



# Regional Public Health Directors

## DHEC Community Health Services

July 21, 2021



# Regional Health Director Role & Public Health 3.0

- **Follow the National Model of Public Health 3.0**
  - ✓ Model Suggested by U.S. Institute of Medicine in 2012
  - ✓ Adopted by NACCHO in 2015
- **Focused on Determinants of Health - Population Health** - (personal, social, economic, and environmental factors that influence health status)
- **RHD's Role in Public Health 3.0**
  - ✓ **Face** of Public Health (PH) in the Region - **Chief Health Strategist**
  - ✓ **Enhance & Broaden** PH practice beyond traditional LHD functions & programs

# Regional Health Director Role & Public Health 3.0 (Cont.)

## ➤ RHD's Role in **Public Health 3.0**

- ✓ **Engage community stakeholders** to form Structured, Cross-sector Partnerships
  - **COVID Partnerships for Testing/Vaccine**
  - **CARE Panels**
  - **SC Hospital Association Regional Partnership**
- ✓ Become an **Accredited Agency** (PHAB Accredited 2021)
- ✓ **Make available (timely, actionable - granular level)** health data to communities (Bureau of Population Health Data Analytics & Informatics)
- ✓ **Explore** with partners **innovative funding** models for PH Services

# Pee Dee Public Health - Region

## ➤ Counties - 12:

- ✓ Mostly rural

## ➤ Facilities - 17:

- ✓ 16 County Owned
- ✓ 1 State Owned (Florence)

## ➤ Facility Projects - 2:

- ✓ 1 Under Construction (Dillon)
- ✓ 1 In Planning Stage (Horry – Myrtle Beach)

## ➤ Employees:

- ✓ 300 FTE's (pre-COVID)
- ✓ 725++ at Height of COVID (425 Hourly / Contract)
- ✓ 474++ Today (154 contract)





## Pee Dee Region - Health Services

- **Local Health Departments (LHD's) & Community Services:**
  - ✓ **2019 - Traditional PH Services (Pre-COVID) – 301,847++**
    - WIC, Preventive Health, Immunizations, Community Visits, and EPI Cases & Investigated (e.g., Hep-A, Syphilis, Norovirus, E. coli, TB, Pertussis, etc.)
  - ✓ **2020 - During COVID – 503,844++**
    - Traditional Services plus COVID Response (Specimen Collection, Vaccines Administration, and Case Investigation)
  - ✓ **Now Offering** COVID testing & vaccinations at all LHD sites



## Pee Dee Region - Challenges

- **America's Health Rankings ... Rates S.C.**
  - ✓ **32nd** for per capita PH funding (state & federal dollars)
  - ✓ **42nd** for overall community health outcomes
- **Per capita State PH funding** (State Health Access Data Assistance Center University of Minnesota)
  - ✓ **In 2008** was **\$41**
  - ✓ **In 2019** (pre COVID) was **\$27**
- **County allocations from Aid to Subdivision Dollars**
  - ✓ **Hasn't changed in 30 yrs.** (\$5,621,120 in SFY81 & \$ 5,430,697 SFY22)
- **Infrastructure – Funding Reductions & Region Mergers:**
  - ✓ **Negatively impacted** bench strength necessary for PH Response
  - ✓ **Made it impossible** to implement programs to improve the health of our communities

# Pee Dee Region - Challenges (continued)

## ➤ High Turnover

- ✓ **11% of FTE Positions Currently Vacant** (31 positions)
  - **28% of Nurse Positions** (11 RN's & LPN's) / August 2020
  - **20% of Nutrition Positions** (5) / April 2021
  - **22% of Administrative Positions** (15) / October 2018

## ➤ COVID-19 pandemic, Perfect Storm - Lacked Infrastructure

- ✓ **Needed 725++ to respond = Hired 425++ took 3++ months**

## ➤ Outside COVID, Emerging & Reemerging Infectious Diseases

(e.g., Hep-A, TB, Syphilis, Gonorrhea, Chlamydia, etc.)

## ➤ Recruitment & Retention

- ✓ **Salaries - woefully inadequate** - almost all position classes
- ✓ **Many below those in same classifications** in other S.C. gov. dept's.
- ✓ **Far below the private sector** regardless of benefits offered



# Pee Dee Regional - Successes

- **Pee Dee PH COVID Testing & Vaccination Efforts**
  - ✓ **38,918 Vaccinations administered - 466 Events**
  - ✓ **132,300 specimens collected - 2,800 Events -**
- **Pee Dee Partnerships for COVID Testing & Vaccination Efforts**
  - ✓ **958,131 Tests performed**
  - ✓ **714,771 Vaccinations Administered**
  - ✓ **346,105 Residents Fully Vaccinated (43%)**
- **Partnerships Growth – Existing, New, & Revitalized**  
(SCHA, SCNG, FQHC, Hospitals, Doctors Offices, NAACP, County Administrators/ Emergency Managers, & many others...)
- **Development of a Region-Specific Strategic Plan...**
- **Tele-visits – WIC, NFP, PPNBHV**





