

# 2015

## Annual Report



**NACCHO**

National Association of County & City Health Officials

*The National Connection for Local Public Health*



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NACCHO Annual 2016, July 19–21, 2016, in Phoenix, Arizona, will be the largest gathering of local health department leaders and other public health professionals in the United States. Connect with good-natured colleagues from near and far to share local health department challenges and opportunities, best practices, and success stories. Engage with federal and local partners and gain insights from public health experts. With an average of a thousand attendees, NACCHO Annual is big enough to be powerful and small enough to be personal.

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**NACCHO  
ANNUAL  
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## MESSAGE FROM THE PRESIDENT

### Healing a Nation: Our Work in Context

Public health is woven into every aspect of life in the United States. From global security to pandemic preparedness to the annual flu, our ability to prevent, protect, respond, and recover from threats to public health grows each year.

Today's local public health systems and practices are adapting and transforming in response to new trends and forces in the field—including a changing public health workforce, continued reductions in state and local budgets, and implementation of the Affordable Care Act—and the mandate that we do more with less is ever present. We do not often have the opportunity to view our work in context, and the good that we do as part of our mission to create healthier communities often goes unnoticed. Quite simply, maintaining the health of the nation is an enormous, ceaseless task.

Here at the National Association of County and City Health Officials (NACCHO), our vision is health, equity, and security for all people in their communities. Let us keep that vision in mind and practice toward the changes in our public health system. The question for each local health department must be, "What is our unique role and value?"

NACCHO does not prescribe what LHDs should do, for they know what resonates in their local populations. However, LHDs should have a clear vision of the ways they serve their local communities. Together, we strive to improve the health of the nation. We invite you to join us in this work and look to NACCHO as a leader, partner, catalyst, and voice with local public health departments. Thank you.

Sincerely,

A handwritten signature in black ink that reads "Swannie Jett". The signature is fluid and cursive, written over a white background.

Swannie Jett, DrPH, MSc  
President, National Association of County and City Health Officials  
Health Officer, Florida Department of Health in Seminole County

## MESSAGE FROM THE EXECUTIVE DIRECTOR

### Public Health for the Nation

Our public health mission is clear: to passionately focus on reducing disparities in health outcomes and to help every community thrive by advancing the role and practice of public health. NACCHO's strategic priorities guide our work and help us to lead and support our members to advance population health.

We provide resources to help local health department leaders develop public health systems, policies, and programs to ensure that communities have access to the vital programs and services that protect people from disease and disaster. Through capacity building, technical support, and advocacy, NACCHO ensures LHDs have the resources they need to transform the nation's healthcare and public health systems.

Much has happened in 2015 in program growth. For example, accreditation support initiative funds increased by \$400,000; STD prevention funding increased by \$790,000; HIV/AIDS prevention funding increased by \$518,000; and Project SHINE, our health informatics initiative, increased by \$1.7 million. We had over 425 downloads of quality improvement tools and 506 new registrants for the Roots of Health Inequity course.

As the national voice for LHDs, we developed a robust legislative and policy agenda that increased congressional action and member participation in the federal advisory groups, and NACCHO grants directly to LHDs increased by 20%.

Membership also increased by 10% and overall membership retention was an impressive 94%. NACCHO's comprehensive communications with members, partners, and funders takes place every day, with newsletters, e-mail, social media, and a dynamic new website.

These metrics are notable, but what about the other needs of our members? Members have identified a need for training and workforce development; just last year, NACCHO provided more than 500 hours of one-on-one technical assistance. NACCHO offered 55 travel scholarships to help members travel to meetings to receive the training and information needed. More than 500 members attended workshops, and more than 3,500 participated in webinars. Members asked for assistance with accreditation, and we responded. We directly supported 71 LHDs in 30 states through \$2.5 million in technical assistance to help them embark on their journey to accreditation.

We understand the extraordinary effort and the finesse that is required of LHDs to navigate the politics, priorities, people, partners, and policies in the interest of assessing the health needs of their communities and mobilizing action to protect and improve the lives of people in the community. Ultimately, NACCHO's charge is to be a forward-leaning association that listens to members, responds to their needs, supports their mission locally, and keeps them at the center of all that we do. We will amplify their work through our stories and publications and our work with public health partners, and we will continue to magnify their reality, value, and relevance as the forces of change hasten us to evolve, grow, and flourish.

