undergoing change but this particular appointment was caught in the middle of the old ways and the new. She stated she would like Mr. Begbie to come and tell the Board why he would like to continue to serve on the REMSA Board. As stated earlier, that action sets a new tone for the direction of the DBOH. She intends to vote for Mr. Begbie's reappointment, but not until next month, when the discussion with him has occurred.

Councilmember Jardon asked Mr. Dick if he was recommending Mr. Begbie be reappointed and he confirmed that he was.

The motion to reappoint Mr. Begbie to the At-Large position passed with six in favor and Councilmember Ratti opposed.

Councilmember Ratti moved to invite the candidates for the accounting-specific position to the next meeting to make presentations. She also moved to delegate the structure and format of that presentation to staff, retaining a segment for open questions. Commissioner Jung seconded the motion which passed unanimously.

11. Presentation and Possible Acceptance of 2015 Washoe County District Board of Health Meeting Calendar

Staff Representative: Mr. Dick

Mr. Dick introduced the item.

Councilmember Ratti moved to accept the calendar. Dr. Hess seconded the motion which was approved unanimously.

Mr. Dick explained the budget items will be incorporated into the February meeting and the Board may schedule a strategic retreat later in the year if they so wish.

12. Presentation, discussion and possible approval of proposed new Washoe County Health District Logo

Staff Representative: Mr. Dick

Mr. Dick presented the staff report, noting the current logo is difficult to reproduce and does not identify that it represents the Health District. The new one is much clearer and cleaner.

Dr. Humphreys noted changes of this nature have fiscal impacts. Mr. Dick stated the District is aware of the need to control costs so the plan is to do a soft roll out and change letterhead and business cards as new orders come in. The Community Health Assessment and the upcoming Healthy Communities Conference both offered opportunities to introduce it to the community.

Councilmember Jardon asked what the Public Health logo was attempting to express, and Mr. Ulibarri explained the trident signified prevent, promote and protect.

Councilmember Ratti moved to accept the new logo. Mr. Silverman seconded the motion which was approved unanimously.

13. Acknowledgement of the receipt of the Health District Fund Financial Review for Fiscal Year 2015 year to date November 30, 2014

Staff Representative: Ms. Heenan

Ms. Heenan presented the review. She noted it was typical for expenditures to exceed revenues during the first months of the year as grant reimbursement can be slow. During the fourth quarter, the opposite will be true. Additionally, some annually-budgeted expenditures are completely depleted during the first months of the fiscal year.

Councilmember Ratti asked if the lower fund balance figure for the beginning of the year was due to the Board's decision to start with a lower balance to help fund the current year. Ms. Heenan acknowledged that was correct and added that the District did not receive a General Fund transfer during the first month. She noted it had been an intentional decision to reduce the fund balance but that required monitoring, as it had been quite diminished.

Ms. Heenan explained the components of the fund balance, noting a substantial portion was restricted funds. The fund balance should not be used to balance the budget, that should occur through increased revenues and decreased expenditures.

Councilmember Ratti moved to acknowledge receipt of the report. Commissioner Jung seconded the motion which was approved unanimously.

14. Discussion, acknowledgement and possible direction to staff given status quo financial projections for the Health District Fund and the next steps in preparation of the Fiscal Year 2015-2016 Budget Process

Staff Representative: Ms. Heenan

Ms. Heenan presented the staff report. She explained the goal of the item was to set the stage for where the Board wished to go in Fiscal Year (FY) 16.

Ms. Heenan provided a brief economic outlook, noting the economy appears healthy and job growth is at 3.7 percent, which drives up sales tax and property tax projections. She pointed out that will positively affect the General Fund, which is the source of approximately half of the District's funding. She noted the County, as well as the District, was faced with inherent increases in expenditures that were not controllable, such as merit, PERS and health insurance.

Ms. Heenan went on to explain that the budget for FY15 was essentially flat but was actually deficit. Therefore, it was important to go into FY16 with the mindset of closing the

gap. She acknowledged the Board had been proactive in dealing with budget issues by authorizing the Fundamental Review and its recommendations to conduct cost analyses and review the fee structure. It was hoped those activities could help reduce the deficit.

