

# HILLSBOROUGH COUNTY HEALTH DEPARTMENT

Fiscal Year 2008 - 2010 Annual Report



**FLORIDA**  
**DEPARTMENT OF HEALTH**  
HILLSBOROUGH COUNTY HEALTH DEPARTMENT  
**DEDICATED TO HEALTH. DEVOTED TO YOU.**

# Contents

Message from the	
Director .....	2
State Surgeon General.....	3
Mission, Vision, & Guiding Principles.....	4
The 10 Essential Public Health Services.....	5
Administrative Services.....	6
Budget and Finance.....	6
General Services ~ Purchasing, Contracts, and Facilities Management .....	6
Management Information Systems .....	7
Vital Statistics .....	7
Community Health.....	8
Health Promotion and Education .....	8
School Health Services .....	9
Childhood Lead Poisoning Prevention Program and Healthy Homes .....	10
Steps to a Healthier Hillsborough and Office of Health Equity.....	10
Epidemiology.....	11
Direct Services .....	12
Disease Control .....	13
HIV/AIDS Program .....	13
Tuberculosis Center .....	13
Vaccine Preventable Diseases.....	13
Sexually Transmitted Infections .....	13
Environmental Health.....	14
Nutrition.....	16
Organizational Development.....	17
Human Resources.....	17
Learning & Development .....	17
Knowledge Management.....	18
Public Health Preparedness.....	19
Contacts .....	21

This report summarizes the activities and accomplishments of the Hillsborough County Health Department for the period July 1, 2008 through June 30, 2010.

# Message from the Director



To the Community and Employees of the Hillsborough County Health Department:

It is with great pleasure that I present our Hillsborough County Health Department's Fiscal Years 2008-2010 Annual Report. The Hillsborough County Health Department is proud of the significant contributions it has made toward improving the health of Florida's citizens and visitors. This report presents many outstanding highlights from the past two years and provides an overview of the organization while showcasing the services, performance, and impact we provide in our community.

Our 2008-2010 fiscal years have once again resulted in major accomplishments for the organization. I am very proud of our loyal and dedicated employees who provided 434,620 healthcare services for our clients. 2009 presented the public health system with the challenges of dealing with a novel strain of influenza, better known as "H1N1 Swine Flu", which caused a worldwide pandemic. In one of the largest vaccination and outreach efforts in recent memory, the health department's response to the H1N1 succeeded in large part due to a variety of input and collaboration between internal departments, responder agencies, and through community organizations.

The Hillsborough County Health Department is committed to being a model public health agency continuously evolving to exceed the needs of our community, customers, and employees. I thank our community partners, as well as our 500 + public health professionals at the Hillsborough County Health Department who work together to improve the health of our community. I am proud to lead a team of public servants who each day wholeheartedly demonstrate their dedication to public health and devotion to those they serve.

Sincerely,

Douglas A. Holt, M.D.  
Director, Hillsborough County Health Department



# Message from the State Surgeon General



Dear Colleagues and Friends:

As State Surgeon General of the Florida Department of Health, it is my pleasure to join the Hillsborough County Health Department in presenting their fiscal years 2008-2010 Annual Report.

I am proud of the significant progress the professionals of the Hillsborough County Health Department have made in delivering high quality, cost effective public health services to clients during the past two years. By relying on leadership, collaborative efforts, innovative programs and approaches, as well as sound science and data, they continue to promote a culture of public health stewardship in Hillsborough County, and our state.

The Hillsborough County Health Department's dynamic team has worked tirelessly to meet the challenges and needs of their community. The Hillsborough County Health Department served as the county's lead agency for response to the 2009-2010 H1N1 influenza pandemic during which they coordinated the distribution of over 300,000 vaccines to private providers. Additionally, the Hillsborough County Health Department planned and executed the health and medical response necessary to successfully receive 72 critically injured victims of the February 2010 Haiti earthquake.

The care and dedication shown daily by the Hillsborough County Health Department employees is a testament to their commitment to the community, their vigilance in shielding the community from any health threats that may arise, and clearly demonstrates their motivation to protect the health and safety of the County's residents and visitors.

I applaud the Hillsborough County Health Department's efforts as they continue to collaborate with their community partners to achieve excellence and build upon the successes of the past two years.

Sincerely,

Ana M. Viamonte Ros, M.D., M.P.H.  
State Surgeon General



# Mission, Vision, and Guiding Principles

**Mission:** Promote, protect, and improve the health of all people in Florida

**Vision:** We envision achieving a sustainable, high quality of life, for a healthy, vibrant population that values where they live, work, play, and that benefits from a dynamic economy.

From a community perspective, we must recognize the broad dimensions that influence health:

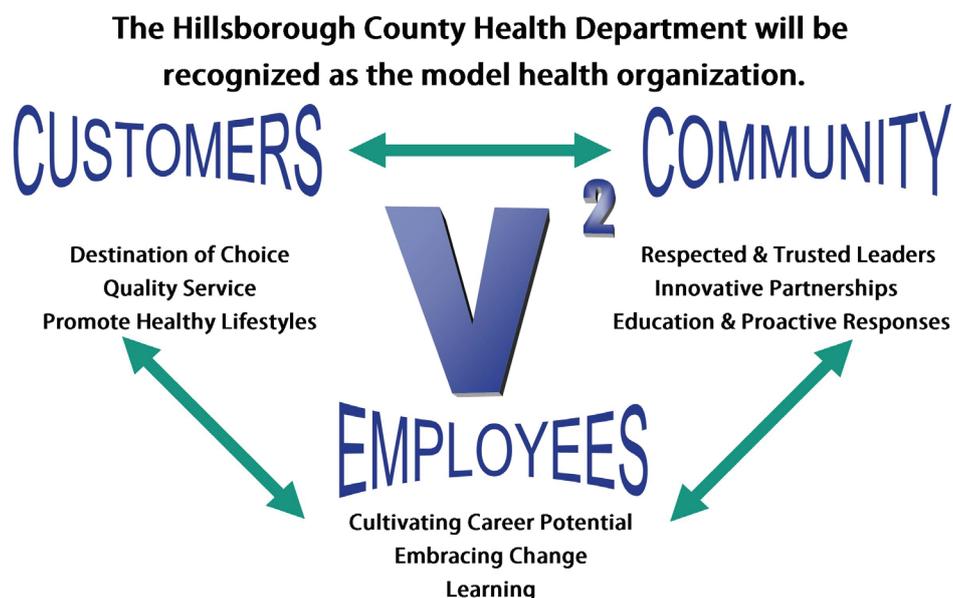
Health is influenced by the way in which **people** live and interact with each other. Do members of the community feel empowered to address issues? Are they likely to work together? Does the community possess strong social networks? Are people treated fairly?

Health is influenced by the nature of the **place** where people live. Does the place offer good opportunities to be physically active? Are healthy food options available? Are air and water quality levels within acceptable range? Does the environment support and encourage healthy living choices?