Sincerely,



LaMar Hasbrouck, MD, MPH



## DEFINING PUBLIC HEALTH IN AN ERA OF TRANSFORMATION



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

Despite the significant challenges that local health departments (LHDs) continued to face in 2015, health officials met those challenges with innovation, ingenuity, creativity, and sheer hard work in serving their communities. More than ever, LHDs are embracing public health practice with energy, enthusiasm, and passion. Woven in this work are opportunities to re-engineer the field of local public health with respect to emerging issues, including health reform and prevention, accreditation, the HITECH Act, and

ongoing budget cuts that could undermine prevention and weaken responses to health inequalities and new threats.

In communities across the United States, the public health workforce is changing. The current generation of local health officials is retiring, and today's LHDs increasingly need to work across sectors; to question where and why inequality exists; to make data-driven decisions and investments; and to think strategically about how to meet the needs of communities—all while remaining relevant and viable.

The implementation of the Affordable Care Act is shifting how the country thinks about the meaning and the value of health. For example, health systems are developing payment structures that reward value, not volume, and more hospitals are engaging in efforts outside of their walls to improve the health of their communities. Because environment is a critical determinant of health, sectors including community development and urban planning are helping to reimagine their approaches to holistically support safer, healthier, and more resilient communities.

LHDs must keep this vision in mind as they identify their unique role and value. For some health departments, the answer means relinquishing their role as service providers to serve as health system navigators for newly insured individuals or as coordinators and conveners of population health services. For others, it means investing in new billing and reimbursement systems that align with the healthcare system's new payment structures.

Through stories from the field, NACCHO is learning about hot spots of innovation and new ways of doing business in local public health. Each story shares common themes:

- LHDs face complex challenges;
- Making meaningful, transformative change requires changing longstanding habits and deeply held assumptions and values; and
- Such change requires learning a new way of thinking about relationships and doing business.

### **NACCHO Unveils New Website**

Based on input from members and visitors, NACCHO's new user-friendly website is responsive on mobile devices. The site includes the features, design, and content most wanted by our members. Visit <http://www.naccho.org> to check out the new look.

The paths each health department takes to improve its community's health may vary; however, if LHDs share a common understanding of challenges and change in this way, they can consider the more human elements of their work, which are just as important as the structural changes.

Because of health departments, millions of people are alive today, thanks to public health initiatives including vaccinations, family planning, clean air and water standards, and chronic disease management. Local public health matters for every community and every person.

More work is needed to engage local public health in the strategy and actions necessary to lead in the evolution of the nation's health system. In entering this new era of public health, NACCHO invites public health professionals to join this work and look to NACCHO as a leader, partner, catalyst, and voice with local public health departments.

To learn more about public health's transforming landscape, click [here](#).



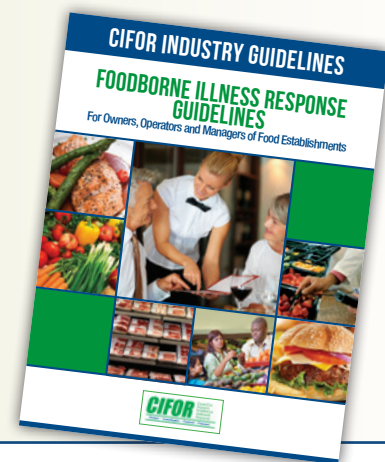
NACCHO Executive Director Dr. LaMar Hasbrouck discusses challenges and opportunities with U.S. Surgeon General Vice Admiral Vivek Murthy in the new era of public health at the 2015 NACCHO Annual Conference.

## Publications Bestsellers: What Was Hot in 2015

Here is a list of the top five publications in NACCHO's bookstore this year:

