



July 23, 2019

Marion County Health and Human Services Triennial Review Report from January 2018 to March 2019

This is an overview report of the March 2019 triennial review of the Marion County Health and Human Services (MCHHS) Public Health Division. This report is a summary of individual reports from participating programs compiled by the Oregon Health Authority (OHA) Office of the State Public Health Director. Detailed individual reports will be sent to Cary Moller, Local Public Health Administrator and Katrina Rothenberger, Public Health Division Director. We urge you to review this document as it contains important information about your public health programs and their requirements.

The Local Public Health Authority (LPHA), Marion County Health and Human Services received from OHA Public Health \$1,773,057 in Federal Funds for the period from July 2018 through December 2018¹. The LPHA also received \$64,084 from State General Funds and \$229,532 in Other Funds for the same period.

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COMPLIANCE FINDINGS SUMMARY

Administration

The LPHA is in compliance with all program requirements.

Babies First! And Perinatal

The LPHA is in compliance with all program requirements.

Civil Rights

The LPHA is in compliance with all program requirements.

¹ The timeframe for fiscal review was abbreviated due to the previously conducted fiscal review that included January – June 2018. Additionally, financial revenue and expenditure reports from January – March 2019 were not available at the time of this review.

Communicable Disease

The LPHA is in compliance with all program requirements.

Drinking Water Services

The LPHA is in compliance with all program requirements.

Fiscal

The LPHA is in compliance with all program requirements.

Food, Pool and Lodging Health & Safety

The LPHA must do the following to comply with program requirements:

1. Complete all required inspections in the Traveler's Accommodation program.

Resolved: 5/13/2019

Health Officer

The LPHA is in compliance with all program requirements.

HIV Prevention

The LPHA is in compliance with all program requirements.

Immunizations

The LPHA must do the following to comply with program requirements:

1. Update standing orders for 1) Diphtheria and Tetanus Toxoid, 2) DTaP and combo vaccines, and 3) Immune globulin, Hepatitis A & Measles.

Resolved: 5/8/2019

Public Health Emergency Preparedness

The LPHA is in compliance with all program requirements.

Reproductive Health

The LPHA is in compliance with all program requirements.

Sexually Transmitted Diseases

The LPHA is in compliance with all program requirements.

Tobacco Prevention and Education Program (TPEP)

The LPHA is in compliance with all program requirements.

Tuberculosis

The LPHA is in compliance with all program requirements.

Vital Records

The LPHA is in compliance with all program requirements.

PROGRAM OVERVIEW AND STRENGTHS

Administration, Civil Rights and Health Officer

The LPHA provides an array of public health services within the foundational program areas of communicable disease control, environmental health, prevention and health promotion, and access to clinical preventive services. Cary Moller is the Local Public Health Administrator. Katrina Rothenberger is the Public Health Division Director. Dr. Christopher Cirino is the Health Officer.

Program strengths:

- Marion County has a strong public health leadership team, the LPHA Health Administrator and the Public Health Division Director serve as champions for process and quality improvement. Staff are willing to jump in and lead through the tremendous amount of public health work, which speaks to the high level of support that exists.
- Marion County Health & Human Services, Public Health Division is in the process of becoming reaccredited. The accreditation process has helped public health programs strengthen continuous quality improvement and provide excellent service.
- MCHHS leadership and staff have a strong understanding of public health compliance functions and pay careful attention to related details. They have increased focus on strategic planning and investing in data analytics and quality improvement.
- Public health leadership reports that staff do an incredible job. During disease outbreaks, staff are pulled in from other areas to help. Everyone is committed to the health of the community.
- MCHHS maintains strong community partnerships, including partnership with Polk County and others. Examples include:
 - MCHHS conducted a community health assessment in partnership with Polk County and Willamette Valley Community Health Coordinated Care Organization (WVCH).
 - MCHHS also partners with Polk County and WVCH in the implementation of their regional modernization partnership, focusing on sexually transmitted

disease prevention. Non-traditional public health partners such as community organizations, universities, and the City of Woodburn have been engaged through a communicable disease task force.

- Marion and Polk County have an intergovernmental agreement to provide staffing services to each other when surge capacity is needed.
- Marion County HHS funds a position within the Public Health Division to address suicide prevention through convening partners; assessing staff knowledge, attitudes and beliefs; and developing a training curriculum to support prevention efforts.
- MCHHS has a strong commitment to civil rights and health equity. A top strategic plan priority is the creation of safe and welcoming environments for all potential individuals seeking services. Efforts to improve accessibility have included increasing website accessibility, ensuring accessibility in newer buildings and remodels, and ensuring language access. MCHHS went through a quality improvement process with WVCH related to interpretation services, identifying cost overlaps and saving tens of thousands of dollars . MCHHS has also changed its employee recruitment process to avoid potential internal bias.
- Dr. Christopher Cirino, Marion County Health Officer, provides expert guidance and consultation for clinical work and serves as a spokesperson to the public and other health care providers on key health issues such as sexually transmitted diseases and measles. Dr. Cirino maintains a service mindset and is very approachable by staff and community members.