Ms. Heenan stated the fees would be workshopped in February and brought back to the Board for direction in March. Her updated projections, to be presented to the Board in February, would include the new fees, with the understanding they may need to be reversed out of that projection if the Board does not approve them.

She explained the next step to close the gap was the cost analyses on all 22 programs, which would uncover revenue increase and cost expenditure opportunities. The staff report contained a three-year forecast for all 22 programs and a chart indicating at what point a fund balance problem will occur if no changes are made.

Fiscal staff will be working with program managers to review estimated year-end expenditures and revenues, adjusting base requests for FY16 and developing their requests for any new items or services. That information will be integrated into the forecasting model and brought back to the Board in February so they may see the input. The numbers for the employee-related costs should be available by then and would also be reflected in the forecast.

Any direction provided by the Board in February will be incorporated into the forecast and brought back in March. The County will present their budget to the Board of County Commissioners (BCC) in April. By that time, the District will know how much the General Fund transfer will be. The BCC adopts the budget in May and sends it to the State.

Dr. Hess noted 71 percent of the budget was salary and benefits and Ms. Heenan's staff report indicated any cuts should come from sources other than staff reductions. He expressed concern the remaining 29 percent did not provide enough flexibility to make a difference and opined it would be necessary to look at staffing. Ms. Heenan acknowledged the District had control over the number of employees, but not the pay structure.

Councilmember Ratti complemented Ms. Heenan on the presentation of the material. She requested an explanation of the term "status quo," possibly meaning that no major shifts would be made this year, only minor adjustments. Ms. Heenan stated that was correct. She further explained it referred to no revenue increases and the inevitable expenditure increase. Councilmember Ratti asked if the forecast was status quo. Ms. Heenan explained that if no changes were made at this point in time, the District will face the ending fund balance being negative in approximately a year and a half.

Ms. Heenan went on to reiterate the fund balance contained restricted funding, and it was unlikely that would be spent by the end of the year. Therefore it would show as part of the remaining fund balance but would not be available for general use.

Councilmember Ratti clarified that by accepting the report, the Board acknowledges the status quo environment which is problematic, and decisions will need to be made to address those problems. Ms. Heenan noted that was correct and reiterated the draft budget would be brought back in February so Board approval or direction will drive the new financial situation.

Chair Smith asked for an overview of the restricted fund balances and Ms. Heenan provided them for him, as well as providing examples of what the funds could be used for. Chair Smith reiterated it could create a false picture to the BCC of how much money the District had available. Ms. Heenan stated that could be explained to them.

Commissioner Jung noted a time when the County Manager had halted all expenditures for a specified duration of time. She asked if Mr. Dick had that authority and if Ms. Heenan agreed with that type of philosophy. Ms. Heenan stated she agreed with the strategy but felt it did not need to be adopted at this time, as current staff were aware of and respected fiscal constraints. Mr. Dick could adopt the strategy if he chose to. Commissioner Jung indicated she wanted the record to reflect that was an option, as it had been very effective at the time. She opined the use of an ending fund balance was not an optimal way to balance a budget. The District could function on a tight margin as it had the County for backup if absolutely necessary, but its margin had always been a deficit and has always been used to balance the following year.

Mr. Dick noted that when the general fund transfer amount was not yet known during the previous budget cycle, the District entered a period during which vacant positions were not filled and existing staff stepped up to cover the additional work. He agreed it was not an optimal way to conduct business.

He noted the report was Ms. Heenan's idea and that he had supported it. The intention was to provide the Board with a picture of what would occur if things continued in the current direction. He felt it was a good tool to help frame decisions, which were not all about reducing spending, but also recovering revenue.

Dr. Humphreys moved to acknowledge receipt of the status quo financial projections and direct staff to continue with the next steps for the next fiscal year. Councilmember Ratti seconded the motion which was approved unanimously.

15. Discussion, acknowledge and possible direction to staff on the recommended cost analysis and methodology for the Health District Administration to conduct a cost analysis of all Health District programs – Fundamental Review Recommendation #10.