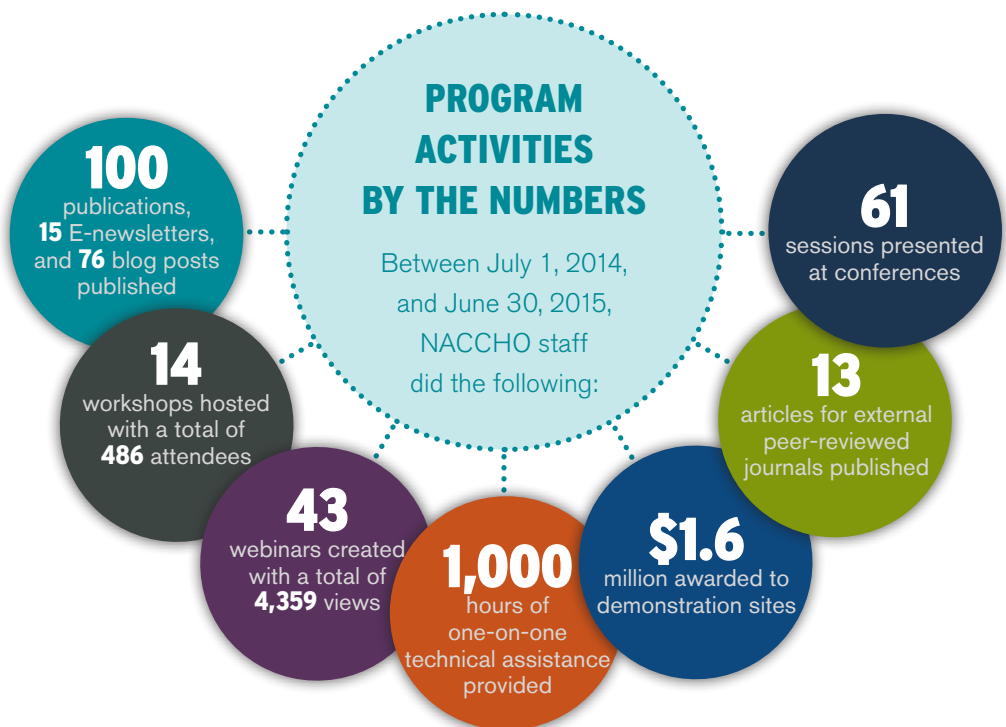
- 12 Steps to Operationalize Climate Change in a Local Health Department
- CIFOR Foodborne Illness Response Guidelines for Owners, Operators, and Managers of Food Establishments
- Addressing the Social Determinants of Health through the Community Health Improvement Matrix
- Guide to HPV Resources for LHDs
- Benefits of National Accreditation for LHDs

Find these and other publications for local health officials at <http://www.naccho.org/pubs>.



## NACCHO STRENGTHENS LOCAL HEALTH DEPARTMENT PERFORMANCE

Dedicated to advancing population health at the local level, NACCHO develops comprehensive programming to meet the needs of LHDs. In light of the increasing cost of healthcare, economic recession, low global health rankings, and a continually under-financed and fragmented health infrastructure, NACCHO strengthens the capacity of LHDs to respond to dynamic challenges and to improve health. NACCHO has the broadest reach to engage health officials through national leadership and capacity building. The following are a few highlights from NACCHO's program activities in 2015.



### Community Health

#### Chronic Disease Prevention Strategies

With support from the Centers for Disease Control and Prevention (CDC), NACCHO coordinated the Big Cities Chronic Disease Prevention Community of Practice to support a peer-learning environment for LHDs serving the largest urban jurisdictions in the country. Participants learned what other communities were doing to create policy, systems, and environmental changes to prevent chronic disease and adopt such changes in their own interventions.

#### Health in All Policies Demonstration Sites

NACCHO, through funding from the CDC's Healthy Community Design Initiative, supported three Health in All Policies (HiAP) demonstration sites at LHDs across the country. HiAP is a comprehensive approach used at various levels of government to ensure health is considered in every decision. To promote the practice of HiAP,



NACCHO funded the Franklin Regional Council of Governments in Massachusetts, Santa Cruz County Public Health Agency in California, and Summit County Public Health in Ohio. These demonstration sites engaged their communities, developed project steering committees, and helped their jurisdictions move toward a sustainable system that addresses the determinants of health.

### **Hepatitis C Virus Program**

NACCHO supported LHDs to increase testing and linkage to care for the hepatitis C virus (HCV). Activities included releasing the first module in the “LHDs and Hepatitis C” online educational series and creating an infographic highlighting the local role in supporting HCV testing, care, and treatment. NACCHO also convened 22 LHDs to assess the HCV landscape and identify the various roles and responsibilities of LHDs across the continuum of HCV prevention, care, and treatment.



