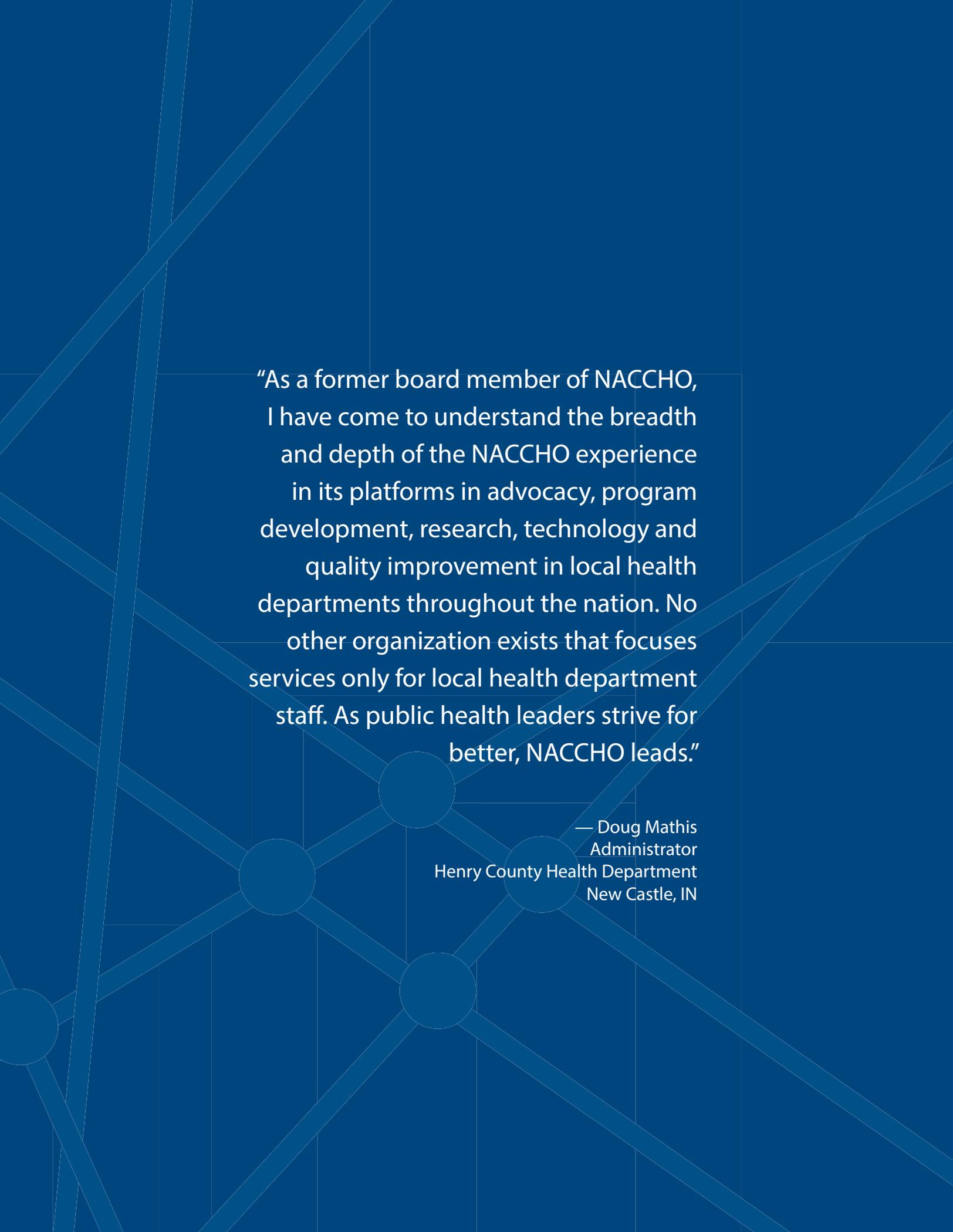


# ANNUAL REPORT 20 17

**NACCHO**  
National Association of County & City Health Officials





“As a former board member of NACCHO, I have come to understand the breadth and depth of the NACCHO experience in its platforms in advocacy, program development, research, technology and quality improvement in local health departments throughout the nation. No other organization exists that focuses services only for local health department staff. As public health leaders strive for better, NACCHO leads.”

