

OFFICIAL RECORD OF PROCEEDINGS

Boulder County Board of Health (BOH) Regular Meeting Boulder County Public Health (BCPH) Auditorium February 10, 2020

BOH Members Present: Vice President Jorge DeSantiago and Board Members McKenzie Rieder and Morgan McMillan. **Absent:** President Gregg Thomas and Board Member Landrey Fagan, M.D.

Staff Members Present: Public Health Director Jeff Zayach; Director of Administrative Services Megan Hatten; GENESISTER Program Coordinator Maya Sol Dansie; Health Equity Coordinator Sheila Davis, M.D.; and Business Operations Manager Tammy Golden.

Meeting Called to Order.

Vice President DeSantiago called the meeting to order at 5:37 p.m.

ITEM 1. Public Comments (on unscheduled agenda items).

None.

ITEM 2. Consent Agenda.

Board Member McMillan made a motion, which was seconded by Board Member Rieder, to approve the January 13, 2020, Board of Health regular meeting minutes, as presented. With all board members present voting in favor of the motion, Vice President DeSantiago declared the motion approved. Absent: President Thomas and Board Member Fagan.

ITEM 3. Update on and Approval of BCPH Organizational Structure.

Public Health Director Jeff Zayach, GENESISTER Program Coordinator Maya Sol Dansie, and Health Equity Coordinator Sheila Davis presented this item. Mr. Zayach said the BCPH Management Team held a retreat on December 13-14 to evaluate feedback received from BCPH's Leadership Support Team (i.e. program managers and senior leadership) and internal work groups regarding the agency's organizational structure.

Mr. Zayach said the most recent assessment was done when the Director of Health Divisions position became vacant recently. The purpose of the assessment was to incorporate updates to the agency's priorities, strategic plan, and feedback from staff. With the need to focus on internal work, Mr. Zayach announced that the Director of Health Divisions vacancy would be filled as a Deputy Public Health Director. The position will focus approximately 70% internally and 30% externally and will work closely with BCPH's Management and Leadership Support Teams.

Mr. Zayach said Boulder County Public Health has conducted several organizational assessments in the past, including in 2012, 2014, 2015 (when BCPH's Addictions Recovery Centers was transitioned to Mental Health Partners), 2017, and 2018. He said the next comprehensive assessment would be done in mid-2021 to develop the agency's next strategic plan. He said the assessments centered on four themes:

1. *Culture:* What must be done to improve culture at BCPH?
2. *Function:* Considering current strategic plan priorities and trends for the next five years and beyond,

what functions are most important for BCPH to focus on now, as well as into the future?

3. *Alignment:* When thinking beyond existing boxes and acknowledging cross-cutting priorities, where should BCPH be five years from now, and what boundaries should BCPH be establishing now?
4. *Support:* What additional support or resources are needed so BCPH staff and programs can work most effectively?

The advancement of health equity, culture, and community engagement were major needs identified through the assessments. Board Member McMillan asked what was meant by “culture,” and Mr. Zayach explained it was the ability and comfort of staff to speak up without fear of punishment or retaliation and in an environment that supported them to speak up, even if there were disagreements.

GENESISTER Program Coordinator Maya Sol Dansie was a member of Boulder County’s Cultural Responsiveness and Inclusion Advisory Committee (CRIAC), an internal advisory committee of county employees appointed by the County Commissioners. Ms. Dansie said CRIAC addressed organizational culture and climate pertaining to equity; proposed solutions to inequitable, biased practices; and engaged in ongoing transformational learning and education to build capacity and raise consciousness for liberation. She said BCPH staff contributed significantly to the development and work of CRIAC.

Another theme identified through the assessments was community engagement. Mr. Zayach referenced an example of community engagement when BCPH staff provided leadership to local mobile home park (MHP) residents last year that championed successful MHP legislation. He said the support from Boulder County staff empowered the local MHP residents to face challenges and intimidation from MHP management/ownership and improve the living conditions of MHP residents statewide, not just locally.

Mr. Zayach said the Strategic Initiatives Branch was continuing to evolve. He reviewed a revised organizational chart and said the division was being retitled “Health Systems, Policy, & Strategic Initiatives.” He said the agency had identified the need to develop stronger relationships with its health system partners, to focus more time on impacting meaningful policy, and to transfer strategic planning functions to Health Planning and Evaluation (HPE). Mr. Zayach said the proposed changes wouldn’t take place until personnel classifications and funding were finalized.

Mr. Zayach said there was a need for a stronger focus on policy, which included developing deeper and more consistent relationships with city managers and other senior staff and elected officials. He said stronger collaboration would help to advance and influence legislative and non-legislative policy issues both locally and across the state. Mr. Zayach said Director of Strategic Initiatives Susan Motika was working closely with the Metro Partnership for Health, as well as local regional accountability entities (RAEs), hospitals, and the State Medicaid director to create stronger support for and strengthen relationships with hospitals. Mr. Zayach said there was a high turnover rate for hospital executives, so BCPH and other public health departments around the state had to continually form and nurture relationships with the new hospital administrators and RAEs.

Mr. Zayach announced that the name of the Health Equity Program, which was managed by Health Equity Coordinator Sheila Davis, was changing to Health Equity, Culture, and Community Engagement. Mr. Zayach also said staff recommended expansion of the program to include two new FTE, a community engagement specialist and a health equity specialist.