Health is influenced by opportunities to achieve **prosperity**.

Does the local economy generate enough wealth so that its members can achieve an acceptable level of health? Is the economy sustainable?

Framed in these dimensions - people, place, prosperity - the concept of health extends and becomes closely aligned, if not indistinguishable, with quality of life. As an organization, these concepts of health and quality of life inform our vision, mission, and guiding principles.



**Guiding Principles:** 1. Look with **Honesty** (and have mutual respect) to see reality.

2. Think with **Fairness** to achieve mutual purpose.

3. Feel **Devoted** to doing the right thing.

4. Act with **Courage** and be accountable.

5. Achieving **Excellence** in outcomes and results!

# The 10 Essential Public Health Services

The Essential Public Health Services provide the fundamental framework for the National Public Health Performance Standards Program (NPHPSP) instruments, by describing the public health activities that should be undertaken in all communities.

The Core Public Health Functions Steering Committee developed the framework for the Essential Services in 1994. This steering committee included representatives from US Public Health Service agencies and other major public health organizations.

The Essential Services provide a working definition of public health and a guiding framework for the responsibilities of local public health systems.

The Ten Essential Public Health Services are:

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



# Administrative Services

Budget/Finance, General Services, Management Information Systems, and Vital Statistics offices fall under the umbrella of the Administrative Services Division of the Hillsborough County Health Department (HCHD).

## Budget and Finance

HCHD's annual budget is \$48 million through fiscal years 2008-2010 and is funded through Federal, State, and County/local revenue streams. Thirty-three percent of our funding comes from State General Revenue, 20% comes from federal funds, and just over 33% comes from fees generated primarily through Environmental Health, Medicaid/Medicare, and Vital Statistics.

FY 2008/2009 Revenue	FY 2008/2009 Expenses
Federal Grants.....0.03%..... \$13,676	Public Health Preparedness.....\$966,102
Interest.....0.11%..... \$51,117	Special Projects ..... \$1,876,122
County Contribution.....0.57%.....\$261,900	Environmental Health..... \$3,345,520
Regulatory Fees.....3.69%.....\$1,687,066	Nutrition/WIC..... \$4,485,667
Program Contracted Services.....7.70%...\$3,521,906	Community Health ..... \$4,614,554
Federal Funds Through the State..20.88%...\$9,554,327	Administration..... \$5,772,128
Fees for Service.....33.77%..\$15,457,024	Direct Services..... \$9,283,058
State Fund.....33.25%..\$15,218,574	Disease Control .....\$15,133,719
Total.....\$45,765,590	Total.....\$45,476,870

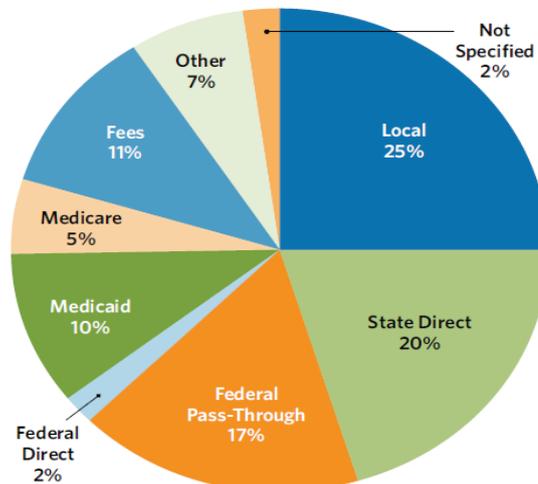
FY 2009/2010 Revenue	FY 2009/2010 Expenses
Interest.....0.11%.....\$51,190	Special Projects..... \$2,100,710
County Contribution.....0.55%.....\$261,900	Public Health Preparedness..... \$2,697,867
Federal Grants.....1.45%.....\$691,664	Community Health..... \$3,168,967
Regulatory Fees.....3.49%.....\$1,671,371	Environmental Health..... \$3,388,560
Program Contracted Services.....7.81%.....\$3,735,818	Nutrition/WIC..... \$5,190,722
Federal Funds Through the State... 24.01% ... \$11,488,114	Administration..... \$5,384,143
State Funding..... 29.18% ... \$13,962,807	Direct Services..... \$8,748,089
Fees for Services..... 33.41% ... \$15,988,371	Disease Control.....\$16,471,494
Total.....\$47,851,235	Total.....\$47,150,552

## General Services

Contract Administration, Facilities Management, Property Administration, Purchasing, and Safety comprise the General Services Office.

The Contracts Department administered over 30 service contracts totaling over \$10 million. These contracts include, but are not limited to, women's health, HIV/AIDS, school health, housekeeping, as well as HIV research and medications. The Facilities Management Department is responsible for Agency owned/leased property with an asset value greater than \$31 million. The department processes an average of 2,000 work orders annually. Property Administration is responsible for over 280 assets totaling over \$1,083,694.92. The Purchasing Department procures commodities and services for the HCHD, processing over 3,000 purchase requisitions totaling more than \$10 million.

How Local Health Departments (LHDs) are Funded\*



Source: National Association of County and City Health Officials, 2009.

Note: Due to rounding, percentages do not add to 100.

\*Among LHDs reporting detailed revenue data

# Management Information Systems

## Program Outcome Statement:

Management Information Systems (MIS) department is tasked to provide voice, data, video technical service and support for the Hillsborough County Health Department. Responsibilities include local and wide area network operations, desktop computers, printing, telephone services, and video conference support. MIS staff support over 700 customers at 16 separate locations providing full-time technical support for the Tampa Medical Quality Assurance group and the Hardee County Health Department.

## Story Behind Baseline Performance:

- Successfully completed the Annual Disaster Recovery exercise
- Staff attended the Disaster Response Field Training at Camp Blanding
- Completed 12,611 customer service requests /11,934 hours to complete
- Replaced 169 desktop computers
- Set up two Video Conference systems for the downtown location
- Opened a Vital Statistics Satellite Office at Brandon Hospital
- Eliminated two network file servers
- Upgraded telephone reporting software
- Data Center fire suppression system capacity upgraded
- Provided technology support to Dental Clinic at the Downtown/Kelton Clinic
- Set up temporary operating location to support clinical renovation

Headline Measure	%
Data Loss/Data Corruption	0%
Data Restoration Rate	100%
Voice Service Availability	100%
Data Service Availability	99.9%
First Call Help Desk Resolution Rate	96.4%
Customer Service Satisfaction Rate	98.9%

## What will be done to improve performance in the next two years:

- Implement voice recognition system for telephone number lookups
- Migrate Health Management System server to a virtual environment
- Continue operating cost reduction measures

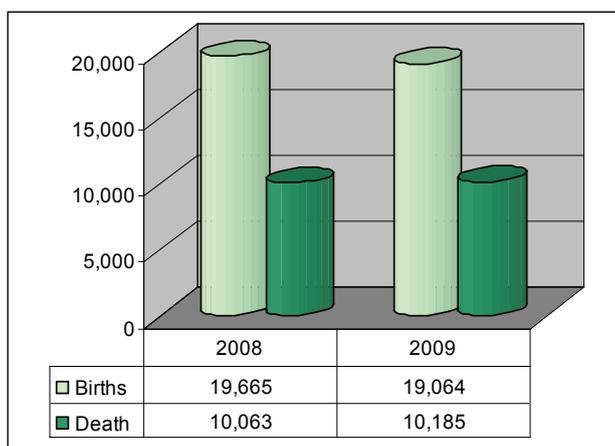
### Did you know?

