

Health & Human Services

Operational Priorities

October 1, 2019 to June 30, 2020



Health & Human Services

Community Relations

Operational Priorities

Operational Priorities
For the period of October 2019 to June 30, 2020

Community Relations	
Program	Community Relations
Indicator/Outcome	<ul style="list-style-type: none">• Informed and engaged staff and stakeholders.• Informed and educated public.• Participation level in program services and events.
Areas of Concern	<ul style="list-style-type: none">• Limited budget for marketing/advertising which hinders the implementation of a CCHHS strategic communication plan. Reliance primarily on promotional efforts.• Few mechanisms to measure communication effectiveness.• Need for in-depth County level social media policy to guide departments and staff in maximizing use.
Areas of Strength	<ul style="list-style-type: none">• Staff historical knowledge and multi-faceted experience/skills.• County level support – Public Affairs.• Strong professional relationships with media, staff and stakeholders.

Submitted by Trish Lees, Community Relations Manager

Health & Human Services

Finance

Operational Priorities

Operational Priorities
For the period of October 2019 to June 30, 2020

Health & Human Services	
Program	Health & Human Services Finance
Indicator/Outcome	<ul style="list-style-type: none"> • Percent of funds coming in at or under County budget. • Percent of programs completing fiscal year with a positive fund balance (or deficit due only to payment timing.) • Percent of accurate invoices submitted by deadline paid within one A/P cycle.
Areas of Concern	<ul style="list-style-type: none"> • Training funds have not typically been available, and staff needs ongoing training in order to become more proficient and efficient. • Accounting Technicians are some of the lowest paid positions in Coconino County. In order to retain them, we should work harder to provide benefits such as more flexible schedules, training certifications, accommodation for physical and mental wellness and any other benefits that we can provide that would elevate us from other employers. • Staff is currently shared with Vital Records. While both programs are fully staffed, the approximately 5 days per month of coverage can be accommodated. When either program is not fully staffed (Vital Records staff are also on the entry level pay scale), it becomes an unsustainable and most likely unsuccessful model for both programs.
Areas of Strength	<ul style="list-style-type: none"> • Staff is persistent, motivated and passionate about providing finance support services and education to HHS staff in order to most efficiently process transactions and meet statutory, regulatory, program and policy requirements. • Many processes have been standardized and can accommodate department integration and improvement to better serve all stakeholder needs. • The team excels in cross training, works well together and with all HHS staff to provide excellent customer service.

Submitted by Michele Axlund, Interim Deputy Director

Career Services

Operational Priorities

1. ARIZONA@WORK Coconino Workforce Development Board (CWDB)
2. Business Services Team (BST)
3. Coconino County Rapid Response
4. Workforce Innovation and Opportunity Act - Adult Services
5. Workforce Innovation and Opportunity Act - Dislocated Worker Services
6. Workforce Innovation and Opportunity Act - Employer Services
7. Workforce Innovation and Opportunity Act - In-School Youth Services
8. Workforce Innovation and Opportunity Act - Out-of-School Youth Services