## Contact Us



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# Upstate Region Overview

- 20 Sites
  - 11 “Main” Health Departments (New GV building under construction)
  - 7 WIC only sites
  - 1 Preventive Health only site
  - 1 COVID only Site
  - Multiple pop up/mobile sites throughout the region
- Staffing:
  - 283.3 filled FTEs (non-COVID)
  - 22 hourly (non-COVID)
  - 16 temp agency (non-COVID)
  - 61 hourly COVID
  - 229 temp agency COVID
  - 49 FTE vacancies

# Upstate Challenges

- Nutrition vacancies:
  - 19% vacant
  - 20% in training
  - Positions are vacant an average of 290 days until filled
- Administrative vacancies:
  - Historically, high turnover but large numbers of applications
  - Recently, very few applications with positions remaining vacant and turning over quickly
  - Ex: Greenville preventive Health – all 9 positions are vacant, temp agencies unable to find temp replacements
- Nursing positions:
  - 19% vacant
  - 18% in training
  - Oconee and Greenville vacancies represent 12,740 “lost” appointments in STD and Family planning over a two year period
- Managing multiple outbreaks
  - 1023 Upstate Hep A cases in 2020
  - 107,682 Upstate COVID cases in 2020
- Facilities
  - Aging, maintenance and upkeep

# Upstate Successes

- Mobilization of a large workforce for COVID
- Partnership development
  - VCOM
  - School districts
  - Rural outreach
- Tele services in WIC, NBHV, NFP





## Contact Us



Healthy People. Healthy Communities.

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# Midlands Public Health Region



- 12 Counties - 13 Health Departments (2 in York County)
- 9 Satellite WIC Offices
- ~309 FTE staff – 499 - current
  - ~785 including COVID CIs, COVID Temps, Community Health Workers, COVID Infectious Control Team, Temp Supply Staff, Temp IT Staff, & Interns
- Newest HD Building – Lancaster County, completed 2020

# Midlands Public Health Region

## CHALLENGES

- Staffing –
  - recruitment
  - retention
    - retaining experienced managers
- Clear concise communication to all staff
- Continuing to offer comprehensive services



# Midlands Public Health Region

## SUCCESSSES

- Employee Engagement - regional
- Community Health Workers
- Community Partners
- COVID
  - FTE staff – additional duties – double/triple
    - Continue regular work while responding
  - Additional hires
  - Testing sites – Max 63 (36/27) – Now 16 (4/12)
  - FEMA Site Success – 25,000 vaccines
  - Outreach
-



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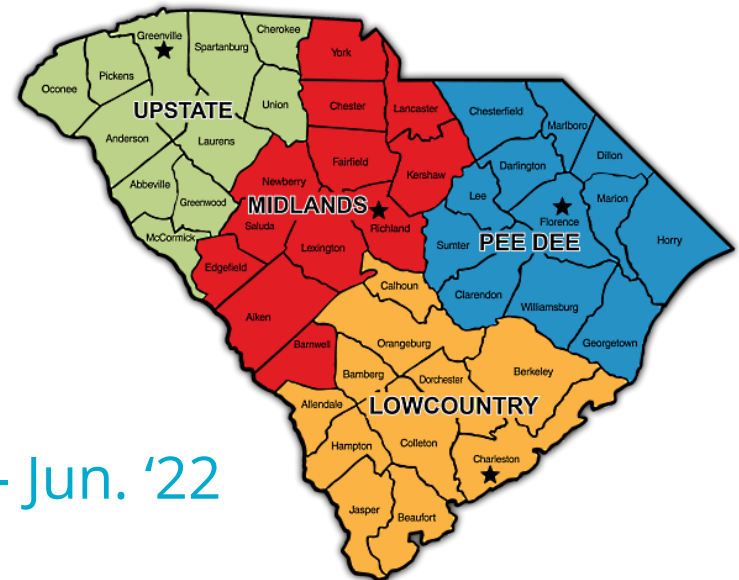
# Lowcountry (LC) Region Overview

## 18 Facilities:

- 15 “Main” HDs
- One “WIC only” site
- Two Administrative sites
- Multiple pop-up/ mobile sites

## Facility Projects:

- Bamberg HD move/renovation- Jun. '22
- New CC SSH- Aug. '22
  - Perimeter Center, Northwoods HD, N. Area HD, Banov
- Dorchester HD move/renovation- '24







# Lowcountry Region Overview

## Staffing:

- 278 filled FTEs (non-COVID)
- 19 hourly (non-COVID)
- 5 temp agency (non-COVID)
- 154 hourly COVID
- 30 temp agency COVID
- 57 FTE vacancies

# Lowcountry Challenges

- Nursing:
  - Salaries not competitive with private sector and other state agencies
  - 23% vacancy
    - Moncks Corner vacancies = 2,800 missed appts over two-year period
- Hiring process is cumbersome and time-consuming
- Disease outbreaks:
  - 66 Hep A cases in '20
  - 21 TB, 30 LTBI cases YTD '21
    - 6 TB, 16 LTBI cases in '20
  - 65,850 COVID cases in '20
- Many facilities are aging, dysfunctional
- “Flexible funds”

# Lowcountry Successes

- Mobilization of a large workforce for COVID
  - ~125,000 tests performed
  - ~40,000 vaccines administered
- Tele-services in WIC, NBHV, NFP
- Resumed in-home Mat. Child Health services
- Full APRN staffing, no turnover since 12/2019
- Three new/renovated facilities within two years



## Contact Us



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