Staff Representative: Ms. Heenan

Ms. Heenan presented the staff report, explaining it was being presented to receive feedback from the Board to be sure staff was providing them with the information they would like to have for the cost analysis. Methodology approved by the Board in June was utilized, which involved gathering historical fiscal records, reviewing activities and work processes, determining required staffing, and comparing those to benchmarks and best practices, which allowed identification of potential improvements.

Councilmember Ratti reiterated her appreciation for Ms. Heenan's ability to clearly express status and goals. She noted the Board had had to make tough decisions during the recession and had utilized a matrix format to compare options, but that did not indicate the scale of changes that were necessary. It also did not indicate if individual programs were efficient. She acknowledged cost analysis processes can make staff a bit nervous and shared that her view was that it was only one source of data, it was not all-encompassing.

Commissioner Jung recalled the Board giving clear direction not to use the National Association of County and City Health Officials (NACCHO) benchmarks or public health uniform distribution as benchmarks as Nevada, as a state, performs much more poorly in terms of contributions to public health. Therefore, comparisons to national associations give the appearance of Washoe County always being at the bottom of the list in terms of services and

expenditures, rendering the comparisons meaningless. She opined the Fundamental Review (FR) had directed staff to use pre-recession versus post-recession statistics as benchmarks.

Ms. Heenan explained the staff report requesting direction from the Board was to use the PHUND\$ database. Those statistics are compared to the region that includes Washoe County, which is the West. Commissioner Jung reiterated neighboring counties have higher expenditures so it was not a fair comparison.

Mr. Dick explained the FR included some analysis comparing Washoe County to benchmarks. The financial analysis utilized the PHUND\$ system to analyze the Health District and programs. While the District may be below levels of benchmarks from other health districts in the Administrative Health Services (AHS) area, others were identified as being above the benchmark levels. Commissioner Jung reiterated her recollection from the FR and the Board was to use pre-recession and pre-County Wide Cost Allocation Plan (COWCAP) levels for benchmarks.

Chair Smith asked if the FR review team had selected certain cities to use for comparison. Dr. Hess stated he found it very useful to have some idea of what other health departments are investing their resources in, and to not view that as a mistake.

Commissioner Jung noted the FR team had suggested the District not follow that methodology. According to their projections, and with the state and local government's investment or lack thereof, the District would have an opportunity to set and to achieve its own benchmarks. That would help the District determine what is manageable and what matters to its citizens. Other communities may have high benchmark comparison scores in community health, while Washoe County may do better in Air Quality. Many of these comparisons are impossible, as the data comes from the wrong organizations. Commissioner Jung stated she did not want to compare data utilizing an organization whose whole function is to lobby other communities to spend more money for health, not when so many other options are available.

Dr. Hess stated he would not disagree with looking at some other source of information. Commissioner Jung stated the District was told by the FR team to use our pre-recession levels as a benchmark, at least for a fiscal basis. Dr. Hess asked what good that would be as science has changed. Commissioner Jung agreed, but opined it made more sense than using a different source.

Ms. Heenan explained she was not aware of the requirement to utilize the pre-2007 levels. She stated she would take another look at the FR. She also explained she was using the PHUND\$ database as directed by the Board based on the staff report. The District is now a member of PHUND\$, which provides the opportunity to submit the information to the organization for analysis against other agencies. They had noted that the District's numbers were very different from many other agencies. The analysis they provided offered the opportunity to be sure the comparisons are made against organizations that are similar.

Ms. Heenan further explained she had reviewed the statistics from many different regions to find similar data for comparison purposes. Many of the studies she did were rejected because they were not statistically valid. Once valid statistics were located, there were enough comparables available to compile the information. She pointed out that every public health organization is handled differently, and that creates challenges in locating benchmarks. NACCHO is one place where those benchmarks can be obtained.

Commissioner Jung explained comparisons against benchmarks did not indicate the overall efficiency of a division or program. NACCHO is a wealthy organization so any attempts to model the District after them will be unsuccessful and will not assist in strategic planning.

Mr. Dick stated staff would look at the FR and pre-recession levels, but he did not get the impression from the FR team that NACCHO benchmarks should not be used. The statistics they provide begin as a survey of health districts and the statistics collected are broken out by staffing levels of districts that are serving different sizes and populations. One of the FR team members that analyzed the Health District initially is on the committee that pulls those numbers together. Mr. Dick noted the NACCHO data was one of the few sources available that provided any kind of comparable. It was one source of information for planning purposes, but there were others as well.