## **Environmental Health**

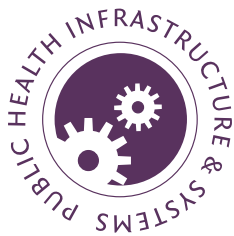
### **Mentorship Program for the Food and Drug Administration’s Retail Program Standards**

NACCHO, through a cooperative agreement with the Food and Drug Administration (FDA), connected LHDs with peers to learn, share experiences, and acquire tools and resources related to the FDA

Voluntary National Retail Food Regulatory Standards. In 2015, NACCHO concluded the mentorship program’s fourth cohort of 24 health departments and set the foundation for the fifth cohort. More than 50 LHDs have participated in the mentorship program thus far.

### **Rodent Control**

With CDC support, NACCHO conducted a study to understand the current capacity of local rodent control programs across the United States. Nine local rodent control programs participated in the assessment and shared best practices, challenges, and technical assistance needs. Through this project, NACCHO published and disseminated a research brief and nine profiles of the local rodent control programs and presented the findings at the 2015 National Environmental Health Association’s annual conference.



## **Public Health Infrastructure and Systems**

### **Accreditation Readiness**

With partner support from the CDC, the Accreditation Support Initiative (ASI) has provided nearly \$2.8 million in the past five years to support more than 110 health departments in advancing accreditation readiness and quality improvement. In

2015, NACCHO funded health departments in territories and freely associated states through the ASI. The ASI provides short-term monetary awards, technical assistance, and peer-sharing opportunities, which health departments can use to prepare for accreditation or to share examples of documentation and materials with their peers. As one local health department awardee indicated, “If the funding [for the ASI] had not been available, it is questionable [whether we] would have decided to move forward with accreditation.”

### Advancing Health Equity: Reflections

The California Endowment supported NACCHO to produce an essay, *Advancing Health Equity: Reflections*, which examined the tensions and contradictions within the field and suggested elements for strengthening the capacity to confront health inequities at their source. The central theme is that the elimination of health inequities for the long term will depend on structural transformation and organizational reforms by committed public health practitioners and their allies. The essay explores insights, experiences, and observations from NACCHO's health equity program staff, NACCHO's Health Equity and Social Justice Committee, local and state health departments, community organizers, and other partners.



NACCHO provides guidance that pertains to local issues. NACCHO's website provides best practices and other information that we actually put into practice. Individuals interested in becoming the best health department will see NACCHO as a valuable asset.

— Kathy Lordo —

Hamilton County (OH) General Health District



### Informatics and Biosurveillance Needs Assessments

NACCHO developed and executed two nationwide surveys, the Biosurveillance Needs Assessment Survey (BNAS) and State of Informatics Capacity and Needs of LHDs. The BNAS examined the use and management of electronic syndromic surveillance practice. The informatics assessment characterized the current landscape of health informatics by examining capacity, critical gaps, threats, and opportunities. The assessments provided an in-depth picture of how LHDs were incorporating surveillance and informatics tools into daily work. Additionally, reports on these assessments highlighted the barriers to using surveillance and informatics tools and potential solutions to build capacity and influence federal, state, and local policies affecting public health.

### Project SHINE

Project SHINE (Strengthening Health Systems through Interprofessional Education), a collaboration with CDC and the Council for State and Territorial Epidemiologists, is one of the newest assets in NACCHO's Public Health Transformation program. With a budget of \$1.7 million, which has more than quadrupled from the previous year, SHINE is composed of three fellowship programs that provide capacity-building opportunities at health departments in health systems, informatics, and epidemiology. NACCHO led the partnership, developed and implemented curricula for fellows, and led or contributed to all aspects of the initiative to support fellows and their host sites—state and LHDs.

### **The Raising of America Project**

NACCHO collaborated with the CDC, Association of Maternal and Child Health Programs, Healthy Heartland, and California Newsreel to disseminate 500 copies of *The Raising of America: Early Childhood and the Future of Our Nation*. This documentary series seeks to change the conversation about what society can and should do to ensure that every child achieves maximum health. NACCHO also developed a guide to support local health department efforts to use the documentary series to change the public narrative about child health and development.