The average administrative costs for the Hillsborough County Health Department is less than 13%.

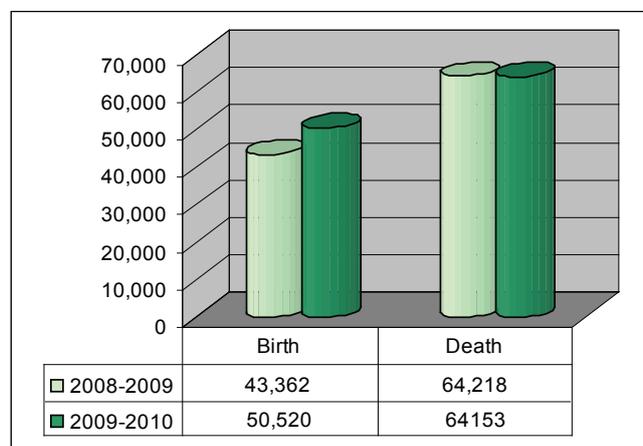
## Vital Statistics

The Vital Statistics Department continues the paperless Electronic Birth Registration (EBR) system initiative. In June 2010, the last hospital in Hillsborough County (University Community) made their transition from paper copies to the electronic system. Parents no longer have to wait weeks to receive their child's birth certificate, as it is now available before they leave the hospital. On April 26, 2010, the Hillsborough County Health Department, in conjunction with Brandon Hospital, opened their second satellite office located directly across the street from the hospital. Parents can now apply for their child's birth certificate in the Brandon area, alleviating the travel to our University office 20 miles away.

Vital Statistics Records Recorded



Certified Copies Issued



# Community Health

## Health Promotion & Education

### Program Outcome Statement:

Reduce chronic disease through encouraging healthy lifestyles by providing education and activities that promote improved nutrition and increased physical activity.

### Program Story and Primary Measures:

- **Get Into Fitness Today (GIFT):** This Program continues to provide obesity prevention education through support groups in community locations, homes, faith-based organizations, and businesses using trained lay health workers. A physician referral component was added to provide increased management of chronic diseases through weight loss and limited medical nutrition therapy. During 2009-2010, a one-day seminar was hosted focusing on the use of lay health workers to increase community capacity and sustainability for programming. GIFT on compact disks is now available to outside entities to implement. Use by businesses for employee wellness has increased.

80	GIFT support groups
2,134	Individuals participating
18	Community lay health workers
2,007	Individuals experienced weight loss
1,427	Increased physical activity levels
2,120	Increase fruit/vegetable intake
18	Received medical nutrition therapy
8	Supermarket tours conducted

### Performance Goals:

1. Increase number of GIFT groups.
2. Increase number of weeks participants remain in the program.
3. Increase number of self-facilitated and partner-facilitated groups.
4. Increase outreach to healthcare providers.
5. Develop and establish online website tools.
6. Host a conference to raise awareness of GIFT and the use of lay health workers, with train-the-trainer opportunities for communities and businesses.
7. Expand opportunities for activities, i.e. supermarket shopping and restaurant ordering.

- **Healthy Tree, Healthy Fruit:** Utilizes family gatherings, like reunions, to increase awareness of and educate about risks for chronic diseases that are family-related. Participants receive basic health screenings and take part in physical activities and interactive programming. A family member acts as liaison for goal achievement, reporting, and distribution of up-to-date health information.

1	Family liaison remaining active for one year
3	Healthy Tree programs delivered
24	Participants meeting/working toward health goals

### Performance Improvement Goals:

1. Increase awareness and visibility of program.
2. Increase number of programs delivered.
3. Increase number of active Family Health Advisors who provide regular communication and support to family members.

- **Health Literacy:** Programming moved from general public awareness to a partnership with Hillsborough Literacy Council, developing a curriculum for both English as a Second Language (ESL) and Adult Basic Education (ABE) learners.

A focus on healthcare provider education was implemented and proposals to present were accepted to the National ProLiteracy Conference on Health Literacy Partnership and the Florida Literacy Coalition conference. Staff provided:

5	Classes for Spanish speakers (ESL)
5	Classes for ABE learners
10	Healthcare provider group presentations
36	Participation in classes

### Performance Goals:

1. Implement ESL classes at two different sites.
2. Implement ABE classes at two different sites.
3. Promote awareness in Literacy Council volunteers Health Literacy topics.
4. Develop materials in electronic format for use in staff training by congregate living facilities, hospitals, and providers.

## Program Story and Primary Measures:

■ **Living Healthy:** This Stanford University evidence-based chronic disease self-management program provides skills for improving quality of life and health status for those with on-going conditions, like diabetes, arthritis, obesity, heart disease, cancer, bronchitis, emphysema, asthma, and epilepsy. Helping these people manage their symptoms, work with their healthcare team, use medication effectively, exercise safely, communicate better about health issues, and handle difficult emotions is included in the six-week workshops.

### Activities:

1. Train two facilitators.
2. Program marketing.
3. Delivered one workshop.

### Performance Goals:

1. Train additional facilitators.
2. Increase number of workshops delivered.
3. Increase awareness of programming.

■ **Breast and Cervical Cancer Early Detection:** Provides Clinical Breast Exams, Mammograms, and Pap Smears for women ages 50-64 years who are unfunded or under-funded. Twenty-seven breast cancers and five cervical cancers were identified during the year. These individuals were referred for and received treatment.

### Activities:

This program hosted its 3rd Day of Pampering event, attended by over 200 women, providing health screenings, educational sessions, and interactive opportunities with a wide variety of service providers. A provider training seminar was hosted and attended by 90% of all participating provider organizations. Program staff began populating a new data base system to meet State guidelines for minimum service intervals.

869	Pap Smears
1,314	Clinical Breast Exams
2,308	Mammograms

### Performance Goals:

Services are provided based on funding provided through the State of Florida.

1. Host 4th Day of Pampering.
2. Increase program awareness in Polk County.
3. Provide more educational and training opportunities for providers.
4. Establish a coalition for development of a quarterly-provider newsletter.

■ **Family Planning Sterilization Services:** Through contracted healthcare providers, Federal Title X funding provided:

119	Vasectomies
43	Bilateral tubal ligations

### Performance Goals:

Services are provided based on the funding through Federal Title X.