Councilmember Ratti requested more information about how public health data is collected. Ms. Heenan explained the National Connection for Local Public Health (NCLPH) sponsors the PHUND\$ effort, and when an organization joins, it must submit extensive amounts of information which is fed into a central database. This allows the NCLPH to provide comparables to other agencies. Mr. Dick opined it had been a grant-funded project and stated he would check the origin.

Councilmember Ratti stated she completely understood the value of comparing similar organizations. She asked if it was possible to compare Washoe County data to communities, or just regions. Ms. Heenan replied it was not possible to extract communities out of regions, but she could review different regions. She noted the benchmarking for the pilot project in AHS provided unique challenges as there were limited numbers of benchmarks for that program. There were more available for the other programs in the District.

Councilmember Ratti recalled the FR had indicated they could use the numbers but should not rely solely on them. She was not inclined to dismiss them because they do provide a data point, and understood there were not many others to utilize. Ms. Heenan stated there was not, and explained her analysis also included being sure divisions were being compared equally by reviewing equal programs.

Councilmember Ratti explained the City of Sparks had reviewed the number of police officers per capita compared to other jurisdictions and had concluded through a third party independent study that the recommended number of officers was unnecessary for their area. She opined the initial data provided on overview that was a starting point for more thorough investigation and deliberation. She stated she would also like to see pre-recession comparisons.

Commissioner Jung expressed concern that if benchmarks were utilized, as health emergencies faded away, District strategic planning processes would become more complacent and utilize those exclusively. That approach would not drive a continuous process improvement targeted towards the unique needs of Washoe County, particularly if the benchmarks utilized were not pertinent. She noted part of her job as a Board member was to be sure this did not occur. She wanted real public health change based on the findings of the FR. Commissioner Jung went on to opine the better approach was to evaluate resources, and study the effectiveness and sustainability of programs.

Additionally, she noted the Board of County Commissioners (BCC) had directed the Health District to begin working towards diminishing its dependency on General Fund (GF) transfers.

Strategic planning should involve working towards reducing that dependency and she opined utilizing inappropriate benchmarks, particularly those from NACCHO and the National Association of Local Boards of Health (NALBOH) would not help achieve that goal.

Dr. Humphreys acknowledged processes were changing and methodologies were in transition, and he felt the information provided really spelled out where the District has been, where it is and where it needs to go. He opined the information also gave them the information they needed to decide what should be done in the future. He complemented Ms. Heenan on what she had done to educate the Board.

Chair Smith stated, that because there was some confusion regarding what staff was told to do, that he recommended the minutes be reviewed as well as FR Recommendation 10, and report back to the Board, because there is valid points both ways. He would want to do what the Board recommended and also follow the FR recommendations as the Board had agreed to.

Councilmember Ratti expressed she was pleased to have some data on which to base a decision. She acknowledged it was not all of the data they needed but the report and the discussion were all steps in the right direction. Dr. Hess agreed and thanked Ms. Heenan.

Chair Smith moved the minutes and the recommendation be reviewed and brought back to the Board. Councilmember Ratti seconded the motion which was approved unanimously.

[Councilmember Jardon departed the meeting at 3:17 p.m.]

16. Presentation, discussion, possible Board input and direction to staff to monitor and act upon 2015 Legislative Session identified topics of interest and Bill Draft Requests affecting the Health District and to submit a monthly staff legislative status report providing an update on legislative actions and Health District positions during the legislative session.

Staff Representative: Mr. Dick

Mr. Dick introduced the item and reviewed the District's topics of interest. He explained the Bill Draft Requests (BDR) contained very little information as to whether or not they are applicable to the District so the list of BDRs currently being tracked was hoped to be diminished as more information becomes available.

Mr. Dick noted the item was being presented to inform the Board of the District's efforts regarding the session and to provide them an opportunity to direct staff to look at other legislative areas. Additionally, the staff report requested the Board set direction for staff to provide a monthly report to guide direction.

Councilmember Ratti moved to accept the report. Mr. Silverman seconded the motion which was approved unanimously.