## **Public Health Preparedness**

### **Ebola Response**

Since July 2014, NACCHO has been monitoring the outbreak of Ebola in West Africa and working with LHDs and national partners on coordinated national preparedness and response efforts. NACCHO activated a modified incident command system to coordinate its own response and provided resources and services to help LHDs prepare. NACCHO responded to more than 88 technical assistance requests and provided situational awareness through guidance, news, resources, and information for 99% of LHDs across the nation. Assessing the domestic response to Ebola is critical to understanding how the public health system performed, identifying opportunities for improvement, and preparing for future outbreaks. With support from the CDC, NACCHO and the Association of State and Territorial Health Officials (ASTHO) hosted a two-day meeting that convened representatives from more than 50 organizations, including LHDs, involved in the domestic response to Ebola. NACCHO and ASTHO identified recommendations for federal, state, and local organizations and other partners to improve future preparedness efforts and responses to infectious disease outbreaks.

### **Medical Reserve Corps**

In year five of a cooperative partnership with the Department of Health and Human Services' Office of the Surgeon General, NACCHO produced the 2014–2015 Stakeholder Study and the 2015 Network Profile of the Medical Reserve Corps, *Connecting with Communities, The MRC: A Network of Dedicated Volunteers*. In addition, NACCHO awarded funding to more than 700 Medical Reserve Corps units. NACCHO has entered into a new cooperative agreement with the Department of Health and Human Services' Office of the Assistant Secretary for Preparedness and Response. The agreement enables NACCHO to provide continued assistance to units throughout the country, with a focus on establishing and expanding vital partnerships between units and local health department leadership.

### **Project Public Health Ready**

For more than a decade, NACCHO's Project Public Health Ready has worked to protect the public's health and increase the public health infrastructure by building LHDs' preparedness capacity and capability with assistance from state health departments. Through this competency-based training and recognition program, NACCHO assessed LHDs' commitment in protecting their community from public health threats in the face of disaster. During the past year, 31 local and regional agencies earned recognition or re-recognition.

## Spotlight on the Big Cities Health Coalition (BCHC)



A joint partnership with the CDC, de Beaumont Foundation, and Robert

Wood Johnson Foundation, the Big Cities Health Coalition (<http://www.bigcitieshealth.org>) is a forum for the leaders of 27 of the largest metropolitan health departments in the United States. Members exchange strategies and jointly promote and protect the nation's health and safety. BCHC serves approximately one in six U.S. residents. Highlights from 2015 include the following:

- Producing measles-related public service announcements for member cities;
- Holding a Capitol Hill briefing, *Short-Term Fixes, Long-Term Consequences: How Vaccines, Viruses, and Dollars Impact Emergency Preparedness in America's Big Cities*;
- Encouraging the Obama Administration to release the tobacco-deeming rule; and
- Compiling more than 12,000 data points across more than 30 health indicators and 26 cities for the Big Cities Health Inventory.

## NACCHO PROVIDES THE NATIONAL VOICE FOR LHDs

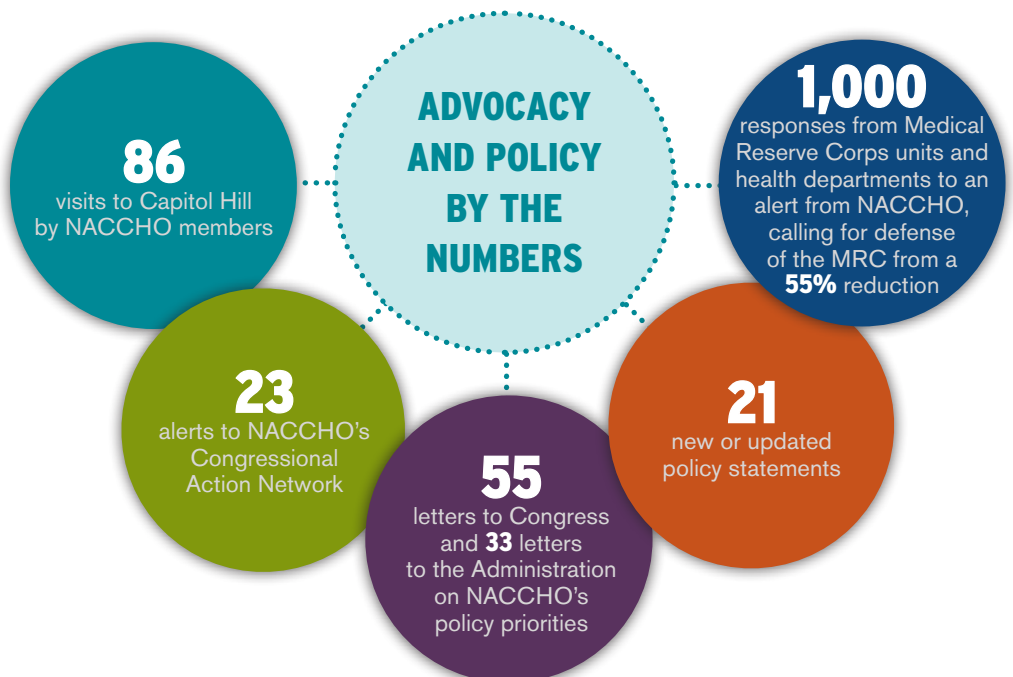
As the voice of LHDs, NACCHO is the only national association that advocates solely for the issues and federal programs that are priorities for LHDs. Each year, NACCHO's board of directors approves a legislative and policy agenda to guide advocacy efforts. In 2015, NACCHO worked on the following advocacy priorities:

- Federal funding for programs within the CDC, FDA, Health Resources and Services Administration, and Office of the Assistant Secretary for Preparedness and Response that support LHDs;
- Support for the Prevention and Public Health Fund;
- A balanced approach to deficit reduction and an end to sequestration;
- Funding and policies that support LHDs to participate in health data exchange;
- Local health department involvement in implementing the Affordable Care Act; and
- Implementation of the Pandemic and All-Hazards Preparedness Reauthorization Act.



NACCHO offers a national association that speaks for us to the national policymakers.

— Richard Day —  
Person County (NC) Health Department



## NACCHO IS THE PROFESSIONAL HOME FOR LOCAL HEALTH OFFICIALS

NACCHO's leading-edge resources and programs support effective local public health practice and systems and enable members to meet the challenges of a dynamic and rewarding profession in local public health. Our members get unique discounts on public health-related products and access to professional-development resources such as the NACCHO Toolbox, publications, trainings, conferences and networking opportunities, and awards programs.

In 2015, we recognized the remarkable accomplishments of LHDs and health officials through the following awards:

- **Local Health Department of the Year Award:** The following agencies demonstrated outstanding accomplishments related to innovation, creativity, and impact on communities: Giles County Health Department, Pulaski, TN (small jurisdiction); Sevier County Health Department, Seiverville, TN (medium jurisdiction); and Florida Department of Health in Broward County (large jurisdiction).
- **Maurice "Mo" Mullet Lifetime of Service Award:** presented to Patrick Lenihan, PhD, MUPP, for noteworthy service to NACCHO that has reflected the commitment, vigor, and leadership exemplified by Mo Mullet's distinguished career.
- **Model Practices Award:** This award, which honors outstanding local public health practice, enables health officials to benefit from colleagues' experiences, learn what works, get strategies on how to implement effective programs with good results, and save time and resources. Visit the Model Practices Database at <http://www.naccho.org> to learn more about the 2015 winners.

We recognized the award winners at a special ceremony at the 2015 NACCHO Annual Conference. The conference, held July 7–9 in Kansas City, MO, drew the highest attendance in the 10-year history of the event. More than 1,300 public health professionals from around the United States came together to explore the transforming field of public health. Speakers included CDC Director Dr. Tom Frieden, Surgeon General Vice Admiral Dr. Vivek Murthy, and Director of the White House Office of Drug Policy Michael Botticelli.



Mo Mullet Lifetime of Service Awardee Patrick Lenihan at the NACCHO Annual Conference.

### Spotlight on Management Essentials for New Local Health Officials

To provide members with comprehensive educational and networking opportunities, NACCHO developed and launched a training series called "Management Essentials for New Local Health Officials." The series offers three courses highlighting topics critical to success for local health officials: Strategic Planning; Successful People Management; and Fundamentals of Business Management. Learn more at <http://www.naccho.org/university>.

“

I highly recommend NACCHO membership to colleagues. With being relatively new to the field, I have benefitted from resources, information, and great networking experience.

