

La Crosse County Health Department

2015 Annual Report



Mission

"Protect, promote and improve the health of all people to enhance the quality of life."



Visit our website at
<http://www.lacrossecounty.org/Health>



Public Health
Prevent. Promote. Protect.

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LETTER FROM THE HEALTH DEPARTMENT DIRECTOR



Welcome to La Crosse County Health Department!

Thank you for taking time to review the 2015 Annual Report. We are pleased to report La Crosse County continues to be one of the healthiest places to live in Wisconsin. The County Health Department offers a wide range of programs and services to help people reach their health goals through proper nutrition, frequent exercise and safe environments. Our employees continue to successfully compete for hundreds of thousands of dollars from private and public organizations to supplement funding provided by La Crosse County taxpayers. A sizable grant obtained in 2015 from the Centers for Disease Control and Prevention helps private well owners determine potential sources of contamination and assists them with testing their drinking water. Other grants reduce illicit drug use, increase healthy foods in schools, and help teens drive more safely.

We continue our journey toward national accreditation. We invited community members and policy makers to help create a new Community Health Assessment, Community Health Improvement Plan and Strategic Plan. These efforts will guide public health services for years to come. We look forward to working with local residents, schools, medical providers and partner organizations to put the “public” back into public health.

Long time Health Director, Doug Mormann, retired in 2015 after serving 30 years with La Crosse County. His legacy continues through dedicated Health and Human Services Board members and veteran employees. Our new Health Director, Jennifer Rombalski, joined us from Chippewa County Health Department, and we look forward to her leadership for many years to come.

Sincerely,

Jim Steinhoff
Interim Health Director



ESSENTIAL SERVICES & DOMAINS

The 10 Essential Public Health Services describe the public health activities that all communities should undertake and serve as the framework for the National Public Health Performance Measurement instruments. Our Annual Report is organized by the 12 Domains which includes the 10 essential public health services in addition to administration & governance. These set the standards for a high performing health department, as established by the National Public Health Accreditation Board.

DOMAIN 1: COMMUNITY ASSESSMENT

Conduct and disseminate assessments focused on population health status and public health issues facing the community.

A. Community Health Assessment

One of the requirements for the operation of a health department in Wisconsin is to conduct a community health assessment at least every 5 years to be sure that high priority unmet health needs are identified. During 2015, Health Department staff participated with the Great Rivers United Way, Gundersen Health System, Mayo Clinic Health System, and a variety of other organizations in the county and region to begin creating the “COMPASS NOW 2015” community health needs assessment. In 2015, our department also began gathering additional data specific to La Crosse County to complete our community needs assessment. This data includes other regional, state, and national data sources and local data sources that included key-informant interviews as



well as three community health forums conducted in strategic locations around the county. The La Crosse County Health Department Community Health Assessment will be completed by April 2016. This assessment will be used to prioritize and operationalize action regarding top needs which will be captured in the Health Department’s Community Health Improvement Plan (CHIP), to be released in the fall of 2016.

B. Health Status

In 2015 a comparative analysis of the health status of counties in Wisconsin was conducted by the University of Wisconsin School of Medicine and Public Health. La Crosse County ranked 19th healthiest of 72 counties. To view a “snapshot” of our ranking and the analysis “County Health Rankings: Mobilizing Action toward Community Health”, click on the link below:

<http://www.countyhealthrankings.org/app/wisconsin/2015/rankings/la-crosse/county/outcomes/overall/snapshot>

C. Assessment for Grant Writing

La Crosse County Health Department staff are routinely engaged in grant writing to bring additional funding and resources to La Crosse County to address health needs. One successful application based on the high level of private wells and contamination found in private wells is the Western Wisconsin Well Water Project: Reaching Vulnerable Populations. This grant application was successful in bringing in \$132,072 per year for 5 years. The focus of the Centers for Disease Control grant is people using small drinking water systems that are not covered under Federal Safe Drinking Water Act language. La Crosse County has approximately 7,000 private wells and there is an increased risk of contamination based on geological foundations.

DOMAIN 2: INVESTIGATE

Investigate health problems and environmental public health hazards to protect the community.

A. REPORTABLE COMMUNICABLE DISEASE

The State of Wisconsin requires reporting, investigation and control of communicable diseases. The following table identifies confirmed cases by number and year in La Crosse County.

DISEASE	Confirmed Cases					Probable/ Suspect [^]
	2011	2012	2013	2014	2015	2015
AIDS	2	1	2	3	0	0
Amebiasis	0	1	1	0	1	0
Anaplasmosis / Ehrlichiosis / Powassan	26	32	36	27	13	16
Arboviral infection	1	3	0	0	0	0
Babesiosis	1	2	6	8	1	2
Blastomycosis	2	0	0	0	0	1
Campylobacter	36	21	34	23	37	1
Chlamydia	459	389	392	486	520	32
Cryptosporidiosis	6	2	7	18	11	2
E coli O157	8	3	2	3	2	0
Giardiasis	11	6	11	11	9	0
Gonorrhea	54	51	24	43	54	3
Haemophilus influenza invasive disease (including epiglottitis)	5	1	2	5	1	0
Hepatitis A	0	0	2	0	0	0
Hepatitis B	27	6	3	8	14	16
Hepatitis C	43	30	47	39	45	35
Histoplasmosis	0	1	1	0	0	0
HIV	4	5	2	11	5	0
Influenza Associated Hospitalizations	3	4	29	25	9	0
Kawasaki disease	0	0	1	0	0	0
Lead intoxication	1	2	3	1	24	0
Legionellosis	0	0	3	0	1	0
Listeriosis	0	1	1	1	0	0
Lyme disease	117	96	319*	193	58	20
Malaria	1	0	0	0	0	0
Measles	0	0	0	0	0	0
Meningitis, bacterial (other than Haemophilus)	1	0	0	1	0	0
Meningococcal Disease	0	0	0	1	0	0
Mumps	1	0	0	1	0	0
Myobacterial disease (nontuberculous)	12	16	27	28	8	0
Pertussis	34	166	23	53	22	3
Salmonellosis	16	17	25	23	19	0
Shigellosis	1	1	1	2	0	0
Streptococcal disease	12	18	13	13	17	0
Streptococcus pneumoniae invasive disease	10	12	9	8	8	0
Syphilis	2	1	4	7	19	0
Toxoplasmosis	4	1	1	0	0	8
Tuberculosis (Active)	1	2	3	1	1	0
Tuberculosis (Latent)					14	0
Varicella (chicken pox)	0	8	2	7	0	2
TOTAL	930	895	1036	1050	913	141

* Includes presumptive and confirmed cases.

[^]Suspect/Probable cases were added in 2015

B. SELECTED INVESTIGATIONS TO IDENTIFY AND PREVENT DISEASE AND INJURY

- A wide variety of human health hazards are investigated such as air, water and soil contamination, food and waterborne illness outbreaks, unsanitary home conditions, and improper waste disposal through the **Environmental Health** complaint reporting process.
- Investigation and control of animals or insects that are the source of human disease and/or injury from bites is completed by the **Vector Control** program. Activities focus on reducing the occurrence of disease-carrying mosquitoes and ticks and investigation of animal licensing violations and inhumane treatment of animals.
- The Public Health **Laboratory** supports the investigation activities of environmental health staff as well as providing water analyses to the public. Drug testing is provided for the La Crosse County Justice Sanctions program.

<u>SELECTED SERVICE/INVESTIGATION</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Environmental Health Complaints	322	307	315	298	303
Animal Bites of Humans Investigated	244	264	274	265	286
Animal Complaints Investigated	3,294	3,384	3,076	3,448	3,978
Rabies Quarantines Ordered	252	311	293	202	266
Habitat Management for Arboviral Control	1,811	1,569	1,624	1,870	2,132
Deer Tick Sites Monitored	675	616	467	521	407
Foodborne Illness Investigation	NR	16	18	17	27
Food Products Complaint Investigation	3	5	16	1	16
Water Quality Complaint Investigation	0	0	4	5	15
Beaches/Land Conservation Bacteria Tests	409	371	401	328	361
Rivers & Streams Chemical Tests	362	463	499	608	655
Pools – Bacteria Tests	779	912	924	503	486
Sewage Effluent Tests	149	93	4	0	7
Public Water-Bacterial/Chemical Tests	2,217	2,041	673	671	634
Private Water – Bacteria Tests	1,729	1,787	1,497	1,325	1,583
Private Water – Chemical Tests	1,112	1,125	971	974	1,712
Drug Test Urine Samples Tests	13,937	13,874	19,166	20,690	18,302
Lead Screening Tests	525	260	600	515	497

NR=Not Reported



DOMAIN 3: INFORM & EDUCATE

Provide health education and health promotion policies, programs, processes and interventions to support prevention and wellness.