— Doug Mathis  
Administrator  
Henry County Health Department  
New Castle, IN



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# LETTER FROM THE CO-EXECUTIVE DIRECTORS

## The Challenges that Define Us

**I will carry you through the hurricane waters  
And I'll remember you in the blue skies.**

**— Clarence Greenwood**



**William M. Barnes, PhD, MBA**  
Interim Executive Director  
Chief of Programs

A handwritten signature in black ink that reads "William M. Barnes".



**Laura Hanen, MPP**  
Interim Executive Director  
Chief of Government Affairs

A handwritten signature in black ink that reads "Laura A. Hanen".

In 2017, public health as both profession and practice met a host of challenges and upheaval, yet emerged at the end of the year vital and sound. Through a maze of natural disasters including wildfires and floods, ongoing budget uncertainty, and the ever-present need to serve our communities with fewer resources, NACCHO is extraordinarily proud of its members for charting a steady course through the year's shoals.

From the rapid response to the Las Vegas shooting to Houston's remarkably nimble reaction to Hurricane Harvey, our local public health departments have seldom been called to respond to so many crises in so short a period of time—and each time, our colleagues proved a powerful match to the challenges before them. That is public health, and it is our strength.

In addition to the ongoing trauma of Hurricane Maria's devastation of Puerto Rico and the Virgin Islands, this year also saw one of the gravest challenges in years: a burgeoning opioid epidemic, which is still claiming at least 91 lives a day, and the related hepatitis A outbreak in states from Michigan to California. Many of our local health departments (LHDs) have been engaged in their region's response to the crises, despite the profound need for a well-coordinated federal response, including funding that will match the epidemic's urgency. From dedicated LHD heads leading the way to skilled disease intervention specialists to emergency personnel, the response has been exceptional.

This past year has also been one of change and transition here at NACCHO, with not only a move to new offices—while strenuously maintaining the continuity of our work—but also a shift in leadership and roles. In our search for a new executive director, we are mindful of the qualities we must secure to help ensure NACCHO's relevance and vitality long into the future. Ultimately, NACCHO's charge is to be a forward-leaning association that listens to members, responds to their needs, supports their missions locally, and keeps them at the center of all that we do. We will amplify your work through our stories and publications and our work with public health partners, and we will continue to magnify your reality, value, and relevance.

NACCHO will continue to follow the science as it leads us towards evidence-based and promising practices to protect the communities we serve every day. Our strategic priorities will guide our work and help us to lead and support our members to advance population health. We want to thank you all for your expertise, your striving to do better than your best, your enthusiastic engagement, and the grace you bring to your work every day. We simply cannot do our best work without you.

## LETTER FROM THE PRESIDENT

### Changing the Narrative to Demonstrate the Value of Local Health Departments



**Umair A. Shah, MD, MPH**  
NACCHO President  
Executive Director  
Harris County Public Health  
Houston, TX

Local public health departments perform invaluable work daily, yet how many people know all that we do to keep communities healthy and safe? One of our profession's challenges is the need to become better at sharing our stories of both triumphs and challenges. We are experts at what we do, but our work is largely invisible, and our successes—some of which are profound and long-lasting—are in what people don't see: the pandemics and disease outbreaks that do not occur because of quick, focused responses to prevent them; the community member who does not get ill because a restaurant inspection prevented it.

As public health leaders, we must do a better job of connecting the public health dots within our own communities and also for potential partners and collaborators, policymakers, the media, and the community itself. By making what we accomplish real, we ultimately can give others the reason to invest further in our mission or at the very least advocate for that very mission.