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	ARIZONA@WORK Coconino Workforce Development Board (CWDB)
Indicator/Outcome	<ul style="list-style-type: none"> Develop comprehensive agreements (IGA, MOU, Shared Governance) that provides the WDB to serve as a strategic leader and convener of local workforce development system stakeholders; Develop a 4-year plan that provides strategic and operational oversight to help develop a comprehensive and high-quality workforce development system in the local area; Maximize and continue to improve the quality of services, customer satisfaction, and the effectiveness of ARIZONA@WORK services provided.
Areas of Concern	<ul style="list-style-type: none"> Workforce Board Director will need to be identified; Board Certification by the Workforce Arizona Council.
Areas of Strength	<ul style="list-style-type: none"> Workforce Development Board membership is committed to working towards a strong regional workforce; Board representation includes a wide variety of local in-demand business sectors; Legacy of leadership of the Board.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Business Services Team (BST)
Indicator/Outcome	<ul style="list-style-type: none"> Develop, strengthen and grow business relationships in major industry sectors through interactive outreach (boards, commissions, partnerships); Deliver a variety of workforce resources for local employers to develop and find a highly qualified labor pool; Collaborate with community and ARIZONA@WORK partners to identify and support training programs that meet employer needs and that promote business retention and expansion.
Areas of Concern	<ul style="list-style-type: none"> Time commitment to ensure full team engagement; Ever changing environment of leadership in the business realm;
Areas of Strength	<ul style="list-style-type: none"> Strong team across multiple partners allows for greater reach and response; Strengths of partnerships allow the team to bring in additional resources or organizations to customize services to meet specific needs identified by employers; Innovative workforce collaboration and presentation of resources acknowledged by the Governor's Workforce Arizona Council.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Coconino County Rapid Response
Indicator/Outcome	<ul style="list-style-type: none"> • Connect with a business having layoffs within two business days of learning of the possible dislocation to gather more information, explain the services available to both the business and the workers, and arrange a way to get information about services to the affected workers as soon as possible; • Ongoing engagement, partnership, and relationship-building activities through boards, commissions, and ARIZONA@WORK partners to connect with businesses in the community, in order to create an environment for successful layoff aversion efforts and to enable the provision of assistance to dislocated-workers in obtaining reemployment as soon as possible. • Strategize best practices that will connect businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff to help facilitate rapid reemployment.
Areas of Concern	<ul style="list-style-type: none"> • Outreach to community sharing benefits of the Rapid Response opportunities – closure or growth. • Lack of Technical Assistance and slow communication from the State with changing policy's and requirements.
Areas of Strength	<ul style="list-style-type: none"> • Coconino County Rapid Response team is made up of diverse County partners ensuring a wide reach of business closure notification; • Rapid Response team meetings are done bi-monthly to keep team connected and ensure they are ready to act when a WARN notice is received.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Workforce Innovation and Opportunity Act (WIOA) – Adult Services
Indicator/Outcome	<p>Participants receive quality case management, career planning, assessments, guidance, support, develop an Individualized Employment Plan and follow-up services.</p> <ul style="list-style-type: none"> • Employment Rate 2nd and 4th Quarter after Exit: <ul style="list-style-type: none"> ○ The percentage of participants who are in unsubsidized employment during the second quarter and the fourth quarter after exit from the program; • Median Earnings in the 2nd Quarter after Exit: <ul style="list-style-type: none"> ○ The median earning of participants who are in unsubsidized employment during the second quarter after exit from the program; • Credential Attainment Rate: <ul style="list-style-type: none"> ○ The percentage of participants who, during a program year, are in an educational or training program that leads to a federally recognized credential; • Measurable Skills Gain: <ul style="list-style-type: none"> ○ Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are ○ Achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.
Areas of Concern	<ul style="list-style-type: none"> • Limited local vocational training opportunities for customers; • Physical size of the county and the number of workforce staff can limit services; • Lack of Technical Assistance from the State with ever changing policy's and requirements.
Areas of Strength	<ul style="list-style-type: none"> • Expert Workforce Development staff; • Coconino County partnerships are strong and benefit clients in the ability to ensure needs are met; • Comprehensive One-Stop provides customers with multiple partners in one location to serve their needs.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Workforce Innovation and Opportunity Act (WIOA) – Dislocated Worker (DW) Services
Indicator/Outcome	<p>Participants receive quality case management, career planning, assessments, guidance, support, develop an Individualized Employment Plan and follow-up services.</p> <ul style="list-style-type: none"> • Employment Rate 2nd and 4th Quarter after Exit: <ul style="list-style-type: none"> ○ The percentage of participants who are in unsubsidized employment during the second quarter and the fourth quarter after exit from the program; • Median Earnings in the 2nd Quarter after Exit: <ul style="list-style-type: none"> ○ The median earning of participants who are in unsubsidized employment during the second quarter after exit from the program; • Credential Attainment Rate: <ul style="list-style-type: none"> ○ The percentage of participants who, during a program year, are in an educational or training program that leads to a federally recognized credential; • Measurable Skills Gain: <ul style="list-style-type: none"> ○ Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are ○ Achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.
Areas of Concern	<ul style="list-style-type: none"> • Limited local vocational training opportunities for customers; • Physical size of the county and the number of workforce staff can limit services; • Lack of Technical Assistance from the State with ever changing policy's and requirements.
Areas of Strength	<ul style="list-style-type: none"> • Expert Workforce Development staff; • Coconino County partnerships are strong and benefit clients in the ability to ensure needs are met; • Comprehensive One-Stop provides customers with multiple partners in one location to serve their needs.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Workforce Innovation and Opportunity Act (WIOA) – Employer Services
Indicator/Outcome	<ul style="list-style-type: none"> • Develop ongoing workforce training strategies to ensure long-term economic stability and growth that will address the needs of employers, and the community; • Identify and assess current Coconino County Sector Strategies that will facilitate workforce skills growth to ensure a growing employment pipeline; • Identify and train employers in high-growth areas that will expand Internships and on-the-job training opportunities to clients.
Areas of Concern	<ul style="list-style-type: none"> • Customized <i>employer</i> training for OJT or WEX mentorship would be valuable; • Limited labor market information for Coconino County; • Lack of Technical Assistance from the State with ever changing policy's and requirements.
Areas of Strength	<ul style="list-style-type: none"> • All Career Services team members reach out to employers to ensure a successful engagement between employers and clients; • Business Services Team provides additional outreach and understanding of business needs; • Full employment often can open the conversation to help employers grow from within though incumbent worker training.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Workforce Innovation and Opportunity Act (WIOA) – In-School Youth (ISY) Services
Indicator/Outcome	<p>Participants receive quality case management, career planning, assessments, guidance, support, develop an Individualized Employment Plan and follow-up services.</p> <ul style="list-style-type: none"> • Employment/Education Rate 2nd and 4th Quarter after Exit: <ul style="list-style-type: none"> ○ The percentage of participants who are in education or training activities, or unsubsidized employment during the second quarter and the fourth quarter after exit from the program; • Median Earnings in the 2nd Quarter after Exit: <ul style="list-style-type: none"> ○ The median earning of participants who are in unsubsidized employment during the second quarter after exit from the program; • Credential Attainment Rate: <ul style="list-style-type: none"> ○ The percentage of participants who, during a program year, are in an educational or training program that leads to a federally recognized credential; • Measurable Skills Gain: <ul style="list-style-type: none"> ○ Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are ○ Achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.
Areas of Concern	<ul style="list-style-type: none"> • Limited local vocational training opportunities for customers; • Physical size of the county and the number of workforce staff can limit services; • Lack of Technical Assistance from the State with ever changing policy's and requirements.
Areas of Strength	<ul style="list-style-type: none"> • Innovative StartHere.jobs program for youth; • Expert Workforce Development staff; • Coconino County partnerships are strong and benefit clients in the ability to ensure needs are met.

Submitted by Cindy Wilson, Workforce Development Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Career Services	
Program	Workforce Innovation and Opportunity Act (WIOA) – Out-of-School (OSY) Youth Services
Indicator/Outcome	<p>Participants receive quality case management, career planning, assessments, guidance, support, develop an Individualized Employment Plan and follow-up services.</p> <ul style="list-style-type: none"> • Employment/Education Rate 2nd and 4th Quarter after Exit: <ul style="list-style-type: none"> ○ The percentage of participants who are in education or training activities, or unsubsidized employment during the second quarter and the fourth quarter after exit from the program; • Median Earnings in the 2nd Quarter after Exit: <ul style="list-style-type: none"> ○ The median earning of participants who are in unsubsidized employment during the second quarter after exit from the program; • Credential Attainment Rate: <ul style="list-style-type: none"> ○ The percentage of participants who, during a program year, are in an educational or training program that leads to a federally-recognized credential; • Measurable Skills Gain: <ul style="list-style-type: none"> ○ Percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are ○ Achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.
Areas of Concern	<ul style="list-style-type: none"> • Reconnecting with disconnected youth; • Limited local training opportunities for customers; • Physical size of the county and the number of workforce staff can limit services; • Lack of Technical Assistance from the State with ever changing policy's and requirements.
Areas of Strength	<ul style="list-style-type: none"> • Innovative StartHere.jobs program for youth; • Expert Workforce Development staff that ensures participants receive quality coaching, guidance, and services; • Coconino County partnerships are strong and benefit clients in the ability to ensure needs are met.

Submitted by Cindy Wilson, Workforce Development Manager

Community Services

Operational Priorities

1. Basic Business Empowerment (BBE)
2. Community Action
3. Community Relations
4. Individual Development Accounts (IDA)
5. Senior Services
6. Social Services

Operational Priorities
For the period of October 2019 to June 30, 2020

Community Services	
Program	Basic Business Empowerment (BBE)
Indicator/Outcome	<ul style="list-style-type: none">• The percentage of individuals taking the class and completing a business plan.• The number of individuals signing up to take the class increases each year
Areas of Concern	<ul style="list-style-type: none">• Staff time to promote the class within the community.
Areas of Strength	<ul style="list-style-type: none">• Partnerships within the community have led to a collaboration with Coconino Community College for teaching the class.• The Basic Business Empowerment class has grown over the past two years not only with participants but also the number of classes offered.