A. Health Education of Individuals & Families

Clients and the public are interested not only in solving a specific public health problem but understanding why it occurred and what can be done to prevent it from happening again. One-on-one education is provided for the clients in each of the department’s five service divisions (Public Health Nursing, Health Education, Nutrition & WIC, Environmental Health, and Lab). An estimated 50,000 unduplicated individual educational contacts with clients and their families or business employees occurred during 2015.

In June 2015, The La Crosse Women, Infants & Children (WIC) program rolled out the new eWIC (Electronic WIC) benefits card. This change allowed participants’ food benefits to be on an electronic benefits card (EBT), instead of paper checks.

The La Crosse County WIC Program average monthly participation:

Year:	2011	2012	2013	2014	2015
Participants:	2,275	2,183	2,107	2,093	2,090

B. Targeted Community Education Activities

Targeted Health Education activities have focused on the following, usually conducted with community partners:

- Alcohol-related Injury Prevention
- Environmental Health Hazard Control
- Epidemiology
- Food Safety
- Tobacco Use Control and Prevention
- Other Tobacco Product Education (i.e.-on e-cigarettes and flavored tobacco products) Attractive to Youth
- Animal Safety
- Active Lifestyles & Active Community Environments
- Adult and Child Immunization
- Employee Wellness
- Public Health Emergency Preparedness
- Vector-borne Disease Programs
- Temperature Extremes: Cooling Centers/Warming Centers
- Radon Testing and Guidance for Action to Reduce High Levels
- Screenings – Tuberculosis, Cholesterol, and Diabetes
- Foot Care
- Communicable Disease Follow-up
- Nutrition & Physical Activity
- Flu Clinics
- Breast & Cervical Cancer Awareness Screening
- Strong Seniors-Physical Activity
- Smart Seniors-Brain Fitness
- Breastfeeding Promotion & Support

These targeted community education activities may involve community classes, awareness campaigns, education sessions with policy makers, social media, coalition support, and other work. The Department distributed more than 58 news releases and circulated regular newsletters on topics including tobacco control, nutrition and wellness.

New Initiative: Distracted Teen Driving Awareness

Based on a 2014 assessment of needs surrounding distracted teen driving, La Crosse County Health Department has worked with local schools and other community agencies to increase awareness of this topic. Local foundations and community sponsors helped to provide some of the funding for the activities carried out in 2015.



A piece of the funding helped to pay for a film Central and Logan High School students were creating with the focus on the consequences of distracted driving. This movie will be shown at various community sites in 2016.

Contributions also helped support having Jacy Good come to speak to 4 different high schools (Bangor, Onalaska Luther, Holmen and Logan) to share her personal story of how she and her family were affected by someone who drove distracted (<http://www.hangupanddrive.com/>). Approximately 2,500 students were able to see this presentation and hear Jacy’s story.



Student groups at local high schools were also provided a tool kit and materials to help bring awareness (t shirts, banners, wrist bands, etc.) to their school community. Three schools chose to participate in a “Gotchya” campaign to reward students caught demonstrating safe driving behaviors.

C. Education for Healthcare Providers

The Coulee Region Immunization Coalition aspires to fulfill its goal of improving vaccination rates throughout the Coulee Region by providing an annual immunization symposium. The symposium provides education for persons who administer or promote the administration of vaccines, and topics include the most current immunization recommendations and strategies to improve vaccination rates within their respective work places.



Presenters have included immunization specialists from the Centers for Disease Control and Prevention and regional physicians. Attendees include regional public health directors and nurses, and hospital and clinic physicians, nurse practitioners, physician assistants, nurses and medical assistants. More than 150

persons attended the 2015 symposium.

D. Education to Promote Interest in Public Health Professions

The Health Department provided 24 students with internship training/education experiences during 2015. Interns were from UW-La Crosse, Viterbo University, UW-Oshkosh, Winona State University, and UW-Green Bay. In addition, Health department staff gave public health guest lectures to students at UW-La Crosse, Viterbo University, Globe University and Western Technical College.

DOMAIN 4: COMMUNITY ENGAGEMENT

Engage with the community to identify and address health problems.

The La Crosse County Health Department (LCHD) continuously seeks public input into the services provided through advisory groups to assure decision makers and staff receive service delivery guidance. LCHD also participates in collaborations delivering public health services in addition to those provided by the Health Department. Details of the various activities of these groups are identified on the [Health Department website](#) as part of the monthly reports to the Health and Human Services Board. Community engagement can also be viewed on the [Get Active La Crosse website](#).

Collaborative Efforts:

- **7C's Health Initiative Participating Organizations** - *The 7C's Health Initiative collaboratively works to improve the health of our citizens living in the counties of Buffalo, Jackson, Trempealeau, Monroe, Vernon, Crawford and La Crosse. Coalition members educate landlords and property managers on the benefits of voluntary smoke-free multi-unit housing, host community legislative gatherings and a variety of community events aimed at promoting healthy lives free from tobacco and nicotine regardless of income education or ethnic background.*
- **Coulee Region Immunization Coalition** - *The mission of the Coulee Region Immunization Coalition (CRIC) is to increase vaccination rates in the region to protect the public from vaccine-preventable diseases. To support the Healthy People 2020 goal of increasing vaccine coverage in all age groups, CRIC leads and supports the following evidence-based activities: provide continuing education to persons who administer and promote vaccines by hosting an annual immunization symposium, increase community demand by providing education to target populations through the development and implementation of an annual immunization campaign, and implement one strategy annually to enhance the public's access to vaccination services.*
- **FACT: Spreading the Truth About Tobacco** - *FACT is a Wisconsin teen tobacco prevention movement aimed at spreading the truth about tobacco. FACT members don't just talk about change, they call themselves FACTivists because they take action. Through peer to peer education, community events, and talking to Wisconsin's leaders, they are making a difference and standing up to tobacco's deadly addiction.*
- **Family Policy Board** - *A Committee of the County Board, the Family Policy Board brings together many community partners to discuss the multi-faceted social and human services issues in the community that affect all.*
- **Great Rivers United Way – Compass Now Leadership Team** - *The Compass Now Leadership Team works together to plan, implement, operationalize, and evaluate assessment of the community's health and well-being every 3 years. A large component of the process is the Compass survey.*

- **Healthy Living Collaboration** - Formed in 2009, the La Crosse Healthy Living Collaboration (HLC) brings together groups working on nutrition, physical activity and tobacco control. The mission of HLC is to make living tobacco free, eating healthy and being physically active the norm among La Crosse County residents. HLC represents the community, area schools, public health, private businesses, healthcare and family-serving agencies and is working to make La Crosse County the healthiest county in WI.
- **La Crosse County Child Death Review Team** - La Crosse County's Child Death Review Team (CDRT) is a collaborative group that reviews all childhood deaths that occur in La Crosse County. The local Child Death Review Team, coordinated by Public Health Nursing staff, is part of a statewide initiative titled Keeping Kids Alive in Wisconsin. The goal of Keeping Kids Alive in Wisconsin, and that of our local team, is to "prevent future deaths by applying a public health approach to prevention." In 2015, the CDRT met 3 times to review cases and received a refresher training on the process of Child Death Review. Through collaboration with the Medical Examiner's Office, a training to team members and other law enforcement on scene investigation for infant deaths was also offered. In addition, partnership with Safe Kids Coulee Region continues due to their ability to help in carrying out any prevention activities recommended by the CDRT. Two staff attended a regional coordinator's training as well as the statewide Keeping Kids Alive Summit.
- **La Crosse County Falls Prevention Coalition** - La Crosse County Falls Prevention Coalition is an organization of educators, occupational therapists, physical therapists, service providers, health care providers, etc. who meet monthly to plan and develop programs and resources to help older people reduce their risk of falling.
- **La Crosse County Heroin and Illicit Drug Taskforce** - Created in 2013 the Heroin and Illicit Drug Taskforce works to adopt policies and provide education to reduce injury and deaths from heroin and other drugs in La Crosse County. Partners implement priority strategies, developed during 2013 and 2014, including community wide education, coordination of law enforcement activities, prescription drug take back and drop box activities, and drug use prevention education.
- **La Crosse County Traffic Safety Taskforce** - The La Crosse County Traffic Safety Taskforce is a collaboration between law enforcement agencies, the La Crosse County Health Department and the La Crosse area Tavern League. Working together through education and media awareness, increased enforcement, and deployments, partners address the biggest causes of traffic crashes and injuries: distracted driving, speed crashes, impaired driving and lack of seat belt use.
- **La Crosse Homeless Coalition** - Mission statement: Collaborative, diverse, and compassionate individuals working to eliminate homelessness in La Crosse County. Group members include La Crosse County Health and Human Services, Public Health Nursing, and numerous community partners as well as community members. The coalition members participate in the Homeless Connect Event and Homeless/Hunger Awareness. It is also involved in the national biannual point in time count of the homeless. Homeless Coalition events can be found on Facebook. <https://www.facebook.com/pages/La-Crosse-Homeless-Coalition>. The coalition meets monthly at City Hall.
- **La Crosse Medical Health Science Consortium** - La Crosse County Health Department staff participate on the Consortium's Board of Directors and on Consortium Project Committees including the Population Health Committee.