## School Health Services

Funding for school health services through the School District of Hillsborough is contracted through the Hillsborough County Health Department. School nurse staff in the public school district provided or administered:

3,830,613	Nursing services to students
405,270	Health screenings for vision, hearing, scoliosis, and growth/development
381,186	Doses of medication
7,381	Classroom presentations to students, parents, and faculty on H1N1

In collaboration with the School District, Hillsborough County Health Department administered in-school immunizations to students. Temporal Artery thermometers were provided by the Florida Department of Health to over 350 public and private schools.

As a partner in the Hillsborough County Back-to-School Coalition, staff participated in events held county-wide during the summer which provided, at no cost to families, over 1,000 school physical examinations and almost 2,000 immunizations required for school at six locations during the summer months.

### Performance Goals:

Services provided are funded by state and federal governments.

### Did you know?

Exercise burns fat from all over the body and not from a specific area.

## Childhood Lead Poisoning Prevention Program and Healthy Homes

■ Childhood Lead Poisoning Prevention Program (CLPPP) and Healthy Homes (HH) works to identify lead poisoned children, lead and other hazards in the community, particularly homes and childcare centers. CLPPP expanded near the year's end to embrace the national Healthy Homes program. Healthy Homes educates property owners, renters, landlords, code enforcers, inspectors, and the construction industry on environmental hazards identification as relates to housing.

This program reviews every lead test for both adults and children performed county-wide through community clinics, private healthcare providers, health department clinics, and others. Elevated blood levels are investigated for lead source and case managed. An on-line bi-monthly newsletter was also developed to increase awareness and inform both the public and environmental community.

1,101	Oral lead risk assessments
747	Blood lead testing completed
354	Enrolled in "Lead Alert" notification system
123	Confirmed lead poisoning cases identified
83	Families who took action to create a healthier home
33	Home inspection/lead risk assessments
30	Childcare centers who took action to create a healthier center
25	Healthcare providers received education on lead protocols and reporting guidelines
8	Family-centered HH trainings
5	Community Partners for Healthier Homes partnership meetings

### Performance Goals:

1. Increase the number of families taking action to 75.
2. Increase the number of private providers utilizing CDC guidelines for testing and treatment of lead poisoning.
3. Increase the number of home and childcare center assessments for Healthy Homes.
4. Increase the number of families/childcare providers taking action to create healthier homes/centers.
5. For families enrolled in HH program, insure all children < 6 years of age in the home receive a blood lead test.
6. Ensure lead screening for children in Refugee Assessment program.

## Steps to a Healthier Hillsborough and Office of Health Equity

With the culmination of the 5-year CDC Steps program, whose purpose was to reduce the burden of chronic diseases and the prevalence of risk factors associated with diabetes, asthma, and obesity, many significant initiatives were achieved through the efforts of Steps community partners:

- Worksite wellness programs
- Walking groups
- Diabetes self-management programs – 1906 persons screened, (1110 minorities/underserved)
- Asthma education
- Nutritional health related community activities
- Train-the-trainer for faith-based exercise and nutrition groups
- School-based health related education
- 65 restaurants enrolled in Step's Healthy Choices Restaurant program
- 2500 students - nutrition and exercise education provided
- Established Steps Prevention website

### Activities:

- 746 participated in "Do the Local Motion" – walking program in downtown business area
- 238 minors attended tobacco offender class
- 12 SWAT (Students Working Against Tobacco) teams 4 school-based activities/events, 8 executive board planning meetings
- KidFest participation (8000 visitors)
- Summer movie theater campaign with Step's educational messages
- YMCA partnership:

7,293	Youth and adult one-hour activity sessions
2,674	Participants
242	Classes conducted
42	Fitness exercise instructors trained for faith based ministry
12	Neighborhood walking groups established

- 74 Children and adults received Fit for Life curriculum through Tampa General Hospital and More Health, Inc. partnership
- 92 schools participated in health trainings, student fitness clubs and contests
- School policy changes:
  - Healthier vending machine and cafeteria choices
  - Healthier snacks for faculty meetings
- 125 schools supported an implementation of a Coordinated School Health program focused on healthy school-based behaviors and practices and included student, faculty, parents, and staff.
- Professional study day for teachers with focus on obesity prevention and asthma.

# Epidemiology

Epidemiology staff provide services, including surveillance, case investigation, and education to the community to control and prevent communicable diseases.



	2008/2009	2009/2010
Reportable Disease	2,625	3,377
Outbreak Investigations (excluding H1N1/09)	49	25
H1N1/2009 Outbreaks	0	37

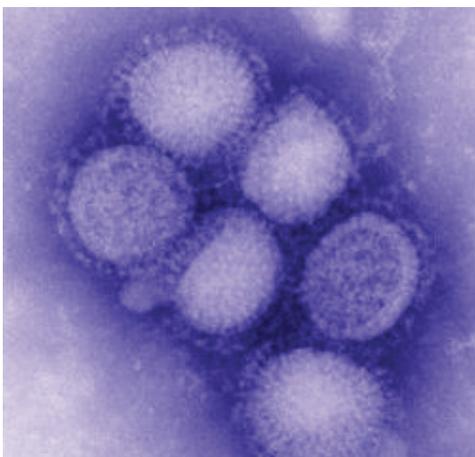
The increase in reportable diseases from FY 2009 to FY 2010 was largely due to an increase in chronic hepatitis C reporting (403 additional cases), novel influenza (190 additional), and salmonellosis (105 additional cases). In addition to routine disease case and outbreak investigations, the department hosted event tables at 4 community fairs and delivered 23 presentations in the community.

The Epidemiology Program played a key role in response to the 2009 Novel H1N1 influenza pandemic. Epidemiologists coordinated H1N1/09 testing with local providers, interviewed cases of H1N1/09 to establish risk factors, and worked with schools to coordinate school closures according to the pandemic influenza plan early in the epidemic. As the epidemic progressed, the Epidemiology program provided consultations to schools, camps, and businesses regarding outbreak prevention and control.

In addition, the Epidemiology Program continued the coordination of the ILI-net (formerly the ILI Sentinel Surveillance program) in Hillsborough County. ILI-net is a program that was developed to assist in the monitoring and trending of ILI. This program entails selected local physicians and their respective clinics tracking cases of influenza and influenza-like illness (ILI) and submitting samples free of charge which are then used to develop vaccine for the following influenza season.

The Epidemiology Program utilizes emergency department data to monitor disease and illness in our county. In the past two years, staff have continued to look for outbreaks using this data and focused increased attention on detecting unreported notifiable diseases. Analysis conducted daily, including on all weekends and holidays, has allowed for a rapid public health response when necessary.