Submitted by Michele Axlund, Interim Deputy Director

Operational Priorities
For the period of October 2019 to June 30, 2020

Community Services	
Program	Community Action
Indicator/Outcome	<ul style="list-style-type: none">• Improve score on the consolidated annual report, Results Oriented Management and Accountability (ROMA).• Adherence to the tripart Community Action Advisory Board to meet representation requirements.
Areas of Concern	<ul style="list-style-type: none">• When vacancies occur on the Community Action Advisory Board it is a challenge to fill positions as the requirements are very specific.
Areas of Strength	<ul style="list-style-type: none">• Dedicated members of the tripart Community Action Advisory Board.• Staff are driven in identifying programs that would meet the needs to address low income community member needs.

Submitted by Michele Axlund, Interim Deputy Director

Operational Priorities
For the period of October 2019 to June 30, 2020

Community Services	
Program	Individual Development Accounts (IDA)
Indicator/Outcome	<ul style="list-style-type: none">• Increase in the number of participants in the IDA program• Increase in the number of private industries that are participating in the matching program.
Areas of Concern	<ul style="list-style-type: none">• Protocols for financial qualifications do not exist.• In the previous fiscal years, the program had the use of VISTA volunteers to assist in promoting the program. This year, there are no VISTA's applying for the position.• Funding from the private sector needs to be continued yet due to staff turnover this year this is a concern to keep the program going.
Areas of Strength	<ul style="list-style-type: none">• Savings from participants members has increased over the past three years.• Staff have solicited private donations from banks to assist with the program even though Federal Funding has discontinued.

Submitted by Scott Neuman, Program Manager I

Operational Priorities
For the period of October 2019 to June 30, 2020

Community Services	
Program	Senior Services
Indicator/Outcome	<ul style="list-style-type: none"> • 5% growth in homecare services offered. • # of Congregate meals and # of Meals on Wheels provided. • Increase Senior trips from Williams by 5%. • Maintain 20% of Home Care clients in the home. • 90% positive response on Senior Service survey results.
Areas of Concern	<ul style="list-style-type: none"> • Filling on-call positions are a challenge especially in the Williams area. • Meals and the cost associated is increasing, looking at efficiencies of food prep and delivery. • Kitchen's used for meal prep have equipment that is aging and will need to be relooked at replacing.
Areas of Strength	<ul style="list-style-type: none"> • Staff expansion over the last year has led to improved outcomes as reported by survey and data indicators. The number of Seniors served has also increased as well as expansion in the Williams area. • Increased transportation services from Williams to Flagstaff has increased Seniors socialization and ability to receive services in Flagstaff without incurring a cost. • Home care services have assisted over 92 seniors.

Submitted by Melinda Tracey, Program Manager I

Operational Priorities
For the period of October 2019 to June 30, 2020

Community Services	
Program	Social Services
Indicator/Outcome	<ul style="list-style-type: none"> • Increase in percentage of households who avoid eviction. • Increase in percentage of households who avoid a utility disconnection. • Number of attendees for Financial Empowerment classes.
Areas of Concern	<ul style="list-style-type: none"> • Demand for assistance has Case Managers running out of funding for rental assistance approximately the 3rd or 4th day of the month. • Staff turnover has caused for historical knowledge to be lost. Need to improve this area for staff and understand how to improve our program for Result Oriented scoring. • Demand in Page is exceeding a single staff. Resources dedicated to Page are limited to only one staff member covering the area.
Areas of Strength	<ul style="list-style-type: none"> • Staff excels in documentation of case files. Audits on case files have scored high. • Increase in yearly assistance to community members thru a variety of funding sources. • Staff work collaboratively as a team focused on quality customer service.

Submitted by Ashli Bintz, Program Manager

Health Services

Operational Priorities

1. Accreditation
2. Animal Management/Licensing
3. Arizona Health Zone
4. Clinical Services
5. Communicable Disease / Sexually Transmitted Disease / Tuberculosis
6. Environmental Health
7. Epidemiology
8. FTF Quality First
9. Health Start
10. Healthy Arizona Policies Initiative (HAPI)
11. Healthy Families
12. HIV Care and Services
13. HIV Counseling and Testing
14. Injury Prevention Child Fatality Review
15. Injury Prevention Governor's Office of Highway Safety
16. Injury Prevention Maternal and Child Health
17. Medical Examiner's Office
18. Oral Health (Vouchers)
19. Prescription Drug Overdose Prevention / Opioid Crisis Response / Overdose Fatality Review
20. Public Health Emergency Preparedness (PHEP)
21. School-based Oral Health and Sealant Program
22. Smart Smiles
23. Teen Pregnancy Prevention
24. Tobacco and Chronic Disease Prevention / Smoke-Free Arizona
25. Vital Records – Birth and Death Certificates
26. Women, Infants and Children (WIC) and Breastfeeding Peer Counseling (BFPC)

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Accreditation
Indicator/Outcome	<ul style="list-style-type: none">• Completion of the Community Health Assessment• Evaluate and continuously improve processes by the number of CQI projects identified.
Areas of Concern	<ul style="list-style-type: none">• Staff changes and completing priorities have limited the staff's ability to stay on schedule for the Community Health Assessment.
Areas of Strength	<ul style="list-style-type: none">• Staff are committed to quality programs and identifying improvements.• CCHHS staff are dedicated to providing a meaningful health assessment to the community.

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Animal Management/Licensing
Indicator/Outcome	<ul style="list-style-type: none"> • Rabies case management – Closed loop process: all important partners are involved and communicating from opening of the case to closing. • Customer satisfaction: Implement online purchasing of dog licenses for expanded customer options. • Compliance through education: Positive interactions with Coconino County residents and focusing on compliance through education resulting in low citation numbers.
Areas of Concern	<ul style="list-style-type: none"> • Limited resources: having the same operational budget for the past 15 years. • Management of tribal land animals; no jurisdiction; however, the County is expected to absorb these animals into the already full County-contracted Shelter. • High Country Humane Animal Shelter’s inability to confirm currently licensed animals from Animal Management’s database.
Areas of Strength	<ul style="list-style-type: none"> • Successfully managing and educating animal owners about the County’s ordinances and offering guidance on how to successfully obtain compliance while ensuring public health and safety. • Efficiently managing rabies cases from domestic animals exposed to wildlife, humans exposed to domestic/feral animals and humans exposed to wildlife • Successfully overseeing animal management calls for unincorporated Coconino County with four field officers, contribute to managing animal population through assistance with spaying and neutering, and assistance with animal housing and medical care by providing housing through donated dog houses and connecting animal owners with agencies that can offer financial assistance for needed medical services.