— Benjamin Jones —  
Waukesha County (WI) Public Health Division

”

## BOARD OF DIRECTORS 2015–2016

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Seated, left to right: Dr. Alina Alonso, Dr. Swannie Jett, Dr. Georgia Heise

First row, left to right: Dr. LaMar Hasbrouck, Dr. Umair Shah, Muriel DeLaVergne, Claudia Blackburn, Melanie Hutton, Dr. Melody Counts, Gretchen Musicant, Crystal Caudill-Miller, Winnie Holland, Jennifer Kertanis, Claude-Alix Jacob, Dr. Joe Iser

Back row, left to right: Torney Smith, George Roberts, Dr. Bill Paul, Scott Sjoquist, Dr. Bob England, Dr. Sara Cody, Kevin Sumner, Dr. Pramod Dwivedi

Not pictured: Brian Bowden, Della Cox-Vieira, Crystal Swann

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Washington, DC

**Crystal Swann**  
United States Conferences of Mayors  
Washington, DC

**The Foundation for the Public's Health: A NACCHO Development Enterprise**

**FOUNDATION FOR  
THE PUBLIC'S HEALTH**

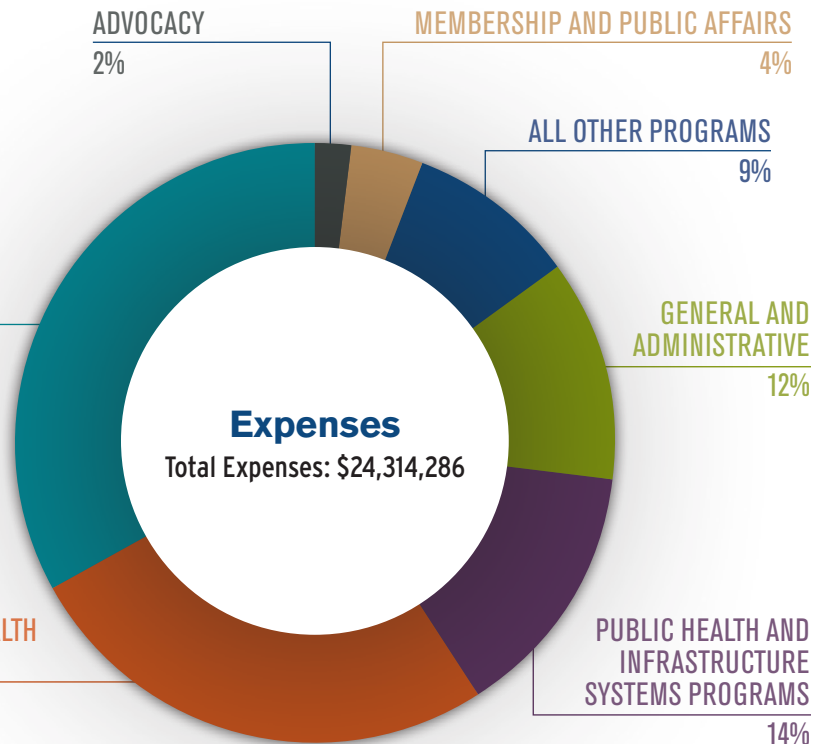
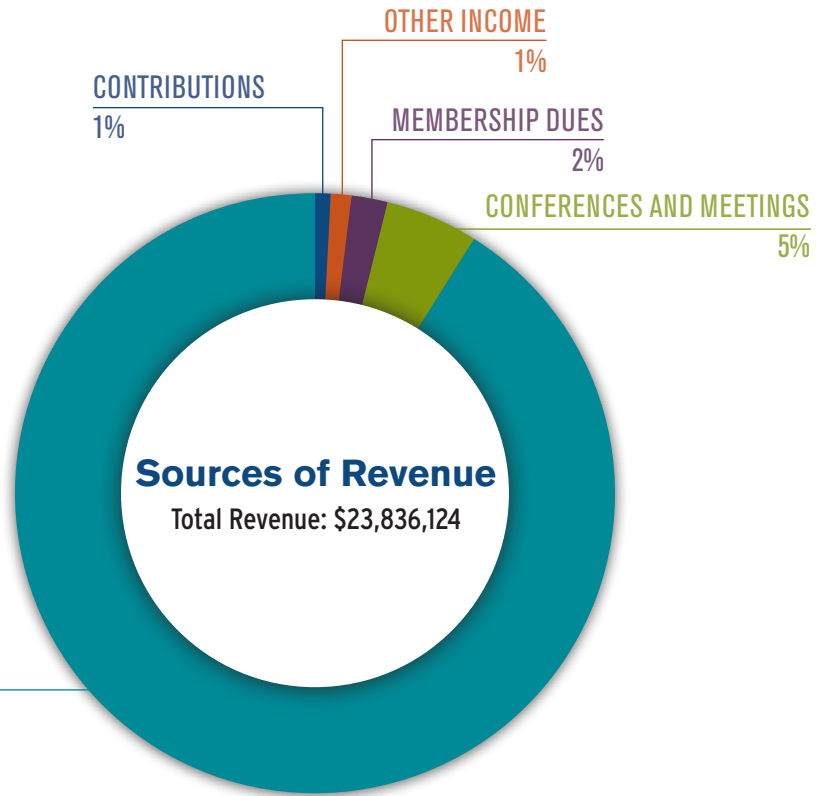
To address gaps in public health funding, NACCHO launched The Foundation for the Public's Health in 2015. As a separate 501(c)(3) charitable organization, The Foundation supports the delivery of public health services to over two-thirds of the nation's residents. The Foundation advances the public's health through the power of philanthropic giving. It provides individualized opportunities for donors to save lives and build healthier communities. By linking the humanitarian aspirations of donors to investment opportunities in the public health system, The Foundation strengthens the nation's 2,800 LHDs. Learn more at <http://www.tfph.org>.