- **Rebuilding For Learning** - This partnership between La Crosse County, the City of La Crosse and the School District of La Crosse strives to address key factors that prevent La Crosse County youth from achieving their highest potential by addressing root causes of family and student challenges.
- **St. Clare Health Mission Steering Committee** - The Steering Committee for the St. Clare Health Mission offers guidance and support for the Mission's efforts aimed at providing basic primary medical care to those without economic access to care.

- **Western Wisconsin Breastfeeding Coalition** (formerly La Crosse Area Breastfeeding Coalition) -



The mission of the WWBC is to improve the health of the La Crosse area by working collaboratively to protect, promote, and support breastfeeding. Group members include La Crosse County Health Department Nutrition, Public Health Nursing, and Health Education Staff, as well as representatives from Gundersen Health System, Mayo Clinic Health System, the Parenting Place, WIC staff from Monroe and Trempealeau Counties, and community members. Coalition activities in 2015 included the first annual Biggest Latch Event, training in Breastfeeding Friendly Childcare, a [new website](#) and [facebook page](#), and promotion of the Milk Mobs training event in La Crosse. The WWBC meets every other month at the La Crosse County Health Department.

DOMAIN 5: POLICIES & PLANS

Develop public health policies and plans.

A. Community Health Improvement Plan:

The 2012-2015 Community Health Improvement Plan (CHIP) for the La Crosse County Health Department was reviewed to align the plan with the Community Health Assessment (Compass NOW 2012), Healthy Wisconsin 2020 and Healthy People 2020 goals for the state and nation.

Progress on the plan and alignment was completed for two of the 2012 CHIP objectives:

(1) Strong Seniors- a weight training program for older adults was chosen to demonstrate alignment from the Injury and Violence area of the 2012-2015 CHIP.

This objective also aligns with Healthy Wisconsin 2020 Injury and Violence-Goal 9, and with Healthy People 2020 Injury and Violence Prevention Goal 23. Strong Seniors offers 12 community classes at 7 locations reaching over 375 older adults annually. The program incorporates strength training, physical activity and social support through 11-week sessions held throughout the calendar year.

(2) Safe Routes to School- a program implemented in La Crosse County Schools that promotes active transportation by elementary and middle school students to and from school was chosen to demonstrate alignment from the Chronic Disease area of the 2012-2015 CHIP. This objective also aligns with Healthy Wisconsin 2020 Chronic Disease-Goal 2 and Healthy People 2020 Physical Activity-Goal 13.2. The Safe Routes to School Program works with 13 schools who have adopted Memorandums of Understanding and up to 18 schools for special promotional safe routes to schools on an annual basis impacting over 6000 students and their families.

During 2015, the La Crosse County Health Department worked with United Way to complete the United Way Compass 2015 report. This report and additional data sets as recommended by the Wisconsin Association of Local Health Departments and Boards (WALHDAB) will be utilized to complete the La Crosse County Health Department Community Health Assessment (CHA) by April 1, 2016. Community forums and meetings are planned for 2016 to present this data and it will be used in the development of our next Community Health Improvement Plan scheduled to be completed by August 1, 2016.

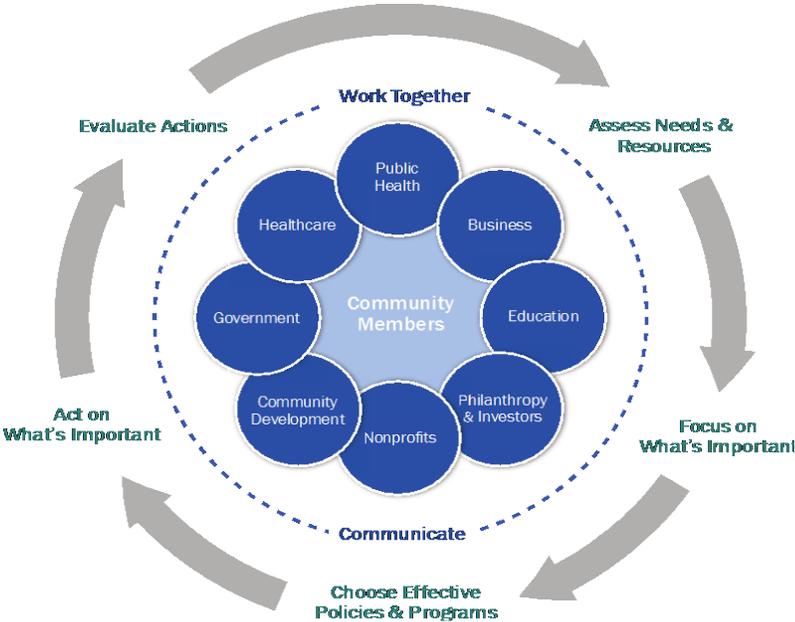


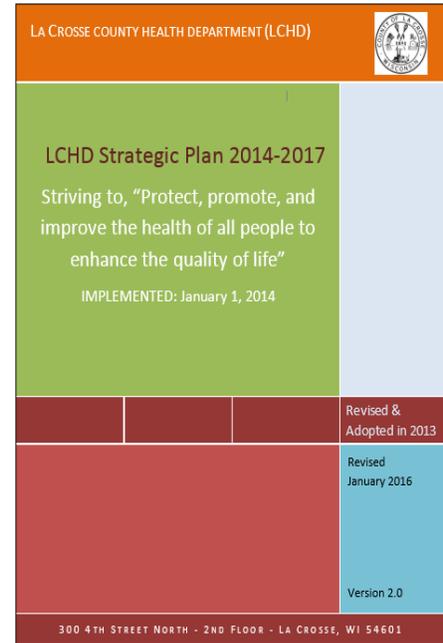
Illustration of the Cycle for the Community Health Assessment & Community Health Improvement Plan

B. Strategic Plan:

In 2014 the Health Department implemented a new strategic plan to be in compliance with the Public Health Accreditation Board's standards and measures. The plan was to be in effect from January 2014 through December 2017. Key highlights from the plan include the four strategic goals the health department will work towards:

- 1) Prioritize the work we do
- 2) Ensure a competent, trusted, committed, and motivated workforce
- 3) Balance fiscal responsibility with innovative funding
- 4) Participate in, lead, and build effective community partnerships

Performance standards and measures are tracked through the use of a "dashboard". Quarterly reports are provided to the Health & Human Services Board. The 2015 4th quarter dashboard report can be found in Domain 9 of this annual report. In 2015, revision of the plan to align with Accreditation Domains and the 10 Essential Public Health Services was made and will be implemented beginning 2016.



C. Public Health Policy:

The Health and Human Services Board devotes a significant portion of its regular meetings to considering and taking action on public health policy to create and implement the health department strategic plan. Actions taken during 2015 included:

- Resolution regarding WI DNR Emergency Rule 1417 & Possible Consequences Impacting Public Health
- Action to Hire a new Director
- Resolution regarding acceptance of La Crosse Community Foundation Grant for Outdoor Nature Exposure as a public health strategy
- Resolution regarding approval of Health Department laboratory fee increase
- Resolution regarding Financial support of local communicable disease control by the State of Wisconsin
- Policy for Smoke-free Workplace
- Ordinance Amendment 11.45 Smoke Free Act and Section 3.04 Personnel Administrative Code to include e-cigarettes
- Change in flu vaccine fees
- Approval of request for Western Wisconsin Well Water Program grant from Centers for Disease Control (CDC)
- Acceptance of Traffic Safety Taskforce Distracted Drive Grant from Department of Transportation (DOT)

Specific actions taken are described in detail in the minutes of their regular meetings – see <http://www.co.la-crosse.wi.us/Minutes and Agendas/MinAgsIndex.htm>.

D. Public Health Preparedness:

The department receives grant funding through the Department of Health Services and the Centers for Disease Control and Prevention (CDC) to support local actions to address operational readiness and the development of emergency response plans. The CDC's *Public Health Preparedness Capabilities: National Standards for State and Local Planning*, which includes 15 target capabilities and the Wisconsin Hazard Vulnerability Assessment, provide the foundation for state-wide and local public health emergency planning.