Submitted by Sabrina Kelley, Program Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Arizona Health Zone
Indicator/Outcome	<p>The AZHZ goal is to improve the likelihood that persons eligible for SNAP will make healthy food choices within a limited budget and choose physically active lifestyles consistent with the current Dietary Guidelines for Americans (DGA) and USDA food guidance by:</p> <ul style="list-style-type: none"> • The number of grade school children receiving evidence-based nutrition and physical activity education. • Decreasing the number of physically inactive days for a resident according to the Youth & Adult Behavior Risk Factor Surveillance Survey. • Increasing access to healthy foods considering availability, appeal, affordability, and/or promotion of healthy foods throughout the year.
Areas of Concern	<ul style="list-style-type: none"> • Advancing policy work with stakeholders at the city/town/council levels is challenging. • With the vastness of Coconino County and multiple targeted communities, staff spend several hours traveling to implement strategies within outlying areas which limits outreach.
Areas of Strength	<ul style="list-style-type: none"> • Staff are cross trained to coordinate a multi-level intervention among a variety of stakeholders within their assigned communities through direct education and Policy, Systems, and Environmental change efforts such as: <ol style="list-style-type: none"> a. Providing consultation, technical assistance, and training to SNAP-authorized retailers in grocery stores in Tuba City and Grand Canyon to provide evidence-based, multicomponent interventions. b. Collaborating with schools and other organizations throughout the county to improve the school nutrition environment, including providing nutrition education classes as well as serving on school wellness committees or School Health Advisory Councils (SHACs). c. Coordinating with outside groups to strategize how to increase access to healthier foods offered at sites such as emergency food, farmers' markets, and summer food frequented by the target audience. • Staff's experience, passion, and built trust allows for unique collaboration with community partners to maximize efforts, reduce duplication of efforts, and align SNAP-Ed's strategies with current public health practices for health promotion and disease prevention.

Submitted by Theresa Kulpinski, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Clinical Services
Indicator/Outcome	<ul style="list-style-type: none"> • % of clients testing positive for an STI that received counseling, treatment, and partner notification services at the CCHHS clinic (Goal: 95%). • % increase in revenue in immunization and sexual health cost centers fiscal year over fiscal year (Goal: 20%).
Areas of Concern	<ul style="list-style-type: none"> • Funding (limited grant funding; primarily District-funded services). • Staffing (clinical positions are difficult to fill, and approved FTEs are limited to 2.5 RNs and 1 NP, creating substantial operational disruption when vacancies occur). • High county vaccine exemption rate and STI transmission rate.
Areas of Strength	<ul style="list-style-type: none"> • Dedicated and knowledgeable staff. • Client-centered care. • Supportive team members.

Submitted by Sarah Schildecker, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Communicable Disease/Sexually Transmitted Disease/Tuberculosis
Indicator/Outcome	<ul style="list-style-type: none"> • Provide three STD fast-track testing events in Coconino County annually. • % of chlamydia and gonorrhea cases investigated and closed within the time frame specified by the Arizona Department of Health Services (Goal: 90%). • # of external stakeholder in-person meetings/educational training sessions to increase knowledge, awareness, and collaboration among entities. (Goal: 15 annually)
Areas of Concern	<ul style="list-style-type: none"> • Adequate staffing to meet the demands of high caseloads for communicable disease investigations. • Appropriate technology, such as laptops, work cell phones, access to commonly used dating apps, software, etc. to communicate with and elicit partners. • Issues faced by community members, such as transportation, unstable housing, lack of employment, etc., which impacts clients' ability to seek and receive care.
Areas of Strength	<ul style="list-style-type: none"> • Consistent outreach and education to healthcare providers and community members within Coconino County results in strong partnerships and the program being regarded as a resource for assisting with communicable disease related matters. • The timely and thorough follow-up of communicable disease cases and contacts reduces the burden of disease and negative health outcomes in Coconino County. • Knowledgeable staff with decades of experience. • Client-centered care.

Submitted by Sarah Schildecker, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Environmental Health
Indicator/Outcome	<ul style="list-style-type: none"> • Update Environmental Health Services Code Revisions – codes revised and adopted; constituents are educated, and new codes implemented in the field. • Implement new Environmental Health Database – increased efficiency in documenting inspection results and tracking critical violations; consistency in follow up inspections and tracking outcomes. • Staff vacancies and building depth in the program – Hire of a Program Manager III, Environmental Health Specialist I in Flagstaff and a .60 FTE Environmental Health Specialist I in Page. Staff cross-trained in Vector activities, mosquito identification and plan review.
Areas of Concern	<ul style="list-style-type: none"> • Large geographic area to provide services with the current staffing pattern. • 53 years of experience lost in a year and a half due to retirements and external promotions. • Difficult to fill positions, especially at the Page office.
Areas of Strength	<ul style="list-style-type: none"> • Experienced and well-trained staff. • Genuine interest to work with business owners to build knowledge and understanding behind the regulation. • Relationships built with the business community.

Submitted by Eve Wolters, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Epidemiology
Indicator/Outcome	<ul style="list-style-type: none"> • Completion of two epidemiological health trend reports per calendar year. • % of outbreaks investigated and closed within the time frame specified by the Arizona Department of Health Services (Goal: 80%).
Areas of Concern	<ul style="list-style-type: none"> • Appropriate software, data sets, and computer programs to complete comprehensive health reports. • Adequate staffing to meet the analytic needs of an expanded Health and Human services. (Epi staff already support various programs and collaboratives outside of HHS).
Areas of Strength	<ul style="list-style-type: none"> • Strong partnership and collaboration with internal and external stakeholders. • Technical skills to apply epidemiological methods to analyze large data sets and produce public reports, presentations, and assessments.

Submitted by Sarah Schildecker, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	FTF Quality First
Indicator/Outcome	<ul style="list-style-type: none"> • Number of centers completing the Health & Safety Checklist annually. • Number of Quality Improvement Plans written for centers to improve overall health, safety and quality of licensed childcare learning settings. • Number of professional development trainings provided for childcare center staff.
Areas of Concern	<ul style="list-style-type: none"> • Limited Quality First funding for additional childcare providers to participate. • Participating centers are in Flagstaff, Winslow, Page, Grand Canyon, Hopi Reservation, and Supai Reservation. Travel time to centers uses much of the 30-hour work week and limited budget.
Areas of Strength	<ul style="list-style-type: none"> • Certified Child Care Health Consultant (CCHC) expert in the field of Health & Safety for the Childcare setting. • Provide technical assistance and resources to improve the health & safety concerns childcare centers. • Great collaboration with other Quality First coaching teams and CCHC programs in the state.

Submitted by Paula Stefani, Public Health Educator

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Health Start Program
Indicator/Outcome	<ul style="list-style-type: none"> • By September 30, 2019, the Health Start Program will enroll 50% or greater enrollment of prenatal women to improve infant/child health outcomes. • By September 30, 2019, the Health Start Program will improve Intimidate Partner Violence (IPV) screening among prenatal & postnatal women to 75% of all enrolled Health Start clients within 6 months of enrollments. • By September 30, 2019, 75% or more of all enrolled postpartum mothers with children under the age of 10-months will complete two (2) PICCOLO assessments; one at 10-months of age and another at 22-months of age to improve and support positive parent/guardian interaction behaviors.
Areas of Concern	<ul style="list-style-type: none"> • Lack of transportation – rental vehicle company does not allow rentals on dirt roads. • Limited communication out in the field – no company cell phone, limited cell service because of personal cell and carrier, and concern for safety in the field. • Amount of time spent on documentation, data entry, and reporting.
Areas of Strength	<ul style="list-style-type: none"> • One Health Start (HS) Caseworker. • HS Caseworker has 5-years of experience in Health Start Program. • Grant funded by ADHS.