The HCHD Epidemiology program continues to investigate mosquito-borne diseases. During the previous two years, six cases of imported malaria and seven cases of imported dengue fever were reported in our county. Additionally, we investigated one locally acquired case of Eastern Equine Encephalitis (EEE). This marks the first human case of EEE in Hillsborough County in over 10 years. When responding to these mosquito-borne diseases, the HCHD works very closely with Hillsborough County Mosquito Control to reduce mosquito populations in the affected areas and minimize the risk to our residents.



An image of the H1N1 influenza virus taken in the CDC Influenza Laboratory. Courtesy / Centers for Disease Control.

## Did you know?

Epidemiology and Public Health Surveillance is in charge of monitoring and investigating over fifty reportable diseases or conditions in Hillsborough County.

# Direct Services

## Program Outcome Statement:

The Direct Services Division of the Hillsborough County Health Department provides preventative and medical services to residents of Hillsborough County.

Direct Services operates six strategically located health centers that provide Family Planning, Pediatric, Maternity, and Childhood Immunization services. Services are provided to Medicaid recipients, privately insured patients (prenatal only), and on a sliding scale fee for those who do not have other funding sources.

Our Maternity program works to decrease infant mortality rates through prenatal care and education. Our Child Health program focuses to improve pediatric health by providing well-child checkups, sick child visits, and childhood immunizations. Our Family Planning services target the prevention of unwanted pregnancies and the prevention of sexually transmitted diseases through education and birth control services.

## Accomplishments:

- All six Direct Services Health Centers were recognized by the State of Florida Bureau of Immunizations for having 95% or more of two-year olds fully immunized.
- During the H1N1 pandemic, Direct Services clinics collected critical data and provided feedback to the CDC helping to identify outbreaks and improve future vaccines.
- Direct Services received the Davis Productivity Award for the implementation of the Family Planning Same Day Access schedule, which increased access to care and productivity by 19%.
- A new pediatric dental clinic was opened in 2010 at our Floyd Kelton Health Center in South Tampa.



	Clients	Visits
FY 2006	29,040	79,902
FY 2007	30,529	87,131
FY 2008	31,298	90,579
FY 2009	31,957	90,217

## Community Partners:

In this time of dwindling resources, the Direct Services Division remains fully engaged within our community. Community partnership efforts continue through the University of South Florida (USF) College of Medicine, Tampa General Hospital, Healthy Start Coalition of Hillsborough County, and the Born to Read Program. Direct Services also partners with the Vision Screening Program, which provides screening and eyeglasses to low income clients; back to school health fairs, which increase access to school physicals and immunizations; and County Public Library network, which provides free books to children during their well-child checkup visits.

Our clinical staff continues to mentor future public health workers through an active preceptor program. Our affiliation agreements with institutions of higher learning have enabled more than 400 students to be trained at HCHD facilities during Fiscal Years 2008-2010. These institutions include the University of South Florida, University of Florida, University of Central Florida, Florida State University, NOVA, Erwin VoTech, Sanford Brown Institute, University of Tampa, and South University.

## Future Goals and Improvements:

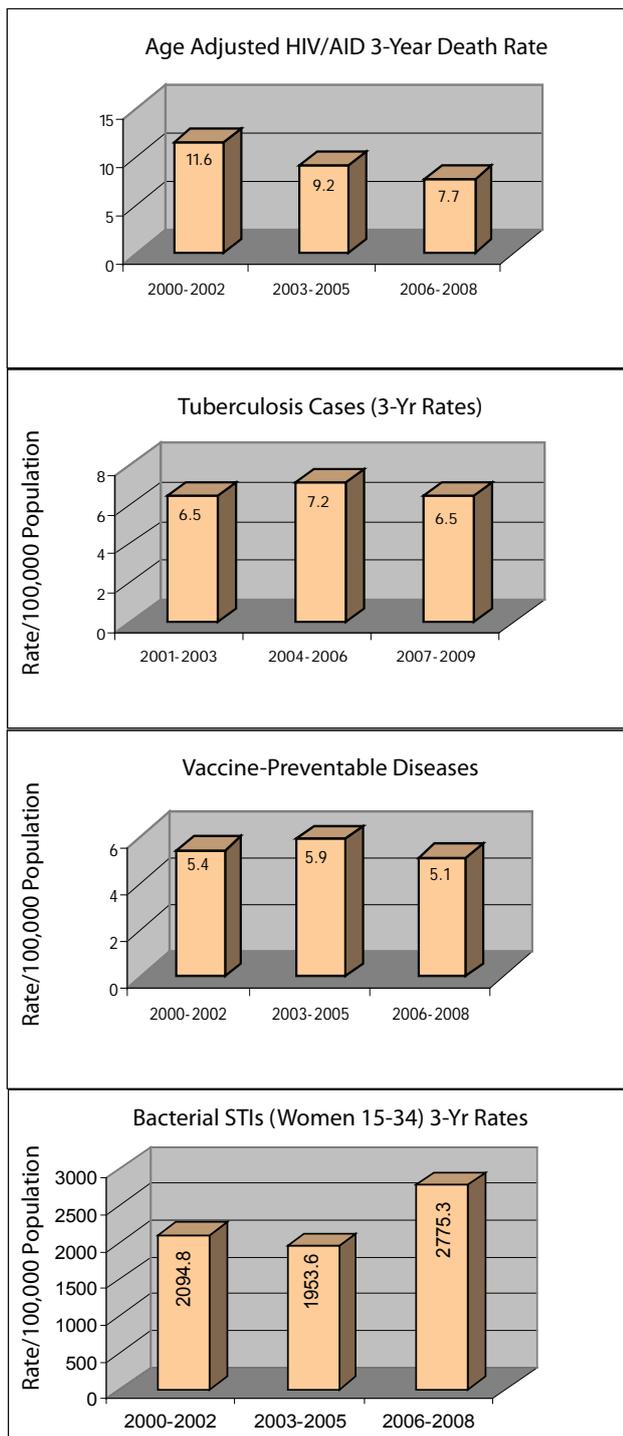
1. Business Plan development to focus on: customer satisfaction, financial sustainability, and community partnerships.
2. Lean Kaizen project scheduled to improve efficiency and streamline clinic processes.
3. "Customer Service Enhancing Patient Care" training scheduled to include all Direct Service staff, supervisors, and providers.

# Disease Control

## Program Outcome Statement:

Disease Control is responsible for controlling the spread of vaccine-preventable diseases, sexually transmitted infections (STIs), HIV/AIDS, and tuberculosis (TB) through immunizations, surveillance, contact investigation, prevention, education, and treatment.

## Headline Measures:



## Story Behind Baseline Performance:

### HIV/AIDS

During the last three-year period, a significant decline in the age-adjusted death rate for HIV/AIDS with a modest decline in the case rate continues. As a result, a steady increase in the number of clients seeking services for HIV/AIDS and a continued need for prevention, education, and testing services also exists.