Babies First! & Perinatal

MCHHS offers Maternal and Child Health (MCH) services through the Babies First! and CaCoon Public Health Nurse Home Visiting programs, Oregon Mothers Care and MCH Title V Block Grant activities. Targeted Case Management (TCM) services are provided through the Home Visiting programs and TCM Medicaid billing supports fiscal sustainability. MCH Title V Block Grant activities focus on well woman care, child physical activity and culturally and linguistically appropriate services. The Home Visiting Team receives and acts on Early Hearing Detection and Intervention (EHDI) referrals.

Program strengths:

The Babies First! program has incorporated new best practice recommendations. The home visiting team is skilled, high-functioning and supported well by their supervisor. The program

demonstrates leadership in the community by convening a Maternal and Child Health Coalition that identifies community needs and develops interventions.

Communicable Disease

The Communicable Disease (CD) program is responsible for identifying residents with communicable conditions. The program identifies risk factors and provides education to prevent disease. The program is also responsible for outbreak investigations and providing control measures to prevent the spread of disease.

Program strengths:

Communicable disease staff do an excellent job with case contact and outbreak investigations in a timely manner. The team is led by experienced epidemiologists and a nurse manager and is engaged, responsive and collaborative.

Drinking Water Services

The drinking water program provides technical services and support to public water systems. These services include responding to water quality alerts, requests from water system operators, drinking water contamination events, responding to spills, emergencies, and the inspection of water system facilities. The services provided to water systems result in reduced health risk and increased compliance with drinking water standards. The drinking water program reports data to Oregon Health Authority, Drinking Water Services (DWS) as necessary for program management and to meet federal Environmental Protection Agency (EPA) Safe Drinking Water Act program requirements.

Program strengths:

The Drinking Water Program is in the hands of a team of professional and hardworking environmental health specialists. The program is well organized and operated, and works cooperatively with state DWS staff to help assure safe drinking water for the 192 water systems it supervises. Follow up on alerts and survey write ups are done in timely manner and set the standard throughout the state. Services and support provided to water systems and licensed facilities during the 2018 cyanotoxin incident helped assure the health of the public during an uncertain event.

Fiscal

The mission of MCHHS is to provide leadership to improve and protect the health of Marion communities through community partnership, health promotion education, health policy, disease prevention, protection of food, water and air and emergency preparation. MCHHS has Administration Division charged with the responsibility to ensure the department maximizes the application of its financial resources including obtaining

supplementary funding through agreements with other public and private agencies for the provision of public services. The unit is responsible for the custody of all public funds directed to MCHHS Public Health Division and accountability and credibility to the public and compliance to rules and requirements of funders and partner organizations.

Program strengths:

The County has sufficient and robust internal controls to adequately safeguard assets and detect and prevent errors in a timely manner. The operation is well organized, monitored and efficient with a commitment to quality, fairness and accuracy.

Food, Pool and Lodging Health and Safety

Marion County Environmental Health works in partnership with OHA and the industry to protect public health by licensing, inspecting and enforcing health and safety regulations in food, pool and lodging facilities. These include restaurants, mobile food units, temporary food booths at events, public pools and spas, hotels and motels, bed and breakfasts and organizational camps.

Program strengths:

Marion County staff do an excellent job of providing environmental health services to the community. The inspection rates for licensed facilities are in compliance for all program areas with the exception of the Traveler's Accommodations. There have been numerous staffing changes/vacancies in the past year and Environmental Health staff have worked extremely hard to complete the required work.

Field staff (with more than six months of field experience) have either been state standardized or have applied to go through the process. Completion of this process exceed the minimum requirements of the field review protocol. It is beneficial that Marion County Environmental Health has chosen to have more than one staff person complete this process as it enhances consistency and uniformity statewide in food service facility inspections. Staff are focusing on critical risk factors that are most associated with foodborne illness.

HIV Prevention

MCHHS Public Health Division provides comprehensive HIV prevention services at their Center Street clinic site in Salem which include STI/HIV screening services to Oregon's priority populations, including men who have sex with men, persons who present with STIs and the partners of persons living with HIV/AIDS. Targeted outreach efforts focusing on Latinx populations have been augmented by radio ads, social media messaging and community mobilization efforts of bilingual/bicultural staff.