Submitted by Brooke Holiday, Program Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Healthy Arizona Policies Initiative (HAPI)
Indicator/Outcome	<ul style="list-style-type: none"> • Children and Youth with Special Healthcare Needs (CYSHCN) are considered and included in Health Services programming efforts. • Healthy lifestyles are promoted through annual program strategies and action steps. • Policies are developed to improve population health, create healthy environments, and streamline systems.
Areas of Concern	<ul style="list-style-type: none"> • Scope of work may change annually, making measurements/indicators difficult to identify and track year-to-year. • The work of changing PSE (policy, systems, and environment) is slow, and has an ebb and flow that may not produce measurable results. • As ADHS shifts the work of CYSHCN to a cost reimbursement model, funds will become difficult to draw down.
Areas of Strength	<ul style="list-style-type: none"> • Flexibility in the state issued (ADHS) strategies allows for shifting the scope of work each year as local priorities change. • Professional relationships with staff and stakeholders allow for ongoing opportunities to impact policies, systems, and environments • Strong project management skills enable staff to respond quickly to changing situations and to track the progress of all program strategies and action steps.

Submitted by Amy Young, Health Policy Analyst

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Healthy Families
Indicator/Outcome	<ul style="list-style-type: none"> • Child Safety (% of families with no substantiated reports of child abuse & neglect). • Immunizations (% of children who are up to date with immunizations). • Developmental Screens (% of children who received timely developmental screens during their first year of life).
Areas of Concern	<ul style="list-style-type: none"> • Cost of travel to attend required program trainings. • Cost of increasing salaries & EREs while grant award remains stationary. • Recruiting quality candidates for program roles in Flagstaff's high cost-of-living environment.
Areas of Strength	<ul style="list-style-type: none"> • Evidence-based. • Nationally accredited. • Robust training program for new hires.

Submitted by Sunshine Coffman, Program Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	HIV Care and Services
Indicator/Outcome	<ul style="list-style-type: none"> • % of clients with two documented CD4/Viral load testing within grant year. (Goal: 75%) • % of clients with an updated care plan every six months within grant year. (Goal: 85%)
Areas of Concern	<ul style="list-style-type: none"> • Consistent case management paperwork procedures by all staff. A new monthly supervisor auditing system has been put in place to ensure compliance. • Lack of Mental Health services and housing services for clients.
Areas of Strength	<ul style="list-style-type: none"> • Team demonstrates a strong commitment to client physical/mental health and wellbeing. • Team incorporates elements of ADHS Standards of Care into current practice. • Early Intervention Services (EIS) are approached with creativity and initiative to engage and educate high risk populations and link newly diagnosed clients to care.

Submitted by Sarah Schildecker, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	HIV Counseling and Testing
Indicator/Outcome	<ul style="list-style-type: none"> • % of newly diagnosed individuals actively tracked to ensure consistent medical care and medication adherence. (Goal: 50%) • One new education site or testing site added annually to portfolio.
Areas of Concern	<ul style="list-style-type: none"> • Grant funding is limited to \$18,012 annually, which funds only 0.25 FTE. • Low funding inhibits advertising and fees associated to promote testing on social media. The Public Health Educator is currently carefully researching low cost methods of advertising.
Areas of Strength	<ul style="list-style-type: none"> • Public Health Educator is very knowledgeable in the HIV field, including in the areas of education, testing elements and Pre-Exposure Prophylaxis (PrEP) navigation. • Public Health Educator is trained to conduct testing in the field and phlebotomy for confirmative testing. • Public Health Educator uses social media to reach out to high risk populations to advertise the importance of testing.

Submitted by Sarah Schildecker, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Injury Prevention Child Fatality Review
Indicator/Outcome	<ul style="list-style-type: none"> • ARS 36-3501 to 36-3504. • Ensure accurate, uniform and consistent reporting of the cause and manner of every child death in Coconino County (National data base and Arizona State reporting). • Identify and advocate for needed changes in legislation, policy and practices and expand efforts in public awareness and prevention (i.e., safe sleep, Cribs for Kids, Arizona booster seat law, distracted driving, etc.).
Areas of Concern	<ul style="list-style-type: none"> • Inadequate funding – the Arizona Department of Health Services funding provides for no staff salaries. The funding of \$10,000 a year covers copying, postage, food and required training/travel). • Tribal issues (sovereign nation - not receiving requested records or attendance at quarterly meetings). • Difficult reporting timelines and jurisdictions. The size of Coconino County alone makes coordinating the distances and associated agencies difficult (other state agencies, federal agencies, tribal agencies and I-40/I-17 corridor).
Areas of Strength	<ul style="list-style-type: none"> • “Model” program per the Arizona Department of Health Services site visits. • Coconino County team – multidisciplinary, consistent, comprehensive, active, respectful and honest core members – communication and linkages have improved among the participating local agencies and there has been improved coordination of events, responses in investigation and advocacy for prevention. • Financial and programmatic support from the Coconino County Board of Supervisors (Service Improvement Request for Injury Prevention) and CCHHS leadership.

Submitted by Corey Cooper, Public Health Educator and Heather Williams, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Injury Prevention Governor’s Office of Highway Safety (GOHS)
Indicator/Outcome	<ul style="list-style-type: none"> • Consistency – with changing state priorities, historic and future budget cuts, the program has been able to provide a model, best-practice, data-based injury prevention program for 20 years through collaborative and creative funding (Arizona Department of Health Services, CCHHS, Governor’s Office of Highway Safety, Safe Kids Worldwide, etc.). • Pre/post testing, indicating an average of 30% change in knowledge. • Coconino County has the highest motor vehicle injury rate in the state and its rate is twice as high as the state average. Coconino County as a mortality rate of 26.8 per 100,000 compared to the Arizona state rate of 14.2 deaths per 100,000 attributed to motor vehicle crash.
Areas of Concern	<ul style="list-style-type: none"> • Inadequate funding – Governor’s Office of Highway Safety does not allow for staff time, only product and some in-state travel. • No in-house Spanish speaker at present time. • Difficult to measure impact in a large/rural area (i.e., there’s been no decrease in motor vehicle, bicycle or pedestrian fatalities despite the program’s efforts, advocacy and education).
Areas of Strength	<ul style="list-style-type: none"> • Relationships. The relationships built with the Governor’s Office of Highway Safety has led to increased collaboration with local area law enforcement with assists in data collection and statistics, enforcement, and coordinated best practice programs (Children Are Priceless Passengers, Child Fatality Review, Pedestrian Awareness Week, Bike to Work Week, Child Passenger Safety Week, etc.). • CCHHS Injury Prevention houses 2 National Highway Traffic Safety Administration Child Passenger Safety Technician instructors. With their certification and resources, they provide increased capacity (in-house and in state) • With the support of the Governor’s Office of Highway Safety, the Coconino County Board of Supervisors, CCHHS leadership, and the City of Flagstaff, Injury prevention staff were able to change local policy and led the state in bicycle and distracted driving policies