Four of the CDC's capabilities were addressed in 2015: Fatality Management, Mass Care, Medical Surge, and Volunteer Management. Infectious disease response planning specific to Ebola virus disease was also addressed.

Activities included:

- Point of Dispensing (POD) plans were exercised in Bangor and West Salem and 9 additional staff were trained in POD response;
- Fatality Management Plan drafted in cooperation with community partners;
- Ebola Response Plans drafted and incorporated into our existing Public Health Emergency Plan (PHEP) for infectious disease response;
- Department staff participated in the development of a regional healthcare coalition;
- 2 staff attended the annual Preparedness Summit in Atlanta, GA;
- Staff facilitated 2 trainings on isolation and quarantine for regional partners;
- Medical Reserve Corp Unit Factors for Success completions increased;
- 3 staff trained in WI-Trac – a healthcare bed reporting system;
- PHEP gaps were closed in 9 of the CDC's target capabilities.



DOMAIN 6: PUBLIC HEALTH LAWS

Enforce public health laws.

The Health Department conducts and monitors public health enforcement activities and coordinates notification of violations among appropriate agencies. The following are examples of public health law enforcement activities.

- A. **Licensing:** La Crosse County Health Department - Environmental Health Division has contracts with Wisconsin Department of Health Services, Department of Agriculture, Department of Safety & Professional Services, Department of Natural Resources and Department of Public Instruction to regulate restaurants, schools, hotels, bed and breakfasts, campgrounds, recreational and educational camps, swimming pools, body art establishments, retail food stores, bakeries, manufactured home communities and taverns. Local ordinances require licenses for outdoor wood furnaces, farmer’s markets and beaches.

- B. **Health Inspections:** The Environmental Health Division regulates many different types of public facilities through licensing, inspection and enforcement. Regulations covering private wells and septic systems are enforced through the use of permits, inspections and local ordinances. Human health hazards are controlled using Wisconsin Statute 254.

- C. **Animal Licensing:** The La Crosse County Health Department - Animal Control program assures dogs are licensed. Orders are issued regarding humane treatment of animals, animal responsibility laws, commercial animal establishment standards, animal health regulations and the rabies control program, including animal bite follow-up, quarantine and testing.

- D. **Vector Control:** The La Crosse County Health Department - Vector Control Program conducts inspections of mosquito habitat sites in La Crosse County.

- E. **Tobacco Compliance Checks:** La Crosse County Health Department - Health Education Division monitors the sale of tobacco to youth by conducting tobacco compliance checks. During 2015, there were 58 tobacco compliance checks in La Crosse County with a sale rate of 5.2% and 179 compliance checks in the 6 contracted counties that we service with a sale rate of 15.6%.

The number of activities (i.e. inspections or permits) are as follows:

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
A. <i>Licensing/Establishment</i>	914	889	1,009	891	881
B. <i>Health Inspections</i>	2,139	2,266	2,695	2,777	2,759
<i>Septic Permits</i>	145	152	146	146	158
<i>Well Permits</i>	129	158	150	144	165
C. <i>Animal License Action</i>	2,755	3,312	2,843	1,813	1,848
<i>Animal Orders Issued</i>	7,760	7,737	6,533	5,625	5,893
D. <i>Mosquito Site Inspections</i>	2,072	2,058	2,206	2,156	2,207

DOMAIN 7 ACCESS TO CARE

Promote strategies to improve access to health care services

The Health Department assures access to care by providing those direct services that are not able to be provided by the private sector in full or part. This cadre of services is evaluated regularly to reaffirm the need and verify the quality of services provided.

A. **BADGER CARE PLUS OUTREACH**

La Crosse County Health Department's Nutrition Division is a BadgerCare Plus application assistance and enrollment site. Staff completed express enrollments as well as assisted with applications for full benefits. *Express enrollment* provides short term, temporary benefits with limited coverage. During this temporary timeframe staff assist with completion of a *full application*.

The Division provided staff to assist with the coordination of enrollment events for people seeking information or health insurance coverage through the Affordable Care Act. This region wide effort connected health insurance agents, Certified Application Counselors (CACs), Federal Healthcare Navigators in conjunction with, area health care providers, community agencies, businesses and others to community members seeking information about the Affordable Care Act.

B. **CARING (COMMUNITY, ASSESSMENT, RESOURCES & INTERVENTION THROUGH NURSING GUIDANCE)**

CARING is a collaborative grant-funded project among the Salvation Army, Viterbo University-School of Nursing, and the Public Health Nursing Division. Two days a week, nursing students work with a public health nurse and their instructor to provide care and education to clients utilizing Salvation Army services. Health education and screening, mental health and substance abuse screenings, and assistance with referrals are some of the services provided. Thanks, in part, to a grant from Franciscan Sisters of Perpetual Adoration, CARING has completed its 15th year. A total of 774 clients received services in 2015.



CARING participated in screenings at the Homeless Connect Event in July 2015 with the assistance of the Viterbo Registered Nurse Completion students and a resident from the Mayo Residency Program. We provided health screenings to over 90 clients with 12 referrals during the event.

C. **CHILDHOOD ORAL HEALTH PROGRAMS**

The Fluoride Varnish Program targets children 6 months through 6 years of age to receive a fluoride varnish application to their teeth by a Public Health Nurse. Fluoride varnish is a protective varnish coating that aids in the prevention of cavities. With the application of fluoride varnish, an oral assessment is completed by the nurse and referrals are made when applicable. Children are seen through Head Start, WIC Clinics, La Crosse County Dairy Breakfast, and La Crosse County Health Department. A total of 433 children received a fluoride varnish application in 2015. Of the 433 children, 84% receive Badger Care. 11% were referred for a dental concern.

The Seal-A-Smile (SAS) Program is a school-based dental sealant program targeting students in 2nd and 6th grades. School-based programs can increase access to services especially among vulnerable children less likely to receive private dental care. Through the SAS program a Registered Dental Hygienist provides education, oral health screening, dental sealants, fluoride varnish application, and referrals as needed to all children participating in the program. In the 2015-2016 school year, 21 schools were served with a total of 505 children served. 89 children were referred to see a dentist for a dental concern.

The Fluoride Rinse Program serves 1st-5th grade at the Bangor Elementary School in Bangor, WI. This is an evidenced-based program that targets communities that do not fluoridate community drinking water. In the 2014-2015 school year 169 students, 76% of total number of students participated in the program.

D. COMMUNITY LIAISON PROGRAM

The Community Liaison Program began connecting people with unmet needs to available community services in 1999. In 2015, the Coordinator received 95 requests for assistance. The most common request from those referred to the program was for transportation assistance (54%). The top three referral sources were, La Crosse County Human Services Department, La Crosse County Health Department, and New Horizons Women’s Shelter. Of households assisted, 60% had minor children in the home.

E. EMPLOYEE WELLNESS PROGRAM

La Crosse County is committed to creating a *Culture of Wellness* within the county to help staff be and stay healthy. To do this, our Employee Wellness Team has assembled an array of wellness opportunities for staff and their families. These opportunities include employee health risk appraisals, health challenges, newsletters, healthy vending machine choices, tobacco control education, immunizations, health fairs, on-site fitness classes, and available exercise equipment such as weight, resistance bands, and even two treadmills. In 2015 a [new website page](#) was developed to share, with La Crosse County employees, wellness updates and events.

F. FARMER’S MARKET NUTRITION PROGRAM

In 2015, the WIC Farmer’s Market Nutrition Program (FMNP) provided \$17 in WIC vouchers to each eligible WIC family for the purchase of fresh, locally grown fruits, vegetables or herbs at area Farmers’ Markets. When families received the vouchers, they also received information from WIC staff regarding the times and days of the markets, a listing of when certain fruits and vegetables are in season and ideas for using and preparing fresh fruits and vegetables. Unfortunately, the rate of redemption of the WIC farmers’ market vouchers is low. See the chart below for number of families issued vouchers and rate of use.

2015 FMNP Data by Family			
Received FMNP Vouchers	Spent All FMNP Vouchers	Spent Some FMNP Vouchers	Spent None
1127	314 (28%)	198 (18%)	615 (55%)

The 2015 redemption rate of issued funds was 38% or \$7,281.00 of \$19,159 allocated to La Crosse County families. The cause for the low redemption rate is being evaluated.