My own health department, Harris County Public Health (HCPH), has forged this path successfully over the last several years. Of course, HCPH also was in the national media spotlight last year as we worked around the clock helping our community recover from Hurricane Harvey. We reached millions of Americans through television and print interviews, and although our staff worked very long hours and were often exhausted, we felt it was important ensure that public health was working non-stop, 24-7. Being "seen" regularly was deliberate—it allowed us to make the public aware of public health concerns and services and to underscore the value of the public's investment in the public health system.

To tell the story of NACCHO's accomplishments, we have structured this report according to my six presidential priorities: (1) innovation; (2) engagement; (3) health equity; (4) partnership; (5) capacity building; and (6) global-domestic interface.

Let me close by saying it has been an honor to lead NACCHO and LHDs during these times of uncertainty. Regardless of what happens within and beyond our agencies, it is how we go about our public health business that will resonate with our partners and our communities. The role of local public health in building healthy, safe, and resilient communities is not an easy one. But together we have shown that it can be done and, for the sake of our communities, it must be done.

## BOARD OF DIRECTORS



*From left to right, front: Dr. William Barnes, Claude-Alix Jacob, Dr. Umair A. Shah, Kevin Sumner, George T. Roberts, Jr., Laura Hanen; middle: Dr. Crystal Miller, Dr. Sandra Elizabeth Ford, Muriel DeLavergne-Brown, Jennifer Kertanis, Claudia Blackburn, Denisha Porter, Dr. Joseph P. Iser, Christopher Dobbins; back: Scott Sjoquist, Dr. Pramod Dwivedi, Joey Smith, Monica Valdes Lupi, Gretchen Musicant, Crystal Swann, Brian Bowden, Dr. Dawn C. Allcock, Andre Fresco, Dr. William S. Paul, Dr. Muntu Davis; not pictured: Jeff Kuhr*