# FINANCIALS



NACCHO dedicates approximately 88% of its budget to mission-related programs and activities. The 12% spent on general and administration is far below the 30% average for nonprofits. This makes NACCHO not only excellent stewards of local governmental public health, but of the public trust.

— LaMar Hasbrouck, MD, MPH  
Executive Director



COMMUNITY HEALTH PROGRAMS  
26%



## FINANCIALS, CONT.

### NACCHO Thanks the Following Supporters:

American Cancer Society  
 American Heart Association  
 The Arc of the United States  
 Association of State and Territorial Health Officials  
 Axiall Corporation Water Treatment Products  
 The California Endowment  
 CDC Foundation  
 Council of State and Territorial Epidemiologists  
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 W. K. Kellogg Foundation  
 Washington University at St. Louis  
 The YMCA of the USA

### Blog Launch: Healthy People, Healthy Places

*The Healthy People, Healthy Places: The Essential Elements of Local Public Health* blog provides information from NACCHO's environmental health and infectious disease projects. It also discusses public health topics in the news, upcoming events and opportunities, tools and resources, and other content of interest to the broader public health community. The blog contains innovative ideas for LHDs working on issues such as climate change, infectious and vector-borne diseases, foodborne illnesses, and immunizations. Check it out at <http://essentialelements.naccho.org>.

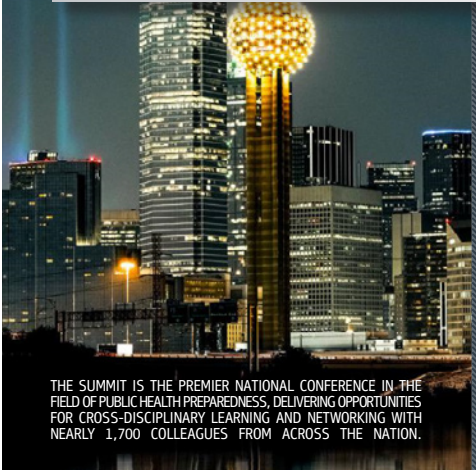




# REGISTRATION NOW OPEN!

THIS YEAR'S THEME:

**Planning Today for Rebuilding Tomorrow: Resiliency & Recovery in the 21st Century**



THE SUMMIT IS THE PREMIER NATIONAL CONFERENCE IN THE FIELD OF PUBLIC HEALTH PREPAREDNESS, DELIVERING OPPORTUNITIES FOR CROSS-DISCIPLINARY LEARNING AND NETWORKING WITH NEARLY 1,700 COLLEAGUES FROM ACROSS THE NATION.

EXPLORE SUBJECTS INCLUDING:

- Building and sustaining resilient communities
- Effectively using, producing, and disseminating medical countermeasures and nonpharmaceutical interventions
- Ensuring situational awareness to support decision making, data management, and information sharing
- Enhancing the integration of public health, healthcare, and emergency management systems
- Strengthening global health security

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## Contact NACCHO

NACCHO is the national non-profit association representing the approximately 2,800 local health departments in the United States, including city, county, metro, district, and tribal agencies. The mission of NACCHO is to be a leader, partner, catalyst, and voice with LHDs.

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