G. **FIT FAMILIES**

Fit Families is an evidence-based behavior change program targeted to families with 2-4 year old children receiving Supplemental Nutrition Assistance Program Education (SNAP-Ed) benefits. The program has been found to increase fruit and vegetable consumption, reduce juice and sugared beverage consumption, reduce screen time, and increase daily physical activity among children who participate. In 2015, 191 children participated in Fit Families in La Crosse County (target goal: 100 children).



H. **FOR GOODNESS SAKES**

Started as a holiday project, the For Goodness Sakes project evolved into a year-round program in partnership with the La Crosse Tribune. The project matches individual/family unmet needs to people or funds that can fulfill these needs. Examples of needs can include: car repairs, furniture or assistance paying for prescriptions. Needs are posted weekly in the Sunday La Crosse Tribune Newspaper and the community steps up with offers to assist.

I. **GENERAL PUBLIC HEALTH NURSING**

The Public Health Nursing staff conducts the following services through in-house and community-based clinics and home visits: child and adult immunizations, TB screenings and case management, communicable disease investigation, blood pressure screening, pregnancy tests, head lice checks, cholesterol/diabetes screening, foot care, and maternal and child health services.

❖ **Immunization Services** – Throughout 2015, the La Crosse County Public Health Nursing Division provided 15 different types of immunizations to 1,653 persons of all ages for a total of 2,127 vaccines. Vaccination clinics were provided at schools, businesses, Salvation Army, the local jail, health fairs, and at the La Crosse County Health Department to increase access to vaccines for eligible La Crosse County residents. In addition, seasonal influenza clinics were provided at schools, businesses, assisted living facilities, health fairs, Salvation Army, and the La Crosse County Health Department to increase access to influenza vaccine availability for all La Crosse County residents.

Efforts were conducted in 2015 to assure 79% of 2 year old children in La Crosse County were up-to-date on their immunizations by their 2nd birthday.

❖ **High Risk Adult Immunization Services** – Select vaccines are available from the WI Immunization Program to local health departments for uninsured and underinsured adults. Starting in 2013, public health nursing has had 9 inmate clinics a year at the La Crosse County jail. Depending on the inmate's health risk factors and previous vaccination history, we are able to offer 8 different recommended adult vaccines. In 2015, we gave 98 vaccinations to 64 inmates.

J. **HEALTHY LIVING FOR A LIFETIME PROGRAM**

The goal of the Healthy Living for a Lifetime Program is to provide opportunities for education and support for community members to make positive changes related to health in their lives. Activities in the past have included newsletter as well as Brown-Bag Lunch education sessions.

In 2015, two health challenges were held for community members. Information on these challenges can be seen in the chart below:

Challenge	Dates	Number of Participants
The Biggest Health Challenge	2/9/15 – 4/3/15	355 <i>Note: 30 Community Business Partners contributed</i>
Healthy Holidays Challenge	11/23/15-1/1/16	481

K. **KEEPING KIDS ALIVE INITIATIVE**

Keeping Kids Alive is the child death review program for La Crosse County that focuses on prevention of childhood deaths. Local child death review teams are critical to better understanding how and why a child died. The La Crosse County Child Death Review Team consists of representatives from over 20 agencies, serving on either the Core or Ad Hoc Group. This multidisciplinary team meets 3 times a year to confidentially review all intentional and unintentional child deaths from a prevention standpoint. Recommendations for prevention strategies related to the case review findings are shared with local coalitions.

L. **LA CROSSE WIC PROGRAM**

The Special Supplemental Nutrition Program for Women, Infants and Children (WIC) is a nutrition program for low income women, infants and children. Studies have shown that WIC reduces the incidence of low birth weight and increases breastfeeding rates among participating families. WIC focuses on preventing nutrition related health problems and improving the health status of low-income, at-risk pregnant/post-partum/breastfeeding women and children up to age 5 years. WIC provides supplemental foods, nutrition counseling, breastfeeding support and referrals to other services for those participating. In 2015, the La Crosse County WIC contracted caseload was 2,156 participants per month. A total of 2,672 unduplicated participants were served by WIC throughout the year.



M. **PRENATAL CARE COORDINATION PROGRAM**

The Prenatal Care Coordination (PNCC) Program is a Medicaid benefit that provides pregnant women with support and services needed to have a healthy pregnancy and birth outcome. A PNCC Care Coordinator contacts participants at least monthly to provide support, education, and referrals to additional community resources. Pregnant women with a minimum of four risk factors upon assessment are eligible for PNCC. The program continues up to 60 days following delivery.

Once a woman is found eligible for PNCC services, she and her care coordinator will develop a care plan. The plan will identify the woman’s needs and the services she will utilize to increase the likelihood of a positive pregnancy outcome.

Examples of care plan topics may include: tobacco exposure, alcohol use, breastfeeding, safe infant sleep practices, perinatal depression, family planning, father involvement, dental care, safe housing, adequate nutrition, and caring for other children.

The chart below shows the number of women assessed and enrolled in PNCC in the last three years. Numbers decreasing might be attributed to a decreased birth rate in La Crosse County. The difference between the assessed and enrolled numbers relates to women not being eligible for the program or declining to enroll by choice.

2013		2014		2015	
Assessed	Enrolled	Assessed	Enrolled	Assessed	Enrolled
169	165	203	172	153	121

N. SAFE SLEEP PROGRAM

In an effort to help reduce the number of infant deaths, the Safe Sleep Program continues to implement the national “Cribs For Kids” program. Nurses provide a safe sleep option (a new pack and play) as well as education on safe sleep and Sudden Infant Death Syndrome (SIDS) prevention to families with limited options for obtaining these resources. Parents are shown how to set up and take down the pack and play. The Public Health Nurse also follows up with each family 3 months after the initial visit to make sure they are still utilizing safe sleep practices and the pack and play that was provided to them. In 2015, we distributed 9 pack and plays to families in need.

O. SAFETY INSPECTION – CAR SEATS



In 2015, the Health Education Division continued to offer child car seat education and installations. During 2015, thirty-four families participated in the fee-for-service program. The Division’s Certified Child Passenger Safety Technicians also provided a limited-term car seat rental program, which three caregivers utilized, and provided five car seat education and installation appointments to women enrolled in the Department’s Prenatal Care Coordination (PNCC) program.

The Division increased a funded contract with Brenengen Chevrolet and staffed West Salem and Onalaska locations for 6 months during 2015 where free child safety seat education and installation was available for participants. The Division continued to secure grant funding from the WI Dept. of Transportation for the purchase of child safety seats for distribution to families who qualify for WIC, Medical Assistance and Free and Reduced Lunch. The Division purchases the needed child safety seats and distributes the seats through individual appointments, community car seat events, Brenengen events, and PNCC appointments.

P. SCHOOL BASED VISION AND HEARING PROGRAMS

Public Health Nursing (PHN) coordinates an annual training event for volunteers from public and parochial schools who will be providing vision and hearing screening for children. We were able to secure a speaker from Prevent Blindness Wisconsin as well as students from the audiology department at Mayo Clinic Health Systems-Franciscan Healthcare La Crosse. PHN also develop a rotation schedule for equipment that schools may use for doing their screenings

Q. STRONG SENIORS PROGRAM

The Strong Seniors Program began in 2011 as a way to increase activity level among seniors 55+ in La Crosse County. The program is modeled after an evidence-based program from Tufts University (www.strongwomen.com/). The program is designed to offer a 5 minute warm-up, followed by 8-10 strength training exercises (50-60 minutes), followed by a 5 minute cool-down, twice weekly for 11 weeks. The group atmosphere also provides social support, an important factor in continued motivation and general wellness. In 2015, there were four 11-week sessions taking place at six different sites and approximately 300 individual participants.



R. TUBERCULOSIS PROGRAM

The Tuberculosis (TB) Program serves to educate, screen, monitor and treat for TB within the residential and medical communities of La Crosse County. The goal is to prevent, control and eliminate TB in Wisconsin. This program provides medication and case management services to prevent the conversion of latent TB (infection) to active TB (disease) or to treat active TB. Patients are referred to this program through nursing triage, TB clinics, healthcare providers, or by outside agencies. Fourteen Latent TB infection clients completed treatment in 2015. Three additional clients started treatment in 2015 and will finish in 2016. One active Multi Drug Resistant TB client of 2014 continued to be treated in 2015 until the person moved out of the county. One active TB client who started treatment in 2015 will finish treatment in 2016. La Crosse County is considered a low risk TB county.

This program also includes the TB Dispensary Program that pays for clients to receive a doctor's visit, chest x-rays and certain blood testing after a positive TB skin test if they are underinsured or uninsured. It also pays for high-risk clients (foreign born from endemic TB countries or close contacts of someone with Active TB) to have lab work drawn at the Health Department to determine TB status. The TB Dispensary Program is funded through the WI Department of Health Services-Tuberculosis Program. Twenty one clients were served through the TB Dispensary in 2015.