Submitted by Kim Austin, Corey Cooper and Loren Thomas, Public Health Educators and Heather Williams, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Injury Prevention Maternal and Child Health
Indicator/Outcome	<ul style="list-style-type: none"> • Track, record and report number of clients receiving services (i.e., # of child safety seats, # of bicycle helmets, # of child seats being recycled, # of portable cribs distributed, and # of presentations). • Because unintentional injury is the leading cause of morbidity and mortality for ages 1-44, the program seeks to reduce childhood (0-18) unintentional injury by 5% (from 2015 to 2020). • Consistency – with changing state priorities, historic and future budget cuts, the staff have been able to provide a model, best-practice, data-based injury prevention program for 20 years through collaborative and creative funding (Coconino County Service Improvement Request, Arizona Department of Health Services, Governor’s Office of Highway Safety, Safe Kids Worldwide, etc.).
Areas of Concern	<ul style="list-style-type: none"> • Inconsistent and unstable funding. • Changing and state-driven priorities (re-examined every 5 years) is not based on local needs always. • Concern with FY21 funding formula to be released by ADHS (i.e., projected change from fixed fee to cost reimbursement and level funding since 2015, but program facing increasing salary and employee related expenses resulting in program’s need to use fund balance to not end each FY in a deficit).
Areas of Strength	<ul style="list-style-type: none"> • Flexibility and support to follow injury/data trends and create/implement best practice programming outside of state directed priorities (i.e., motor vehicle crash, falls prevention, Hug-a-Tree, poison, bicycle and pedestrian safety, etc.). • Knowledgeable, certified, dedicated, long-term staff in comprehensive Injury Prevention programs (Child Passenger Safety Technician Instructors, Special Needs Transportation certified, Tai Chi certified, Matter of Balance coaches, League of American Bicyclist Instructors). • Single resource for Child Passenger Safety and Special Needs Transportation in Coconino County.

Submitted by Kim Austin, Corey Cooper and Loren Thomas, Public Health Educators and Heather Williams, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Medical Examiner's Office
Indicator/Outcome	<ul style="list-style-type: none"> • Investigation: Response time, our goal is to have an investigator visit every jurisdictional scene <ul style="list-style-type: none"> ○ This is tracked in each report of investigations • Processing decedent for return to family: our goal is to perform post-mortem examination within 48 hours (not including weekends and holidays) <ul style="list-style-type: none"> ○ This will be tracked in our case logs • Autopsy report turnaround time: our goal is to have 90% of autopsies signed within 60 to 90 days <ul style="list-style-type: none"> ○ This is tracked in our case logs • Measuring/reporting types of deaths throughout the County <ul style="list-style-type: none"> ○ Annual report • Identification of decedents <ul style="list-style-type: none"> ○ This will be tracked in our case logs
Areas of Concern	<ul style="list-style-type: none"> • Investigation coverage: 24 hrs/large geography/sick time/fmla/vacation • Budget: <ul style="list-style-type: none"> a. Increasing cost/complexity/expectation of ancillary testing: toxicology, microbiology, neuropathology etc. b. Yearly inflation of supplies and other services • Additional cold storage for mass fatality situations • Transportation of decedents: <ul style="list-style-type: none"> a. Transport company b. Vehicles with separation from decedent • Lack of scene investigation for some outside cases • Administrative I position for secretarial duties like billing, death certificates, phone
Areas of Strength	<ul style="list-style-type: none"> • Highly competent/professional/passionate/cross-trained staff • Relationships with community (education/satisfaction of families and outreach)/law enforcement/county attorneys/outside partners (providing a needed service) • New building and equipment • Internship program: providing career educational opportunities

Submitted by Lorraine Botta and Kaitlin Byrne, Forensic Investigators, Larry Czarnecki, Medical Examiner; Starla Doss-Saldarini, Forensic Technician; Maisie Kulpinski, Technician; Michael Madsen, Medical Examiner and Elizabeth Ross, Lead Forensic Investigator

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Oral Health (Vouchers)
Indicator/Outcome	<ul style="list-style-type: none"> • Number and dollar amount of Preventative and Emergent Vouchers monthly and quarterly. Voucher program tracks the numbers of vouchers issued and redeemed and follows up on vouchers not redeemed. • Client testimonials and percentage of “return or repeat” voucher users, which is high. • Contractual compliance and oversight.
Areas of Concern	<ul style="list-style-type: none"> • Limited allowable services/treatment (i.e., emergent voucher is “pain based” with options only for extraction or a temporary filling) • Historically low utilization rates. • Contractual and reporting delays/issues from partnered dental practices.
Areas of Strength	<ul style="list-style-type: none"> • CCHHS staff flexibility, accommodation, dedication and connections to other resources. • Coconino County Board of Supervisor’s support and dedication to public health through continued funding. • Outreach and coverage. In-person bi-annual CCHHS outreach to over 90 agencies and businesses. Continual, on-going in-person outreach at NAU School of Dental Hygiene, Flagstaff Medical Center and CCHHS Voucher program hours of operation (4 HPW).

Submitted by Robin Berry and Jenny Zamora-Garcia, Dental Hygienist/Educators and Heather Williams, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Prescription Drug Overdose Prevention/Opioid Crisis Response/Overdose Fatality Review
Indicator/Outcome	<ul style="list-style-type: none"> • Number served through educational opportunities and direct client services and number of referrals made for clients. • Number of opioid overdoses in Coconino County – fatal and nonfatal. • Number of community partnerships.
Areas of Concern	<ul style="list-style-type: none"> • Coconino County Health and Human Services Opioid Programs are all new within the past year or two and thus, not as well known in the community as some other long-standing CCHHS programs. • Lack of flexibility to focus on other substance use issues, which are more prevalent in Coconino County, such as alcohol poisoning deaths. • Stigma related to substance use disorder and evidence-based responses persists within the community, and even within sectors of the county, which creates barriers to deepening cross-sector partnerships.
Areas of Strength	<ul style="list-style-type: none"> • Strong community partnerships that have resulted in referrals to the opioid crisis response program, opportunities to provide substance use prevention education, and a comprehensive Overdose Fatality Review Team. • Staff is persistent, motivated and passionate about providing education and services to prevent overdose deaths. • Resources, such as funding, naloxone and Detera drug deactivation system bags are readily available.