### Tuberculosis

While the TB case rate has remained relatively stable since 2001 with minor fluctuations from year to year, our activities are focused on controlling the spread of infection and development of drug resistant strains.

### Vaccine-Preventable Diseases

This has been a busy year for the immunization program. Immunization services at the HCHD continue to be in great demand for all ages. All vaccines approved for use in the U.S. are available at the HCHD. The two-year old rate for children up-to-date on recommended vaccines continues to surpass the state's standard of 90%. While the focus is still on ensuring children are vaccinated according to recommended guidelines, we expended significant effort on the H1N1 influenza immunization campaign during the fall of 2009. Overall, our rate of vaccine-preventable diseases remain constant at 5/100K of population.

### Sexually Transmitted Infections

A key indicator that reflects the incidence of STIs in the population is the rate of sexually transmitted bacterial infections in women of childbearing ages. Over the past three years, the use of new testing technology with focus on increasing targeted testing in certain populations has resulted in a significant increase in the number of females diagnosed with Chlamydia infections.

## Future Goals and Improvements:

1. Focus on surveillance, targeted testing and prevention in all program areas, with special attention on reducing health inequities in the population served.
2. Implement several initiatives, some in conjunction with community partners, to help address efforts to control the spread of infectious diseases.

# Environmental Health

## Program Outcome Statement:

Environmental Health (EH) prevents injury and disease by controlling environmental risks through education, permitting, investigation, and enforcement of Florida Statutes and Administrative Codes. Environmental Health has fifty-four professional scientists, engineers, and administrative staff who performed over 20,000 services last year and achieved 99.27% completion of required inspections.

The Environmental Health team works closely with clients, community partners, and other government agencies to link resources, develop training programs, and improve the number and quality of services provided. Overall success is achieved by focusing on three key areas: customers, community, and employees.

## Performance Goals:

- EH community health staff spearheaded coordination between inspectors, engineers, and pool operators and owners regarding the federal Virginia Graeme Baker Pool and Spa Safety Act, which sets public pool construction standards relating to pool drain grates in an effort to prevent drowning.
- EH community health inspectors participated in H1N1 specimen pickup, assuring that specimens from private physicians would be tested as quickly as possible at the initial appearance of H1N1 flu in our community.
- Clerical staff organized and distributed H1N1 informational packets to regulated child care centers throughout Hillsborough County.
- On-Site Sewage Treatment and Disposal Systems (OSTDS) staff hosted a Spring and Fall Contractors Meeting as an opportunity to provide new code interpretation and explanation, and to discuss permitting issues and changes affecting the septic industry.
- More than 50 people attended the Safe Drinking Water Program Open House. Owners and operators of drinking water systems and engineering companies met staff, asked questions, and received copies of rules, brochures, and information pertaining to drinking water regulations.
- Community EH staff created a training video for the Hillsborough County School Board Nutrition Services staff to explain the inspection process and identify potential violations and possible remedies. EH staff coordinated the production, taping, and editing of the video, which earned a USDA Best Practices Award in Food Safety.
- OSTDS developed and initiated the ROOM (Recommended Onsite Operation and Maintenance) project, which provides information packets to recently permitted homeowners about the care and maintenance of their septic systems. This program aims to reduce the number of premature septic failures and sanitary nuisances reported each year.
- The EH Biomedical Waste team worked with approximately 150 drugstores and grocery stores to provide inspections and assistance with obtaining biomedical waste permits, which enabled the distribution of flu shots and other vaccines.
- Students of the USF Public Health Institute participated in a Field Training Experience course, where EH staff provided instruction on OSTDS and public water supply wells.
- The Safe Drinking Water team completed a Water Training and Education webpage for HCHD internet customers. The website provides presentations, guidance documents, drinking water rules, and contact information.
- The Department of Environmental Protection recently audited the Safe Drinking Water Program, which earned an excellent program score of 94.8%.

- EH staff identified the need for an in-house drinking water analysis lab to reduce costs and potentially increase program revenue. Staff is working diligently to develop a Standard Operating Manual and Quality Procedures, coordinate training and equipment purchases, and obtain state certification. The lab obtained a score of 100% on the first proficiency test.
- The Well Surveillance Program began implementing STARS (SuperAct Tracking and Report System). STARS is a database designed to help county health departments in the State of Florida more effectively and efficiently run the Well Surveillance program.
- OSTDS partnered with the City of Tampa and local neighborhood organizations to address complaints related to the annual Gasparilla Parade. They identified solutions to residents' concerns and established criteria for portable toilet regulations needed for the event.



Jason Fulton received a Director's Coin award for creating a training video for the Hillsborough County School Board Nutrition Services.



Eliot Gregos, Dave Valleri, Todd Bogner, Van Fritz, and Jeremy Hinsz worked together to establish an in-house drinking water analysis lab.

#### Future Goals and Improvements:

1. Continue to implement the "Paperless Initiative", in which owners, operators, and other customers receive scanned and emailed documentation. These efforts reduce paper, toner, and postage costs and comply with the state's "Green Initiative." Inspections and reports are completed on hand-held computer tablets or office computers and emailed directly to customers. The reports are then uploaded directly to our electronic filing system for ready access by our staff and the general public.
2. Improve quality of reports provided to facilities to be more useful, readable, and consistent by utilizing new Pentab and Toughbook computers during field inspections.
3. Promote learning about environmental causes of disease in the healthcare community and the role of environmental health in public health by coordinating and providing field rotations with EH inspectors and USF residency students.
4. Achieve 100% completion of required EH inspections.
5. All Environmental Health employees will attend a minimum of eight hours in leadership training.
6. Continue to provide public training opportunities in body piercing, biomedical waste, and pool/food safety, both at the HCHD and at off-site locations.

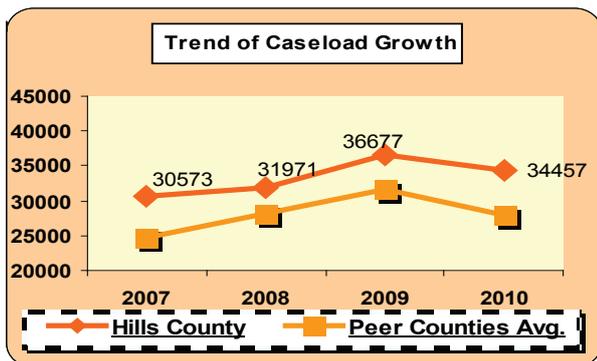


Did you know?

You can find more information about state EH programs at: <http://www.doh.state.fl.us/environment/index.html>

# Nutrition

Hillsborough County Women, Infants, and Children (WIC) and Nutrition is the third largest agency in the state, providing nutrition assessments, education, breastfeeding promotion support, and supplemental healthy foods to pregnant and post-partum women and their children up to 5 years of age. These services have long-term beneficial effects during critical periods of growth and development for insuring healthier newborns and thriving children.