S. WISCONSIN WELL WOMAN PROGRAM (WWWP)



WWWP promotes the early detection of breast and cervical cancer. To be eligible for this program, women need to be 45-64 years of age; household income at or below 250% of the Federal Poverty Guidelines; and be uninsured or underinsured. Women can receive services with any provider that has contracted with WWWP. In La Crosse County WWWP providers are Gundersen Health System, Mayo Clinic Health System. In July, 2015, La Crosse County became the principle location to enroll women from Buffalo, Monroe, Vernon and Crawford Counties. Outreach to women and providers also expanded in the previously mentioned counties.

The Assistance for Women Diagnosed with Breast Cancer Program is coordinated by the Health Department. This program helps women of La Crosse County with various needs during their cancer treatment. A special thanks to the Bits and Bridle Horseshow for their generous donation to this program.

DOMAIN 8: WORKFORCE

Maintain a competent public health workforce

La Crosse County Health Department strives to provide high quality public health services. To achieve this goal, we ensure staff meet the education qualifications required. Our department recognizes the importance of highly motivated and dedicated staff to achieving our mission.

A. Public Health Work Force.

About 70 health department professionals worked in 24 different position categories and are listed below.

2015 Staff

Jim Steinhoff, Interim Health Director

Robyn Borge, M.D., Medical Advisor

Administration

Diane Panzer, Office Supervisor

Tamara Glentz, Clerk
Darlene Kissel, Clerk
Lisa Perry, Clerk
Melissa Wells, Clerk*

Fiscal

Don Neitzel, Fiscal Manager

Jennifer Mullin, Account Clerk *
Lynn Role, Account Clerk *

Environmental Health/Laboratory

Jim Steinhoff, Manager

Amy Elliott-Stevens, Secretary
Nicole Frankfourth, Sanitarian
Aaron Newberry, Sanitarian

David Sawvell, Sanitarian-Interim Mgr.

Doug Schaefer, Sanitarian
Sam Welch, Sanitarian
Alana Clements, Lab Technologist*
Stephanie Nicklay, Lab Technologist*

**Sue Schreiner, Lab Technologist*-
Interim Mgr.**

Health Education

Paula Silha, Manager

Al Bliss, Health Educator
Joyce Cielecki, Health Educator
Alison Glodowski, Health Educator
Rebecca Lakowski, Health Educator
Maichor Lee, Health Educator
Tiffany Lein, Nutrition Educator
Virginia Loehr, Health Educator
Brenda Hanson, Health Educator
Maggie Smith, Health Educator*
Judi Zabel, Health Educator

Nutrition

Jennifer Logging, Manager

Judy de Back, Clerk
Lisa Knutson, C.H. Aide*
Gretchen Lindahl, Nutrition Educator
Abbie Loos, Nutrition Educator*
Dawn Mc Fadden, Nutrition Educator
Jennifer Miller, Nutrition Educator
Nor Moua, C.H. Aide
April Prescott, C.H. Aide
Lindsey Schwarz, Social Worker
Kelly Stefferud, Nutrition Educator
Trina Truesdell, C.H. Aide*
Maomoua Vue, Nutrition Educator

Public Health Nursing

Christine Gillespie, Manager

Susan Bennett, C.H. Nurse
Mary Dahlby, C.H. Nurse
Julie Dietz, C.H. Nurse
Joann Foellmi, C.H. Nurse
Marissa Kamrowski, C.H. Nurse
Joseph Larson, C.H. Nurse
True Lor, Interpreter*
Julie Martine, C.H. Nurse
John Snyder, C.H. Occupational H. Nurse
Charity Trussoni, C.H. Nurse
Bryany Weigel, C.H. Nurse

Vector Control

Dave Geske, Manager

Cooper Addington, Vector Monitor**
Michael Dupor, Vector Monitor**
Brandon Hayes, Vector Monitor**
Karlie Keys, Vector Monitor**
Josephine Knauber, Vector Monitor**
Robert Knauber, Vector Monitor**
Emily Kolb, Vector Monitor**
Brent Landon, Vector Monitor**
Ben Oanes, Vector Monitor**
Alex Pinter, Vector Monitor**
Brian Quinn, Vector Monitor**
Kevin Rabbers, Vector Monitor**
Lindsay Neitzel, Vector Monitor**
Joseph Writz, Vector Monitor**
Dacia Sawvell, Vector Monitor**
Lee Yang, Vector Monitor**

NOTE: Vector Monitors Are Seasonal

Persons Leaving in 2015

Pattie Larson, Clerk *
Tiffany Ott, Clerk *
Pat Danielson, Sanitarian
Mackenzie Helf, Work Assistant***
Stacey Buttke, Nutrition Educator
Elizabeth Vermilya, Nutrition Educator
Sarah Spah, Director
Douglas Mormann, Director

***Denotes Part-Time**

****Denotes Seasonal**

*****Denotes limited term employee**

Staff data as of 12/31/15 – seasonal and limited term as of termination date.

B. Maintenance of Staff Competency

Various professionals working in our department are required to be licensed, registered or certified. Mechanisms are in place to assure that training needed to maintain appropriate continuing education is made available to all staff and all required qualifications are current. In addition, special training was provided in the role each person might have in the event of a public health emergency. Specialized training developed new skills in Quality Improvement as an important step toward becoming a nationally accredited local health department.

Our department implemented a Workforce Development Plan in 2014. During 2015, all staff completed training including Cultural Competency, Cost Benefit Analysis, Disaster Behavioral Health, Psychological First Aid, Isolation & Quarantine for Rural Communities, Community Sheltering and Point of Dispensing Operations. Each Division within the Health Department also completed training which directly related to their professional scope.

C. Staff Development and Team Building

In 2015, the La Crosse County Health Department worked to break down “silos” among work divisions (Nursing, Nutrition, Health Education, Administration, Lab and Environmental Health). Teams were formed which included staff from all disciplines. These teams included Employee Recognition, Community Health Assessment & Improvement Plan, Performance Management, and Quality Improvement.

At the end of 2015, Strength Finders 2.0 was used to help management and staff identify their strengths in the workplace. This training will continue into 2016, to improve production and staff satisfaction.

DOMAIN 9: EVALUATION & QUALITY IMPROVEMENT

Evaluate & continuously improve health department processes, programs, and interventions.

La Crosse County Health Department uses a performance management system to monitor achievement of our organizational goals. Our department continuously evaluates progress, and if needed, utilizes our quality improvement process to ensure our goals are met. Department staff at all levels are involved in the performance management and quality improvement processes.

A. Performance Management:

In 2015, a new Performance Management (PM) Team was established in the Health Department, to compliment the Quality Improvement Team. The mission of this team is, “To plan, implement, and support the La Crosse County Health Department’s Performance Management System.”

The Performance Management Plan describes the active and strategic use of performance standards and measures, the quality improvement process, and the reporting on the progress of standards to ensure the agency achieves desired results. The Performance Management System is designed to ensure the 10 Essential Public Health Services (*see page 1*) are being provided by health departments as well as to help prioritize and allocate scarce resources. It allows us to identify performance standards for programs, services, and operational processes, measure the standards, report on the progress of the standards, and if need be, enhance a program, service, or process through quality improvement.

The PM Team worked with all levels of Health Department Staff to establish measurable goals to be used in reporting. These reports are known as the Division Dashboards.

B. Quality Improvement:



During 2015, two projects were selected for the quality improvement process. Both project resulted in changes for improvements adopted by the department.

The projects were:

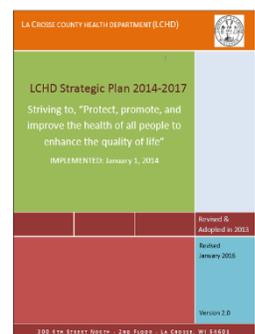
1. Preparedness Inventory Supplies and Ordering, and
2. Improving WIC Nutrition Education Rates.

C. Audits of Department Services:

The Health Department received twelve routine program and financial audits by four State agencies and the County of La Crosse financial auditor. Minimal procedural findings were noted, and all items noted were successfully explained and resolutions planned for these reviewers.

D. Strategic Planning:

The La Crosse County Health Department Strategic Plan 2014-2017 is built on data from programs and services offered throughout the Health Department. This Plan guided and measured performance management in 2015. Revisions were made to this Strategic Plan at the end of 2015, which will take effect for the final two years (2016-2017) of the four year plan. The revisions aligned our strategic plan with the 10 Essential Health Services and 12 National Accreditation Domains. The updated plan is known as La Crosse County Health Department Strategic Plan Version 2.0. The following two pages reports the progress our department made in 2015 toward achieving the goals set in the 2014-2017 Strategic Plan.