Mr. Zayach highlighted the tight connection between the Health Equity, Culture, and Community Engagement and Health Planning and Evaluation (HPE) programs. He said this close working relationship was instrumental in building health equity, both internally and externally.

Mr. Zayach said HPE Special Initiatives Coordinator Marcy Campbell was initially hired to manage the public health improvement process. Ms. Campbell and Director of Strategic Initiatives Susan Motika were now working to support and advance a mental health plan and ensure that clear evaluations were conducted that included a strong focus on health policies.

Board Member Rieder asked about funding and the proposed timeline for implementing the proposed organizational structure. Mr. Zayach said staff was still working on that plan. He said there was currently vacancy savings available, but it would be necessary to identify sustainable funding.

Board Member McMillan said she thought the proposed organizational structure and community collaboration made a lot of sense but would require a lot of work. Mr. Zayach agreed and said the new community engagement specialist would work to increase collaboration with community partners.

Dr. Davis referenced PCORI (Patient-Centered Outcomes Research Institute), a program that helped people to make informed health care decisions and improve health care delivery and outcomes. PCORI produces and promotes high-integrity, evidence-based information from research guided by patients, caregivers, and the broader health care community, and Dr. Davis said her vision was to advance equity in Boulder County, especially as it relates to serving vulnerable communities.

Mr. Zayach said another identified theme was communication. He said this was a need that was reiterated in surveys conducted independently by BCPH and Boulder County Human Resources. He said the new deputy director would work with Management Team and Communications staff to help improve internal and external communications. Once sustainable funding was identified, BCPH planned to hire another communications specialist in the Communications Team.

GENESISTER Program Manager Maya Sol Dansie said she started working in GENESISTER when it began in 2010. GENESISTER was the partner program of GENESIS that serves pregnant and parenting teens. She said GENESISTER began by staffing bilingual/bicultural employees to serve siblings of pregnant and parenting teens, but the program has evolved to include daughters of teen parents and expanded in East County. The program was now working with the University of Colorado to evaluate data and identify trends resulting from the success and effectiveness of long-acting, reversible contraception (LARC).

Ms. Dansie said the name of GENESISTER was changing to GENERATIONS. The program utilizes participatory action research by emphasizing participation and action and empowering clients. To recognize that and continue advancing the program, Ms. Dansie said staff felt the new name, GENERATIONS, amplified the program's intergenerational and gender-neutral approach. She said a kickoff event celebrating the name change was scheduled for February 28 and invited the board to attend.

Board Member McMillan asked how youth were recruited to GENESISTER. Ms. Dansie said most clients were referred through GENESIS, although some were self-referrals and others were word-of-mouth or referred from families or school prevention/interventionists. Ms. Dansie said as the program continued to grow, it may need to implement a waitlist.

Vice President DeSantiago asked if boys were allowed to participate in GENESISTER. Ms. Dansie said the program's main focus was females assigned at birth. She also said there were several other community programs that already served boys. She said although boys would ideally assume responsibility and understanding with regard to teen pregnancies, unfortunately the majority of the pregnancy prevention burden still remained with the girls. She said GENESISTER parent specialists often worked with entire

families, which can involve multiple generations. She said one consideration to remember is that female youth often date older men, reiterating the importance of working with generations at a younger age. Vice President DeSantiago agreed and said those conversations should ideally begin as young as third grade; he also stressed the importance of holding those conversations in the school setting. Ms. Dansie said GENERATIONS' new curriculum would include deeper conversations with youth, as well as youth mentoring their peers.

Mr. Zayach detailed other proposed organizational chart revisions:

- The Communicable Disease/Emergency Management (CDEM) Division conducted an analysis after the previous Immunization Program coordinator left and determined that the Immunization Program should be reassigned under Communicable Disease Program Coordinator Carol Helwig.
- A new harm reduction manager would be hired to manage harm reduction programming (i.e. HIV and substance abuse prevention).
- The Early Childhood Engagement and Family Health Special Projects were removed from the Family Health Division, as both projects have ended:
 - *Early Childhood Engagement*: The Raising of America (RoA) Partnership position was a two-year, term-limited position, and RoA work was completed in June 2019.
 - *Family Health Special Projects*: This two-year term position ended in December 2018, and the work was now being facilitated by the Children with Special Needs (CSN) Program.

Mr. Zayach said funding was the most critical component of the proposed changes. He requested board approval of the proposed organizational changes so the Management Team could begin identifying sustainable funding for the new positions identified.

Board Member Rieder made a motion, which was seconded by Board Member McMillan, to approve the proposed organizational changes, as presented by staff. With all board members present voting in favor of the motion, President DeSantiago declared the motion approved. Absent: President Thomas and Board Member Fagan.

ITEM 4. Director's Report.

Board Member Rieder asked if board members were allowed to attend the upcoming CDPHE (Colorado Department of Public Health and Environment) training for Mental Health Partners (MHP) staff. Mr. Zayach said absolutely, and staff would share registration details with interested board members.

ITEM 5. Old & New Business and Announcements.

2020 Budget Approval: Director of Administrative Services Megan Hatten announced that Finance Manager Mike Paul resigned recently. Since she and Accounting were preparing for the upcoming audit, presentation of the final 2020 budget was being postponed until April to allow more time for staff to close out the 2019 books and prioritize items for 2020.

ITEM 6. Adjournment.

There being nothing further to discuss, Vice President DeSantiago declared the meeting adjourned at 6:38 p.m.



Jorge DeSantiago, Vice President



Jeffrey J. Zayach, Public Health Director