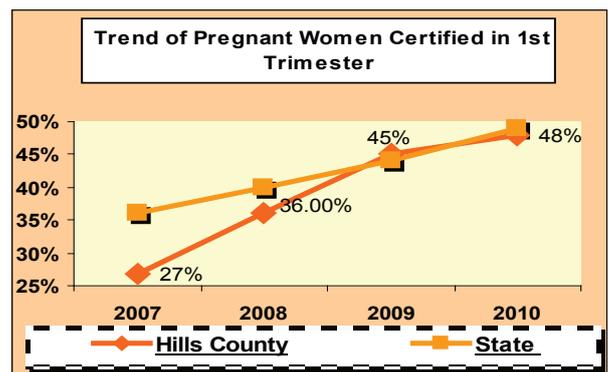


- WIC participant caseload increased from 31,971 in July '08 and peaked at 36,677 in June '09, a 14% increase.
- The percentage of eligible people served increased from 78.4% in July 08 to a high of 85.5% in June 09, exceeding the state average. This was achieved through increased outreach efforts and participation in community events and health fairs.
- WIC Call Center staff scheduled over 56,893 client appointments.
- Through the WIC/Immunization Linkage program, child immunization rates have achieved success rates greater than 90%.
- WIC received the prestigious Davis Productivity Award for significantly increasing nutrition education second contacts without increased costs.
- Improved supplemental food packages were introduced in October 2009 to provide fresh fruits and vegetables and whole grain foods.



WIC clients needs are identified through a nutrition assessment conducted by a Registered Dietitian and/or Licensed Dietitian or Nutrition Educator. WIC staff partners with the clients to set achievable goals related to general health, nutrition, weight control, and fitness. It is important for WIC staff to establish good relationships with the clients to ensure client follow through and to monitor progress. By establishing a strong partnership with WIC clients, nutrition follow up visits increased from 84% in FY08 to 89% in FY09.

Nutrition staff encourages and supports breastfeeding efforts which results in healthier babies. WIC also has an electric breast pump loaner program available to mothers in need. Among our staff, WIC has an International Board Certified Lactation Consultant, as well as 13 Certified Lactation Counselors located throughout our sites. Through these efforts, the number of WIC breastfed newborns increased to 73% in FY09 and 76% in FY10.



To promote healthier newborns, eligible women are encouraged to use WIC services as early in their pregnancy as possible to receive full benefit of nutritional counseling and supplemental foods.

## Future Goals and Improvements:

- Breastfeeding Peer Counselor Grant awarded for FY 10-11 provides for additional staff hired to work with new mothers to promote breastfeeding.
- Several facilities are being updated in FY 10-11 to keep pace with increased demand for WIC services.

# Organizational Development

## Human Resources

### Program Outcome Statement:

Maintaining a highly skilled, results-oriented, and diverse workforce is vital to successfully accomplishing HCHD's mission. Activities are prioritized to support the mission and promote an environment where dignity, ethical conduct, and diversity are valued.

Recognizing the importance of a workforce planning system supported by valid workforce data, Human Resources (HR) has developed an HR Strategic Plan. One segment of this strategic plan is the Cultural Transformation (CT) which will ensure HCHD attracts people with the right skills, experiences, and competencies in the right jobs at the right time. In addition, cross training, career path programs, as well as succession and effective retention planning will enhance preparations for future demographic challenges and potential staff shortages.

### Story Behind Baseline Performance:

- HR developed and implemented a comprehensive hiring model and training program which included extensive Competency Based Interviewing techniques.
- Finalized multiple modules of the "People Resource System", an HR Employee Information System that allows data access and analysis of segments such as salary, performance, discipline, classification, and more.
- Continued HR Consortium with Manatee County Health Department to provide HR expertise and employee services to their 175 employees.
- Received Statewide Davis Productivity Award for creation of a "Needle-stick" injury onsite-treatment protocol.
- Participated in the development of a Performance Management tool, "Evaluator", an electronic performance evaluation process that allows supervisors to create, save, report and analyze evaluation data.

### Future Goals and Improvements:

1. Participation in the CT Leadership Development process.
2. Design and implement Intermediate Supervisory Training program.
3. Develop standardized and systematic hiring process for various levels of workforce: Entry, Medical, and Management.
4. Succession Planning: identifying and preparing employees through mentoring and cross training.

## Learning and Development Office

### Program Outcome Statement:

The Learning and Development Office (LDO) promotes an environment for employees that embraces learning, fosters leadership, and cultivates career potential.

### Story Behind Baseline Performance:

LDO launched several new development programs: Cultural Understanding in Public Healthcare, Building Personal Accountability in Work Teams, and A Positive Approach to Workplace Conflict. During the same period, the LDO intranet website debuted, with web pages devoted to the Training Schedule, Course Catalog, New Employee Orientation, Individual Development Plan, and a link to the Department of Health's Training Database, Trak-It.

The LDO staff also began working on the CT project this year. The project focuses on creating resonant leaders who build trust, achieve results, and transform the organizational culture into one that empowers and engages employees. During this first year, CT has focused on the development of the Senior Management Team and will move on to involve the next level of leadership.

A few initiatives from the past have continued this year, including CPR/Basic Lifesaving, which ramped-up this year to include training most clinical staff, and Cultivating Successful Leaders, which saw two more groups complete the 8-month program.

## Future Goals and Improvements:

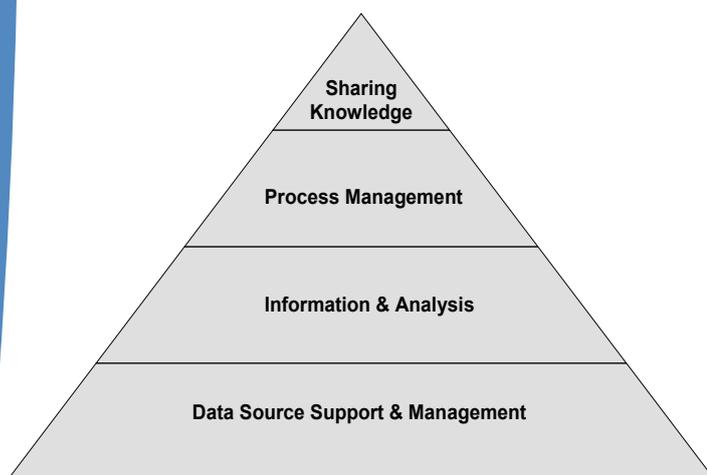
The LDO team looks forward to adding the following tools to help facilitate employee development:

- **People Resources System (PRS):** This new database will house all employee information and allow quicker access to employee development data. This will improve resource planning and training compliance rates.
- **Video Library:** Currently, LDO has approximately 100 videos in our video library available for employees to view. These videos include subjects like communication, customer service, cultural diversity, teamwork and leadership, all to help our employees to improve their skills in these areas.
- **The CT project** will continue, with the additional involvement of the next level of managers, the Program Management Team (PMT) and others in identified "Pathfinder" positions within the agency.