Submitted by Anna Greer, Program Manager I and Candice Koenker, Program Manager II

Operational Priorities

For the period of October 2019 to June 30, 2020

Health Services	
Program	Public Health Emergency Procedures (PHEP)
Indicator/Outcome	<p>1. Strategic National Stockpile (SNS) Medical Countermeasures (MCM) – Developing the capabilities and network relationships necessary to provide mass-prophylaxis to the public in the event of SNS activation.</p> <ul style="list-style-type: none"> • <i>Indicator:</i> Signed MOA’s with a network of partners throughout the County that can facilitate operations during an SNS activation. <ul style="list-style-type: none"> ○ Revised MCM Emergency Response Plan by December 2019. ○ At least one signed MOA partnerships for each high-density population centers north of the I-40 (Flagstaff, Williams, Grand Canyon/Tusayan, Page) by the end February 2020. ○ One POD training event for each of their signed MOA partners by the end of June 2020. • <i>Indicator:</i> Identify a primary Receipt, Stage, & Store (RSS) logistical site to facilitate SNS operations. <ul style="list-style-type: none"> ○ A signed inter-service agreement or MOA with the primary RSS site by the end of February 2020. ○ RSS operational and logistical training provided for primary RSS staff by end of February 2020. <p>2. Community Services & Resiliency Strategy –</p> <ul style="list-style-type: none"> a. <i>Indicator:</i> A drafted Community Services & Resiliency plan that will serve as a comprehensive administrative policy regarding the activation and operation of an Individual/Family Assistance Service Center (IASC/FASC), Family Reunification Center (FRC), and long-term Resiliency Center by June 2020. • <i>Indicator:</i> The development and improvement of a GIS based Community Resiliency Service Tool (CRST) that will capture service requests following an emergency or disaster event and map specialized needs for our Disabled, Access and Functional Needs (DAFN) population. • <i>Indicator:</i> The development of a comprehensive Customer Needs Intake (CNI) process that will be used throughout the county to address customer service requests. • <i>Indicator:</i> PHEP will address operational response capabilities that have been identified by ADHS as a strategic gap throughout the State by revising their Fatality Management plan by the end of February 2020. <p>3. Continuity of Operations Plan (COOP) Revision – An updated and revised COOP plan including contact lists and identified essential functions by the end of June 2020.</p>

Continued on next page

Operational Priorities
For the Period of October 2019 to June 30, 2020

Health Services	
Program	Public Health Emergency Procedures (PHEP)
Areas of Concern	<ul style="list-style-type: none"> • Strategic National Stockpile (SNS) Medical Countermeasures (MCM) – The SNS/MCM program is a complex program that depends upon numerous external partners for success. In addition, there are substantial training requirements for RSS and POD partners which is complicated by the geographic disbursement and the limited staff capable of providing the requisite training. • Community Services & Resiliency Strategy – The community services strategy has historically been developed on the fly, as needed during a disaster. The wide breadth of community partners and political interest in these strategies could prove to be a barrier to developing effective policy and implementation during a real-world activation. • Continuity of Operations Plan (COOP) Revision – The COOP is a relatively complex tool that requires an in-depth analysis of critical services, required resources, and facility requirements. The number of programs and staff involved with this analysis creates challenges in keeping the plan up to date.
Areas of Strength	<ul style="list-style-type: none"> • Developing community partnership and building relationships. • Community Services & Resiliency Strategy –The primary framework for the GIS based Community Resiliency Service Tool (CRST) has already been developed and tested during the recent Museum Fire; concepts and process mapping has been accomplished and the CNI concept has been tentatively agreed upon. • Continuity of Operations Plan (COOP) Revision – The COOP Planning Team and COOP Support Staff have been identified, and the tiered approach to accomplish the revision has been adopted. The initial kick-off for updating COOP organizational contacts is ready for activation.

Submitted by Benjamin Wilson, PHEP Program Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	School-based Oral Health and Sealant Program
Indicator/Outcome	<ul style="list-style-type: none"> • Programs consistently report high numbers and serve a broad geographic area. Both programs continue to grow and add sites/schools. • Parent and teacher surveys are distributed and collected annually, yielding positive feedback. Schools seek-out these programs because of needed, free and exceptional services to otherwise not reached communities (Tuba City, Leupp, Fredonia, Parks, etc.). • Funder support and buy-in from both the County Board of Supervisors and Arizona Department of Health Services to fill gaps in services.
Areas of Concern	<ul style="list-style-type: none"> • Limited eligibility (dictated by Arizona Department of Health Services and CCHHS) by age, income, and insurance status. In order to expand the CCHHS age limitation presently in place, the program would need added resources to increase staffing, travel and operations budget. • Funding: long-distance travel quickly eats away at the small travel budget. • Funding: limited staff time quickly eats away at the small salary budget. Neither registered hygienist is benefit eligible (CC health/dental insurance) to save program dollars.
Areas of Strength	<ul style="list-style-type: none"> • Flexible and accommodating staff (oral health staff are all split between 5 programs, so collaboration, flexibility and patience are needed internally and externally). • Established relationships and rapport with sites served, area dentists, funders (i.e., we requested increased fluoridation numbers for our kindergartners mid-contract and were given +500 more, an additional \$4,000). • Staff commitment to public health. CCHHS dental hygienists advocate for not only the programs in the communities at greatest need but for the patients in those communities, connecting them to resources, securing donated treatment, and championing dental community-based events such as mobile dentistry units, Mission of Mercy's, Kiddie Clinics and Veteran Stand Down's.

Submitted by Robin Berry and Heather Williams, Dental Hygienist/Educators and Jenny Zamora-Garcia, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Smart Smiles
Indicator/Outcome	<ul style="list-style-type: none"> • Excel at meeting/surpassing annual quality assurance and budget-based site visits with funder (no findings for last 3 +years). This has resulted in continued and slight increases to program funding from First Things First. • Smart Smiles continually reaches its Contracted Services Units set by First Things First. • Asked/expected back to the sites serviced twice a year because of long-standing rapport, program longevity, consistency in staff and services, exceptional collaboration and networking.
Areas of Concern	<ul style="list-style-type: none"> • Program limitations on populations served (children 0-5 and pregnant women). • Heavy administrative load with no dedicated administrative support staff (funder required paperwork, data base entry, consent forms, high-risk follow up, AHCCCS billings, etc. balanced with CCHHS administrative functions such as monthly reporting, procurement, trial balance, journal entries, service activity reports, etc.). • Limited staff funded hours (none of the staff are full time and the staff are "split" between other programs with competing priorities)
Areas of Strength	<ul style="list-style-type: none"> • Longevity of program staff and services. • Exceptional rapport, collaboration, relationships with contracted sites and funder. • Community buy-in (partnerships with Northern Arizona University, North Country Health Care, First Smiles program, Head Start Centers, Flagstaff Unified School District, Oral Health Community of Practice, Women, Infants and Children, Healthy Families, area library's, and Quality First certified Early Childhood Centers).