The following table reports the progress our department made in 2015 toward achieving the goals for the 2014-2017 Strategic Plan. The status column shows color-coding to indicate if targets were met, partially met, or abandoned.

Action Item #	Performance Standard	Performance Measure	Baseline	Target in 2015	Current Value	Status	Follow-up: QI/IP/PP/C/A
Strategic Goal 1: Prioritize the Work We Do							
1.1.2	Strategic Plan	Assess 14 programs/services provided by the La Crosse County Health Department are evidence based by December 2015.	New Initiative	14	5		No QI. To be completed by 12/31/16
1.2.1	Strategic Plan	Develop survey to continuously collect feedback from internal & external stakeholders and partners on services provided by December 2015.	New Initiative	Yes=1, No=0	2		
1.2.2	Strategic Plan	Provide services that address at least 2 of the community Health Needs from the results of the Community Health Assessment by December 2017:	New Initiative	1 in 2015, 1 in 2016	1		
1.2.2	Strategic Plan	Percent of children, ages 2-5 years, participating in the La Crosse County WIC Program that are overweight or obese.	New Initiative	<30%	0.31725		No QI needed. Continued in 2016
1.3.2	Strategic Plan	Research lean management training and decide if staff should be trained in this model by December 2015.	New Initiative	Yes=1, No=0	1		Not feasible at this time.
1.4.1	Strategic Plan	The Health & Human Services Board will consider, and if needed, take action on 2 emerging public health issues annually.	10	2	3		
1.4.2	Strategic Plan	Staff will participate in an annual exercise of the Public Health Emergency Plan (PHEP).	1	1	1		
Strategic Goal 2: Ensure a competent, trusted, and motivated workforce							
2.1.2	Strategic Plan	Annually report on the implementation of the workforce development plan to staff and the Health & Human Services Board.	Yes	Yes=3+, No=0	3		
2.1.2	Strategic Plan	Percent of staff will be trained on cultural competency via all staff or TLC training.	New Initiative	100%	97		
2.2.1	Strategic Plan	Hold at least 2 all staff meetings annually.	2	2	2		
2.2.3	Strategic Plan	Annually conduct employee satisfaction survey in 2015, 2016, 2017, evaluate results, and implement changes as necessary.	New Initiative	Yes=2, No=0	2		
2.2.4	Strategic Plan	Maintain the Health Department staff average longevity at 9.5 years or higher by December 31, 2015.	10.44	9.5	10.803333		
2.2.5	Strategic Plan	Develop & implement a system to recognize employees by December 2015.	New Initiative	Yes=1, No=0	1		
2.3.1	Strategic Plan	Annually release 24 media releases.	61	24	58		
	Strategic Plan	Annually provide 24 media interviews by December 2015.	New Initiative	24	338		
2.3.2	Strategic Plan	Annually provide 12 public health presentations to different community members and/or groups.	347	12	153		
2.3.3	Strategic Plan	Provide timely and relevant public health information to the public by ensuring the La Crosse County Health Department's website receives 36,000 visitors a year.	28,829	36,000	41,100		
2.3.4	Strategic Plan	The La Crosse County Health Department will use social media outlets 50 times a year to communicate about the public health topics with community members.	568	50	494		
Strategic Goal 3: Balance Fiscal Responsibility with Innovative Funding							
3.1.1	Strategic Plan	Annually provide at least 14 programs or services that address at least 7 focus areas in the current state health plan, Healthiest WI 2020.	15	14	14		
3.1.2	Strategic Plan	Participate in at least 12 financial and program audits/reviews a year.	12	12	9		No QI needed
3.1.3	Strategic Plan	Each year 100% of divisions will complete a program prioritization tool with each budget cycle.	100%	100%	100%		
3.1.4	Strategic Plan	Train 100% of division managers on cost benefit analysis by December 2015.	New Initiative	100%	100%		
3.2.1	Strategic Plan	Annually assess what percent of a full time equivalent (FTE) from tax levy money will be allocated to department-wide grant writing during the budget process.	New Initiative	Yes=1, No=0	1		

Action Item #	Performance Standard	Performance Measure	Baseline	Target in 2015	Current Value	Status	Follow-up: QI/IP/PP/C/A
3.2.2	Strategic Plan	Annually increase fees in budget to account for inflation rates	Yes	Yes=1, No=0	1		
3.2.3	Strategic Plan	Maintain % of operating costs accounted for by tax levy money by December 31, 2015.	57.20%	45%	41.9		
3.4.2	Strategic Plan	Conduct at least 2 Quality Improvement projects a year.	2	2	2		
3.4.3	Strategic Plan	Identify 2 program areas and conduct an assessment with partners to determine health care services provided (within the 2 program areas) and identify gaps in coverage by 2015.	New Initiative	2	2		
Strategic Goal 4: Participate in, lead, and build effective Community partnerships							
4.1.3	Strategic Plan	Annually evaluate coalition and partnership involvement and determine if staff should continue participating in coalition/partnership.	New Initiative	Yes=1, No=0	1		
4.1.4	Strategic Plan	Determine the level of collaboration in 2013 the LCHD had with all four higher institutions of learning in the community through:	New Initiative	Yes=1, No=0	1		
4.1.4	Strategic Plan	Track number of internship opportunities provided in 2015	37	37	24		
4.1.4	Strategic Plan	Was a baseline established through tracking the number of presentations to classes provided in 2015?	New Initiative	Yes=1, No=0	1		
4.1.4	Strategic Plan	Was a baseline established through tracking the number of research projects with higher institutions of learning started in 2015?	New Initiative	Yes=1, No=0	1		
4.1.4	Strategic Plan	Was a baseline established through tracking the number of non-research projects with higher institutions of learning started in 2015?	New Initiative	Yes=1, No=0	1		
4.2.1	Strategic Plan	Host 2 legislative gatherings a year.	1	2	2		
4.2.2	Strategic Plan	Bring forth 2 public health resolutions a year to the HHS Board on proposed or current state legislation.	5	2	2		
Program Standards and Measures							
A	La Crosse County Policy	Track expense against revenues on a monthly basis during 2015.	New Initiative	100%	100%		
B	WI DHS Health Requirements	Number of foodborne outbreaks at La Crosse County Health Department licensed facilities.	New Initiative	0	0		
C	DHS Public Pool Req., DNR TNC Water Supply Req.	Number of waterborne outbreaks at public facilities.	New Initiative	0	0		
D	WI DHS Health Requirements	Initial investigation conducted on all confirmed reportable communicable diseases reported in WEDSS in 2015	New Initiative	100%	100%		
E	Community Health Improvement Plan Infectious Disease Focus Area, Goal 1	Percent of 11 year olds born 10/1/2003-9/30/2004 who have received one Meningococcal and one HPV vaccination by the end of the year 2015.	New Initiative	38% 2014 Baseline 33%	41%		
F	WI DHS Health Requirements	Percent of infants born to WIC mothers who are breastfed at birth and continue to breastfeed until 6 months of age (Jennifer)	25%	26%	27.1		Continue 2016 No QI needed
G	WI DHS Health Requirements	WIC Program will maintain a monthly caseload of 97% of the contracted caseload of 2156	New Initiative	97%	97%		
H	PHAB Standards & Measures 1.1	Complete Community Health Needs Assessment by December 2015.	New Initiative	Yes=1, No=0	0.5		In process - to be completed by 4/1/16
I	PHAB Standards & Measures	Develop and submit Accreditation Action Plan by 5/27/15. Implement and document approved Action Plan deadline (October 2015 or January 2016).	New Initiative	Yes=1, No=0	0.5		In process - to be completed by 8/1/16
STATUS KEY							
GREEN Target will be met: within 5% of target value							
GOLD Progress toward target: within 6 to 75% of target							
RED Consider QI project: 20%+ outside of target value							
PURPLE Postponed/Abandoned							

DOMAIN 10: EVIDENCE BASED

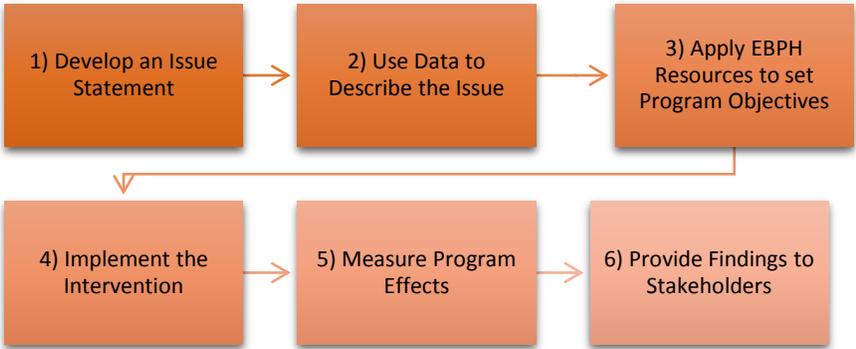
Contribute to and apply the evidence base of public health.