Program strengths:

Innovative approaches for implementing HIV prevention strategies utilizing other funded program staff (STI, DIS and EISO) to identify community trends, resources and key screening opportunities for primary HIV prevention efforts. This coordination of effort allows for increased HIV screening opportunities among Marion County's targeted populations.

Immunizations

MCHHS staff serve a vital role in the continued health of their community with a focus on serving the uninsured and those without access to health services. The immunization team provides significant outreach to the community through immunization clinics with the Salem-Keizer school district and Lancaster clinics, immunization clinics at the jail and a partnership with Community Homeless Connect. Diana Dickey (Immunization Coordinator) is very engaged with public and private clinics in the community through AFIX partnerships.

Program strengths:

MCHHS maintains a high level of immunization coverage with a two-year-old up to date rates of 78%. They are doing an excellent job building partnerships within the community. The Immunization Coordinator is a strong advocate for immunizations and the LPHA continues to be an invaluable partner to the Oregon Immunization Program.

Public Health Emergency Preparedness

MCHHS operates all or most public health services within the LPHA governmental structure, including public health emergency preparedness. This LPHA receives approximately \$160,497 annually from the OHA Public Health Division to operate its public health emergency preparedness (PHEP) program, including 1.6 FTE (100% salary of PHEP Coordinator, 50% salary of Health Educator, and 10% salary of Public Health Nurse Program Manager).

Program strengths:

The Marion County Public Health Emergency Preparedness program demonstrates a commitment to excellence and collaboration. This program has focused on behavioral health and vulnerable populations in disasters; as they continue to develop this approach, their work could serve as a model for other counties to emulate.

The Marion County PHEP program has used recent incidents (Salem cyanotoxins in drinking water, measles outbreak) to identify gaps in planning and operations and to bolster their continuous improvement work. They completed a revision of their ESF-8 base plan earlier this year.

The efforts to build a culture of preparedness within MCHHS deserve special recognition. A quality improvement project (identified from a 2016 after-action review) was implemented in 2018 to ensure MCHHS staff at every level had clear understanding about the expectations for their role in an emergency. Working with Human Resources, these expectations have been added to essential job functions documents and staff are being offered appropriate trainings. In addition, regular support has been offered to the leadership team to aid the rollout of these requirements.

The Marion County PHEP staff value coordination with partners and stakeholders. They finalized a cross-jurisdictional sharing agreement with Polk County last year. The PHEP Coordinator has engaged many local healthcare partners in a county-wide coalition that focuses on practicing for responses. The cyanotoxin incident highlighted the close, collaborative relationship that has been cultivated between Marion County PHEP and Marion County Emergency Management.

Since the last review, there has been turnover of key program staff. The new PHEP Coordinator is contributing energy to both maintain and grow key aspects of the program. A new health educator is joining the program soon.

Reproductive Health

MCHHS is providing clinical services within their community and is working with 15 community partners to improve access to reproductive health services within their community. A local program plan was developed and implemented to help assure access to reproductive health services. MCHHS is currently providing Reproductive Health (RH) clinical services within their community but have also begun to identify additional clinical partners who might be interested in becoming RH Program clinical providers. Examples of clinical partners include: Gudalupe Clinic, Legacy Medical Group, , Salem Health Center, Salude Medical Center, Lancaster Family Health Center, North West Human Services, Salem Free Clinic, Salem Clinic, WVP Medical Group clinics.

In addition to relationships with clinical reproductive health service providers, MCHHS has also developed a strategic community relationship with Interface Network resulting in a Memorandum of Understanding solidifying their partnership and goals to increase access to reproductive health services in Marion County. The work of this partnership is actively addressing access to reproductive health services within Marion County.

MCHHS focused their work on developing relationships with other clinical providers within their community with the goal of increasing the number of RH Program certified

clinical providers. MCHHS convened clinical stakeholders to actively address the gaps in reproductive health services within their community through continued collaboration.

Program strengths:

MCHHS does an excellent job considering the various technical needs of clinical providers seeking RH Program certification.. Working closely with the state RH Program, they have provided information to clinics interested in certification. MCHHS has done a great job of engaging partners in difficult conversations to improve overall reproductive health services access in their community.

Sexually Transmitted Diseases (STD)

Since the January 2018 STD triennial review, Marion County has continued to experience high STD morbidity in line with the increasing rates across Oregon and the U.S. In 2018, there were 96 total syphilis cases (42 primary and secondary cases) in the county, compared to 81 total cases (28 primary and secondary cases) in 2017, a 16% increase in total reported cases. There were two congenital syphilis cases in 2017 and one in 2018. Data for 2017 (the most recent data available) showed a Marion County chlamydia rate of 490.0/100,000 compared to a state rate of 450.0/100,000 and a county gonorrhea rate of 154.8/100,000 compared to a state rate of 121.3/100,000. The 2017 county early syphilis rate of 13.0/100,000 nearly matched the state rate of 13.5/100,000.