Submitted by Katy Bassett, Public Health Educator; Robin Berry and Jenny Zamora-Garcia, Dental Hygienist/Educators and Heather Williams, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Teen Pregnancy Prevention
Indicator/Outcome	<ul style="list-style-type: none"> • One new school or classroom added each school year. • # of referrals to Teen Clinic each school year. (Goal: 5% increase year over year).
Areas of Concern	<ul style="list-style-type: none"> • Education is currently being delivered by three staff totaling 1.25 FTE. Two staff members contribute 5 HPW to grant. The program is growing in the community and the Program Manager plans to ask for additional funding to add 0.5 FTE to cover additional requested classrooms.
Areas of Strength	<ul style="list-style-type: none"> • TPP Team continues to grow and foster new interns each semester. The current training gives interns a first-hand experience in the classroom. • TPP Team delivers medically accurate sexual health education with neutral values. • Stable and consistent funding by the state.

Submitted by Sarah Schildecker, Division Manager

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Tobacco and Chronic Disease Prevention/Smoke-Free Arizona
Indicator/Outcome	<ul style="list-style-type: none"> • Smoking Rates in Coconino County – Based on data from the Behavioral Risk Factor Surveillance System, provided by Arizona Department of Health. • Number of community members reached with tobacco education and cessation services, and chronic disease resources. • Percentage of retail stores that sell tobacco to those under 18 (or 21 in Flagstaff).
Areas of Concern	<ul style="list-style-type: none"> • Direct referrals to cessation services are low – how can we reach those who are ready to quit? • Providing services in rural populations and areas outside of Flagstaff. Although staff have had some success providing services in Williams and Page, often participation in areas outside of Flagstaff is low. It would be helpful to have access to better technology so that people from outside communities can join trainings and meetings in Flagstaff remotely.
Areas of Strength	<ul style="list-style-type: none"> • Strong national, state and local partnerships that allow staff to provide education and resources to vulnerable populations, such as youth, seniors, and justice involved individuals. • Opportunities to incorporate new, evidenced-based, tobacco cessation and chronic disease prevention resources into FY20 programming. • Program staff are knowledgeable, flexible, and passionate about public health and helping the community.

Submitted by Candice Koekner, Program Manager II

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Vital Records – Birth and Death Certificates
Indicator/Outcome	<ul style="list-style-type: none"> • Number of birth and death certificates provided, thus reducing customer travel to Phoenix. • Percent of transactions completed correctly as measured by ADHS annual site visit and review. • Percent of deposits that balance to receipts.
Areas of Concern	<ul style="list-style-type: none"> • While the knowledge required to accurately and legally process vital records is vastly detailed, training currently available is not of the most effective models. It is difficult to ensure up-to-date knowledge without creating additional training models and materials and delivering training. • Administrative Specialist positions are entry level and Vital Records customers are transactional, not relational, so are oftentimes less courteous than customers that develop relationships with repeated interactions. Additionally, the daily number of customers can be grueling. These factors contribute to some people accepting the position to get their foot in the door, but not always being passionate about the work and they end up looking for other opportunities sooner than later. Matilda is the great exception, and when she retires it would be surprising to find someone that will stay as long in her position as she has. Her retirement is a concern as it will most likely lead to one more position with high turnover. • Coverage for front desk staff to attend trainings and organizational meetings has not been a priority and it would be nice for us to distinguish ourselves from other front desk employers by devising a system by where they could receive some more training and schedule flexibility. I think it would also reduce burnout if we could find a way that they could perform some tasks away from the front desk. • Traveling to remote locations during winter. The County motor pool cars are not four-wheel drive. While cancelling services when the County shuts down makes sense, it seems that travel in these cars can become dangerous before the County shut down point is reached.
Areas of Strength	<ul style="list-style-type: none"> • Staff is persistent, motivated and passionate about knowing statutory, regulatory, and policy requirements in order to legally and efficiently issue birth and death certificates. • Staff is eager to learn and practice various manners of communication to improve customer service. • Staff is willing to assist other programs with duties that can be performed if they have less busy intervals.

Completed by Diana Abele, Program Manager III

Operational Priorities
For the period of October 2019 to June 30, 2020

Health Services	
Program	Women, Infants and Children (WIC) & Breastfeeding Peer Counseling (BFPC)
Indicator/Outcome	<ul style="list-style-type: none"> • % increase of WIC-enrolled infants who are breastfed (Goal: 2%). • % decrease of WIC-enrolled children aged 2-5 who are considered overweight and/or obese. (Goal: 2%).
Areas of Concern	<ul style="list-style-type: none"> • As requested by the BOS/BOD, WIC is present in all five county districts with clinics located in Flagstaff, Grand Canyon, Williams, Page, Fredonia and Colorado City. Historically, the WIC Program Manager has had to identify buildings for services, set up telephone and internet services and work with other agencies to obtain viable internet connections. Several of WIC buildings do not have any signage on the buildings to indicate our presence and we continue to struggle with IT support in remote areas. • The ongoing declining caseload of WIC enrollees. This trend is occurring nationwide in WIC programs. Local outreach activities continue to be performed on a monthly basis. Meetings and brainstorming sessions have occurred on both the County WIC level and the ADHS WIC level to help increase caseload, but the caseload numbers continue to stagnate or decline.
Areas of Strength	<ul style="list-style-type: none"> • Coconino County achieved the highest percentage of infants exclusively nursed for the assigned caseload cohort of 2,000 to 8,000 in the first quarter of FFY19 (Oct 1 through Dec 31). Coconino County WIC had a 22.89% exclusively nursing rate. As a result, the program was awarded \$10,000.00 additional funding for FFY2020. • WIC staff are dedicated to their work for the community and are passionate about their jobs. WIC recently had a high turnover rate due only to staff retirements. The previous WIC staff had a range of 14-20 years working with the WIC program prior to retirement. Newer staff have made comments about their desire for long term employment due to loving what they do. • Recently, Coconino County WIC Program customer satisfaction survey results exceeded 90% on various individual questions. During the 2019 survey, 94% of respondents stated that they felt the staff cared about them and their family. 93% stated that they got to talk with their counselor about things they wanted to talk about. Respondents stated that staff make them feel very welcomed 86% or welcomed 13% (total of 99%). Improvement on annual client satisfaction surveys is demonstrated year over year.

Submitted by Michele Axlund, Interim Deputy Director