17. Staff Reports and Program updates

A. Director, Air Quality Management (AQM)

Ms. Albee noted her report had provided information regarding a new ozone standard. The Environmental Protection Agency (EPA) has agreed with the recommendations submitted by AQM which were approved by the Board. Washoe County is in attainment, which is good for public health and economic development.

Dr. Hess requested information regarding days when the County was not in compliance and its effect on the overall ratings. Ms. Albee replied it was not out of compliance per se, the compliance figure is compiled by utilizing data from the top percentile of the number of days the standard was exceeded.

Ms. Albee further explained the data was compiled over a three-year period. Although Washoe County was currently in attainment, the EPA will be announcing new standards. If the County is then in non-attainment, voluntary programs will become mandatory.

Ms. Albee expressed her sincerest appreciation to Chair Smith, noting his path over the years had been very impressive and that she admired his evolution.

B. Director, Community and Clinical Health Services

Mr. Kutz stated he had nothing further to add but would be happy to answer any questions.

C. Director, Environmental Health Services

Mr. Sack noted some information regarding Kiley Ranch had been included in the report. He stated any development does meet requirements as part of being approved. Problems in the past have occurred when wetlands are placed into Home Owners Associations and the association not following through with their ongoing maintenance.

Mr. Sack stated the last few weeks had seen a dramatic increase in plan reviews for wells, septic systems and water projects. Councilmember Ratti asked if the impending merger of the water companies would be causing any of it and Mr. Sack stated it would not. The drought is causing the need for a number of redrills.

Commissioner Jung asked who paid for larvacide treatment costs. Mr. Sack explained it was covered by General Fund money provided to the Health District. Commissioner Jung asked if there was a way to reclaim or recoup costs and Mr. Sack replied that was being explored, but nothing in the fee structure allowed it. Commissioner Jung opined that for any new development the charges should be calculated and put into an escrow account so that all taxpayers are not subsidizing the developers. Mr. Sack reiterated that was being reviewed for potential direction and action.

Councilmember Ratti reminded the Board the FR team had asked why the county was spending so much money on mosquito control when there were so few problems. She suggested spending time on exploring that question rather than trying to decide how to charge the proper entities. Perhaps the money would be better spent on other health issues in the County.

Mr. Sack pointed out very few environmental health agencies dealt with mosquitos; it is typically handled by another agency.

D. Director, Epidemiology and Public Health Preparedness

Mr. Whitesides noted one change from the contents of the packet, one Enterovirus D68 case has been reported in Washoe County.

E. District Health Officer, Office of the District Health Officer

Mr. Dick reviewed his trip to Emmitsburg, MD for a regional emergency management course and exercise which simulated a major earthquake in the Reno area. Aaron Kenneston, the County's Emergency Manager, had created the opportunity and obtained grant funding to cover most of the costs for a contingent of about 70 representatives from the Washoe County region.

Mr. Dick stated Immunizations was now open some evenings, which had been a FR recommendation. Staff is flexing their schedules so the service is being made available without requiring overtime or comp time pay.

He recognized Dr. Lei Chen, who had spotted an error on a CDC infographic, resulting in a corrected version being distributed.

He thanked Chair Smith and wished everyone a happy holiday.

18. Board Comment

Commissioner Jung explained the Truckee Meadows Fire Protection District (TMFPD) had utilized funds to retrofit and upgrade an ambulance to be ready in case of a mass disaster situation. REMSA was not pleased with this information but the BCC requested that TMFPD work through the Health District to come to an agreement. The goal is to use the ambulance in the frontier areas to transport patients to a place where they can be transferred to a REMSA unit. It may become an issue requiring review by the DBOH.

19. Emergency Items

None.

20. *Public Comment

As there was no one wishing to speak, **Chair Smith closed the public comment period.**

21. Adjournment

At 3:42 p.m., Councilmember Ratti moved to adjourn. Chair Smith seconded the motion which was approved unanimously.

Respectfully submitted,



Kevin Dick, District Health Officer
Secretary to the District Board of Health

Dawn Spinola

Dawn Spinola, Administrative Secretary
Recording Secretary

Approved by Board in session on January 22, 2015.