## Knowledge Management

### Program Outcome Statement:

The Knowledge Management (KM) department works with other offices in the HCHD to ensure the quality of services provided to the public. KM provides this support through a four step process called the "KM Pyramid".



The first step, at the base of the pyramid, is to help the agency with data source support and management in collecting vital data about our clients, programs, and services.

The second step is the development of reports and analysis to track key performance indicators and their changes over time.

Next, KM helps teams identify changes needed in key work processes that will bring improvements and desired results.

The last step is to make sure problems, discoveries, success, and challenges are shared across the agency so all staff can benefit from what a few have learned.

In short, the KM unit helps the agency answer its most critical question: How do we know we are providing quality services to our clients, customers, and the community?

### Story Behind Baseline Performance:

This past year the KM team implemented several new ways to collect useful information about services. Those data sources included the Evaluator, which is a performance management tool for HR, the People Resource System, which gives HR and LDO access to vital employee information, and MAMA – a database to track maternity clients and the outcomes of their pregnancies.

KM provided analysis of important operational indicators. KM manages both our internal and external customer satisfaction survey systems. Numerous billing and clinic management reports were produced to help track revenue and program performance.

KM staff were involved in two separate process improvement projects which resulted in Davis Productivity Awards, for a new needle stick policy and process which allowed staff to get timely help at a minimal cost and improvements to the Medicaid billing process which resulted in the recovery of \$319,000.00.

KM continued to offer training for clinical operations, publish manuals, and provide support and expertise across the agency.

### Future Goals and Improvements:

1. KM will continue to support the Evaluator during its first year of use.
2. Enhancements to the People Resources System (PRS).
3. Continue to refine the clinic records review / QA process.
4. Establish a new collections process for 3rd party insurances.

# Public Health Preparedness

## Program Outcome Statement:

The Hillsborough County Health Department promotes planning, preparedness, and responsibility to ensure the readiness of the Tampa Bay community. The Public Health Preparedness (PHP) Division of the agency is charged with planning for and responding to both natural and man-made disaster events. Hurricanes, industrial accidents, bioterrorism acts, and infectious disease epidemics all require a planned response to protect the public's health.

## Preparedness

- Participated with Hillsborough County government and multiple agencies in a pilot program to create a Post-Disaster Recovery Plan for the County. The Health Department Planner was designated co-chair of the Health and Social Services subcommittee responsible for planning recovery strategies for the health and medical system, public safety, transportation, school/daycare/children's services, and social services.

1. Led and coordinated the efforts of five multi-agency and multi-disciplinary teams to develop high level, long term redevelopment strategies which are now used as the standard planning template for the State of Florida.
2. Chaired the Health and Medical working group to develop long term strategies to rebuild an effective and viable medical system.

- By agreement, maintains county Special Needs Registry.

1. Screened and/or recertified 3,850 residents with special needs and coordinated transportation for more than 2,300 residents.
2. Worked with multiple county transportation and EMS organizations to coordinate transportation for more than 1,200 special needs patients.

- Increased marketing and recruitment for the Hillsborough County Medical Reserve Corps (MRC) to increase credentialed volunteers to more than 740 licensed medical and ancillary service professionals.

### Did you know?

The deadliest hurricane to hit the continental U.S. was the "Great Galveston Hurricane" in September 1900. Between 8,000 and 10,000 people perished.



## Prevention

- Chair of the Health and Medical Subcommittee for the Urban Area Security Initiative (UASI) Workgroup.

1. Coordinated development of a five-year strategic plan for the Health and Medical System of the Greater Tampa Bay Area.

- Conducted over 30 presentations on personal preparedness to community groups such as Alzheimer's Association, neighborhood associations, hospital and hospice staff members.

- Provided in-service trainings to Home Health Agency staff on Special Needs Shelter criteria and registration process.

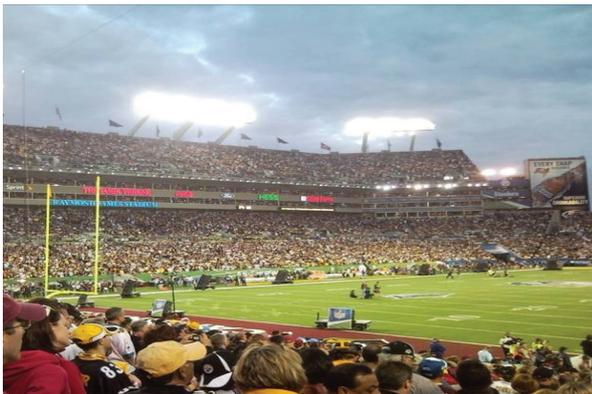
- Continued participation in state level strategic planning teams for mass prophylaxis, community preparedness, risk communication, Emergency Support Function (ESF) 8, Laboratory, and Training/Exercise. Support to develop strategies and objectives to further agency goals. The strategies designed are now the basis for the State's Health and Medical Strategic Plan – 2015.

- Partnered with CHD's Community Health Division, University of South Florida, Moffitt Cancer Center, and Baylor University to develop Project Reconnect. This project is designed to link individuals with chronic conditions back to their care provider after a major disaster.

## Response

- In January 2009, participated in the activation of the City of Tampa's Emergency Operations Center for National Football League (NFL) Super Bowl XLIII as the Emergency Support Function (ESF) 8 responsible for the health and medical response to this planned event.

1. Recruited and deployed three-person medical strike teams for nine consecutive days to the NFL Experience and established eight medical clinics during the game.
2. Worked with hospital partners to establish a medical triage system for designated guests of the NFL.
3. Established increased biological and medical surveillance systems to identify any potential threats or trends.
4. Coordinated with the State Department of Health and the United States Departments of Health and Human Services and Homeland Security to stage medical counter-measures within the community should they have been needed.



- Hillsborough County Health Department was the lead agency for response to the 2009 H1N1 Pandemic from April 2009 through June 2010.

1. Coordinated all surveillance and situational reporting for the community to provide a clear picture of the progression and impact of the disease on our community.
2. Developed and implemented communication strategies for the general public, media, and partners to ensure that messaging about the event was timely and accurate.
3. Developed strategies and coordinated the mass vaccination program.
  - Coordinated the distribution of over 300,000 vaccines to private providers in the community.
  - Established a partnership with the School Board and administered over 50,000 vaccines in schools.



- Planned and executed the medical response to receive 72 critically injured victims of the February 2010 Haiti earthquake.

1. Coordinated receiving physicians and hospitals and worked with Tampa Fire/Rescue for transportation of the victims.
2. Designated the Health and Medical Liaison upon activation of the National Disaster Medical System and coordinated all medical activities, as well as assisted with needed immigration and social services.

### Did you know?

Freezing small plastic bottles of water and leaving them in your freezer can help keep your food frozen for an additional few days (depending on how often you open the door).



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