A. Evidence Based Services

The department has a long history of providing high quality services that have enabled the people of La Crosse to maintain a health status above the average of Wisconsin Counties. It has been able to maintain this quality by making improvements in service based upon the best judgment of the Health and Human Services Board and staff. When the Health and Human Services Board directed the Health Department to prepare to apply for national accreditation as a local health department, it became clear that the national standards demand that services provided be evidence-based. This means the services are to be supported by peer reviewed literature. Health and Human Services Board policy directs staff to devote the time necessary to assure that this standard is met for each program in the coming years and this process is underway. Examples of department programs that have been evaluated and met this standard include the Strong Senior Program, WIC (Women, Infants, and Children), Fit Families, Fluoride Varnish, Seal-A-Smile, Complete Streets, Safe Routes to School, and the Farm to School program, among others. A program evaluation guide for evidence based public health (EBPH) was developed and training provided by Anna Hudson, University of Wisconsin, La Crosse Masters of Public Health Candidate Student.

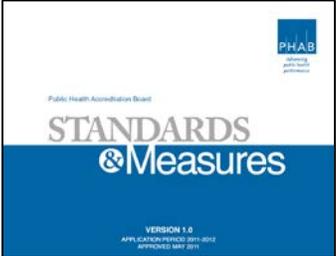
“The process of integrating science-based interventions with community preferences to improve the health of populations,”
(Kohatsu, 2004)

Evaluating for Evidence: A Six Stage Approach



B. National Accreditation as a Local Health Department - Application

During 2015, the La Crosse County Health Department continued efforts to become an accredited Health Department. The Public Health Accreditation Board (PHAB) conducted a site review in November. Six areas for improvement were identified. Our department developed an Action Plan to address these six areas, with completion scheduled for August 1, 2016.



DOMAIN 11: ADMINISTRATIVE-MANAGEMENT CAPACITY

Maintain Administrative and Management Capacity.

The La Crosse County Health Department provides leadership and focuses on developing people to balance Health Department functions with community needs. Our department maintains operational infrastructure to support the performance of public health functions.

LA CROSSE COUNTY HEALTH DEPARTMENT LEADERSHIP STRUCTURE AS OF DECEMBER 2015



Jim Steinhoff, Interim Director
1 FT

Administration	Administration	Environmental Health	Laboratory	Health Education	Nutrition	Public Health Nursing	Vector Control
<i>Don Neitzel Fiscal Manager</i>	<i>Diane Panzer Office Supervisor</i>	<i>David Sawvell Interim Supervisor</i>	<i>Sue Schreiner Interim Supervisor</i>	<i>Paula Silha Manager</i>	<i>Jennifer Loging Manager</i>	<i>Christine Gillespie Manager</i>	<i>Dave Geske Manager</i>
1 FT, 2 PT	4 FT, 1 PT	6 FT	3 PT	10 FT, 1 PT	10 FT, 2 PT	11 FT, 1 PT	1 FT, 15 Seasonal

Staff Key: FT=Full Time, PT = Part Time

Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organization objectives. It is the fuel that allows common people to attain uncommon results.

(Andrew Carnegie)

HEALTH DEPARTMENT FINANCIAL COMPARISON

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
COUNTY TAX LEVY	\$2,158,928	\$2,060,601	\$2,038,211	\$2,000,655	\$1,952,400
<u>Total Outside Revenue Sources</u>					
Health Administration	114,616	93,966	147,391	278,881	\$ 369,749
Environmental Health	487,057	499,476	499,697	521,512	572,135
Health Education	410,589	296,731	284,071	651,693	605,988
Home Care/Personal Care	532,345	380,090	346,080	171,211	25,107
Laboratory	140,119	121,509	87,057	79,589	124,200
Public Health	232,169	222,921	219,021	196,775	219,918
Nutritional Health	1,931,956	1,596,652	1,048,755	713,331	693,567
Vector Control	39,662	38,992	35,507	36,365	39,734
Animal Control	<u>104,555</u>	<u>118,790</u>	<u>114,461</u>	<u>128,332</u>	<u>116,782</u>
TOTAL OUTSIDE REVENUE	\$3,993,068	\$3,369,127	\$2,782,040	\$2,777,689	\$2,767,180
TOTAL LEVY/OUTSIDE REVENUE	\$6,151,996	\$5,429,728	\$4,820,251	\$4,778,344	\$4,715,860
<u>EXPENSES</u>					
Health Administration	(463,366)	(473,303)	(611,513)	(675,548)	\$(849,365)
Environmental Health	(648,338)	(598,085)	(621,256)	(621,698)	(577,538)
Health Education	(538,007)	(521,334)	(491,334)	(929,431)	(886,147)
Home Care/Personal Care	(710,360)	(464,788)	(453,215)	(193,010)	(5,636)
Laboratory	(262,814)	(229,934)	(181,818)	(167,096)	(207,153)
Public Health	(948,835)	(932,697)	(966,882)	(935,702)	(937,294)
Nutritional Health	(2,122,629)	(1,798,402)	(1,308,910)	(826,401)	(860,379)
Vector Control	(166,033)	(174,519)	(186,220)	(205,674)	(216,487)
Animal Control	<u>(104,555)</u>	<u>(118,054)</u>	<u>(113,528)</u>	<u>(126,031)</u>	<u>(115,782)</u>
TOTAL EXPENSES	(\$5,964,937)	(\$5,311,116)	(\$4,934,676)	(\$4,680,591)	\$(4,655,781)
Income/(Loss)	\$187,059	\$118,612	(\$114,425)*	\$97,753	\$ 63,799
FUND BALANCE	\$1,044,947	\$1,163,559	\$1,049,134	\$1,146,887	\$1,210,686
<u>BREAKDOWN OF FUND BALANCE:</u>					
Unrestricted Portion of Fund Balance	\$975,765	\$1,019,023	\$910,511	\$1,060,972	\$1,005,114
Restricted Portion of Fund Balance	\$69,182	\$144,536	\$138,623	\$ 85,915	\$ 205,572

* Funding for these expenditures also came from the Health Fund balance. The two significant events that played a role in this loss were the purchase of four new fleet vehicles (\$80,000) and a tuberculosis event in the community (\$42,000).

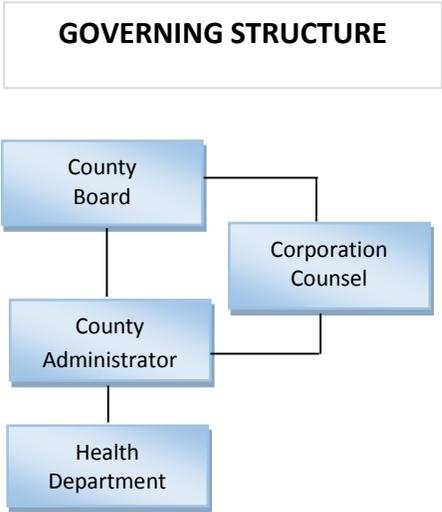
Neither of these events required the use of tax levy dollars.

DOMAIN 12: GOVERNING ENTITY CAPACITY

Maintain Capacity to Engage the Public Health Governing Entity.

Health & Human Services Board

La Crosse County Health Department has a working relationship with the Health & Human Services Board to provide information and guidance on the public health obligations. Continuous communication occurs through both monthly meetings and information sharing via newsletters and other methods.



HEALTH & HUMAN SERVICES BOARD:
Back Row left to right: Laurence Berg, Brian Logue
Front Row left to right: Kim Cable-Vice Chair, Monica Kruse-Chair, Keyla Rosa & Sharon Hampson
Not pictured: Loren Kannenberg, Cheri Olson and David Trapp

To view Health and Human Services Board meeting minutes:
<http://www.co.la-crosse.wi.us/calendar.asp?View=MeetingView&AppID=1>

Medical Advisor



Did you Know? La Crosse County Health Department has a Medical Advisor.

Dr. Robyn Borge is a family physician at Gundersen Health System. As the Medical Advisor for the Health Department, she provides medical advice and guidance to the department and oversees policies and procedures related to public health. She has presented to the Health & Human Services Board about topics such as HPV (Human Papillomavirus) vaccine safety.