Program strengths:

The Marion County STD program provides exceptional services, particularly in case investigation, clinical care, and education. The thoughtful division of labor among case investigators ensures that nurses and epidemiologists are focused on syphilis cases, which tend to be complex, while public health workers manage the generally more straightforward gonorrhea cases.

MCHHS is leveraging its work with the Communicable Disease Task Force to reinforce its efforts to reduce gonorrhea incidence and improve rates of appropriate treatment. These community relationships are also informing the provision of mobile STD health services and educational outreach activities.

The clinic itself is very welcoming and services are patient-centered. Evening appointments are available, with the last appointment scheduled at 6:30pm on Tuesdays and Wednesdays. An infographic explaining self-collection of rectal swabs for gonorrhea/chlamydia testing is posted in the patient bathroom. MCHHS staff also provide STD education through Facebook Live videos (English and Spanish), an innovative way of reaching the public.

Tobacco Prevention and Education Program (TPEP)

The Marion County Tobacco and Education Program (TPEP) works with community partners, local jurisdictions, and health systems to protect people from secondhand smoke by helping establish tobacco-free spaces and promoting local expansion of the Indoor Clean Air Act (ICAA). The program has new and established relationships with community partners, local jurisdictions, and health systems, and has involved partners in setting priorities and identifying areas of readiness. The program educates community partners and decision-makers on the tobacco retail environment and fulfills local duties and activities related to the enforcement of the ICAA.

Program strengths:

Marion TPEP has strong partnerships with jurisdictional decision-makers, health systems, and community partners. These partnerships help the program respond quickly to local interest in and readiness for tobacco prevention objectives. For example, the program helped local decision-makers implement tobacco-free parks policies, explore the feasibility of tobacco retail licensing, and consider tobacco-free downtown ordinances. Working with health system partners, program staff helped the Salem Clinic implement an administrative policy for tobacco-free campuses, impacting approximately 50,000 patients, and provided training to 16 clinical sites to improve cessation screening and referral processes. Marion TPEP has demonstrated the ability to build partnerships, educate stakeholders about tobacco prevention objectives, and use data to drive strategy. The program is also part of a larger effort with other Marion prevention programs to build capacity for community mobilization through a community-driven process.

Tuberculosis (TB)

Marion County typically has a high incidence of TB compared to most local public health authorities in Oregon. In 2018 Marion County experienced a large increase in cases of TB disease resulting in a very large contact investigation and additional cases of latent TB infection who needed follow-up evaluation and treatment. Despite the increased workload, Marion County managed the situation very well as demonstrated by outstanding outcomes in evaluation and treatment completion. Marion County is highly proficient in all aspects of TB management including the care of complex TB cases with comorbidities or drug resistance, children and investigations in large congregate settings. The program is professional and organized, yet flexible enough to accommodate differing patient needs and find creative solutions to problems.

Program strengths:

The TB program is well organized, and staff have an expert level of knowledge about tuberculosis. Everyone on the TB team in Marion County puts in an incredible amount of effort to make sure patients are well cared for and the public's safety is ensured. This is

often a tricky balance. Marion County's diligence in locating and evaluating TB contacts is admirable and could serve as a model for Oregon. Marion County continues to develop strong relationships with community clinics and hospitals; they communicate well with providers and give providers the support needed to care for the patient. Marion County's expertise in TB patient care and contact follow-up is reflected in their high-level performance on National TB Program Goals. Marion County staff is highly communicative with the OHA-TB staff and is responsive to and supportive of continuing efforts on the part of OHA to improve TB data collection and reporting.

Vital Records

In 2018, Marion County was the county of birth for 4,848 infants and 2,783 deaths. The county vital records office serves their community by offering a local office where certified copies of birth and death records are available to order by authorized individuals. The county is limited to providing this service for the first six months after the event, whether birth or death. The staff of the Marion County Office of Vital Records provide these services with efficiency and with excellent customer service. They complete most orders within one day of the request.

Program strengths:

Marion County staff members consistently provide outstanding customer service and maintain excellent standards of confidentiality and security. The office staff provide a large volume of vital records to their residents and families, while consistently receiving praise and appreciation from their partners in the field, including: funeral directors, hospital and state staff members.

Extra care is given to ensuring that all training and informational materials are available to staff. Although the former county registrar has retired since the last review, continuity has been maintained through the work and institutional memory of long-standing staff members, including the current County Registrar, Carol Sjolín and her deputies.