### Officers

#### President

**Umair A. Shah, MD, MPH**  
Harris County Public Health  
Houston, TX

#### Vice President

**George T. Roberts, Jr., MHA, FACHE**  
Northeast Texas Public Health District  
Tyler, TX

#### President-Elect

**Kevin Sumner, MPH**  
Middle-Brook Regional Health  
Commission  
Green Brook, NJ

#### Immediate Past-President

**Claude-Alix Jacob, MPH**  
Cambridge Public Health Department  
Cambridge, MA

## Regional Members

### Region 1

**Jennifer C. Kertanis, MPH**  
Farmington Valley Health District  
Canton, CT

### Region 4

**Dawn C. Allicock, MD, MPH, CPH**  
Florida Department of Health, St. Johns  
County  
St. Augustine, FL

### Region 5

**Gretchen Musicant, RN, MPH**  
Minneapolis Health Department  
Minneapolis, MN

### Region 7

**Pramod Dwivedi, DrPH**  
Linn County Public Health Department  
Cedar Rapids, IA

### Region 8

**Jeff Kuhr, PhD**  
Mesa County Health Department  
Grand Junction, CO

### Region 9

**Joseph P. Iser, MD, DrPH, MSc**  
Southern Nevada Health District  
Las Vegas, NV

### Region 10

**Andre Fresco, MPA**  
Yakima Health District  
Union Gap, WA

## Tribal Health Department Member

**Scott Sjoquist, MS, RS**  
Mohegan Tribal Health  
Uncasville, CT

## Ex-Officio Members

**Brian Bowden, MSc**  
National Association of Counties  
Washington, DC

**Crystal Swann, MS**  
United States Conference of Mayors  
Washington, DC

## At-Large Members

**Claudia Blackburn, MPH, RNC**  
Florida Department of Health, Leon  
County  
Tallahassee, FL

**Muntu Davis, MD**  
Alameda County Public Health  
Department  
Oakland, CA

**Muriel DeLavergne-Brown, RN, MPH**  
Cook County Health Department  
Prineville, OR

**Christopher C. Dobbins, MPH**  
Gaston County Department of Health  
and Human Services  
Gastonia, NC

**Sandra Elizabeth Ford, MD, MBA**  
DeKalb County Health Department  
Decatur, GA

**Crystal Miller, DrPH, MPH**  
Wedco District Health Department  
Cynthiana, KY

**William S. Paul, MD, MPH**  
Metro Public Health Department  
Nashville, TN

**Denisha Porter, MPH, HHS, RS, REHS**  
Cincinnati Health Department  
Cincinnati, OH

**Joey Smith**  
Montgomery County Health Department  
Clarksville, TN

**Monica Valdes Lupi, JD, MPH**  
Boston Public Health Commission  
Boston, MA

## INNOVATION



*Dr. Marty Wasserman receives the Mo Mullet Lifetime of Service Award*

### NACCHO Recognizes Outstanding Local Public Health Leaders and Evidence-Based Practices

NACCHO honors the significant accomplishments of LHDs and local health officials annually through its awards program. NACCHO recognized the following achievements of LHDs and their leaders at the 2017 NACCHO Annual Conference:

- **Local Health Department of the Year Award:** NACCHO honored the Cherokee County Health Department in Jacksonville, TX, in the Medium-Sized Jurisdiction category; and Tarrant County Public Health Department in Fort Worth, TX, DuPage County Health Department in Wheaton, IL, and Sonoma County Department of Health Services in Santa Rosa, CA, in the Large-Sized Jurisdiction category.
- **Maurice “Mo” Mullet Lifetime of Service Award:** Dr. Marty Wasserman received this honor for his noteworthy service to NACCHO and his long history of advancing LHD practice.
- **Model Practices Awards:** NACCHO’s Model Practices Awards celebrate exemplary local public health practices and shares them through the Model Practices Database. In 2017, NACCHO bestowed 41 Model Practices Awards to LHDs representing 19 states. NACCHO also featured the winning practices in the fall issue of *NACCHO Exchange*.
- **National Health Security Strategy Award:** NACCHO honored five LHDs for improving community resilience in their jurisdictions: Kent County Health Department in Grand Rapids, MI; the City of St. Louis Department of Health in St. Louis, MO; Grand Traverse County Health Department in Traverse City, MI; Oakland County Health Division in Pontiac, MI; and Public Health – Seattle & King County in Seattle, WA.

# ENGAGEMENT



*Local health department leaders and staff took the Capitol by storm during NACCHO's 2017 Congressional Week of Action*

## The Voice of Local Health Departments

In 2017, NACCHO's government affairs team largely played defense, as much of the year was taken up by efforts in Congress to repeal the Affordable Care Act (ACA), which, if successful, would have eliminated the Prevention and Public Health Fund (PPHF). The PPHF is critical because it provides 12% of funding for the Centers for Disease Control and Prevention (CDC), including half of the annual funding for immunization programs and all the funding for lead poisoning prevention programs.

### Presidential Transition and New Congress

President Donald Trump took office in January 2017, and NACCHO made sure the new Administration heard from LHD staff. NACCHO sent the new Administration and Congress a comprehensive set of recommendations highlighting the role of LHDs and describing how to strengthen and modernize the governmental public health system by supporting the role of the "Community Health Strategist." Other recommendations focused on funding core public health emergency preparedness programs, as well as transitioning the healthcare system to focus on improving health for all Americans.

## NACCHO Boosts Advocacy and Grassroots Participation

2017 was a banner year for NACCHO advocacy. In 2017, NACCHO's government affairs team completed more than 130 individual meetings with congressional staff, and NACCHO members consistently took action and communicated with their Members of Congress. Whether they reached out to save the PPHF, oppose cuts to the Public Health Emergency Preparedness (PHEP) program, or take a stand against repeal of the ACA, NACCHO thanks its members for their efforts.

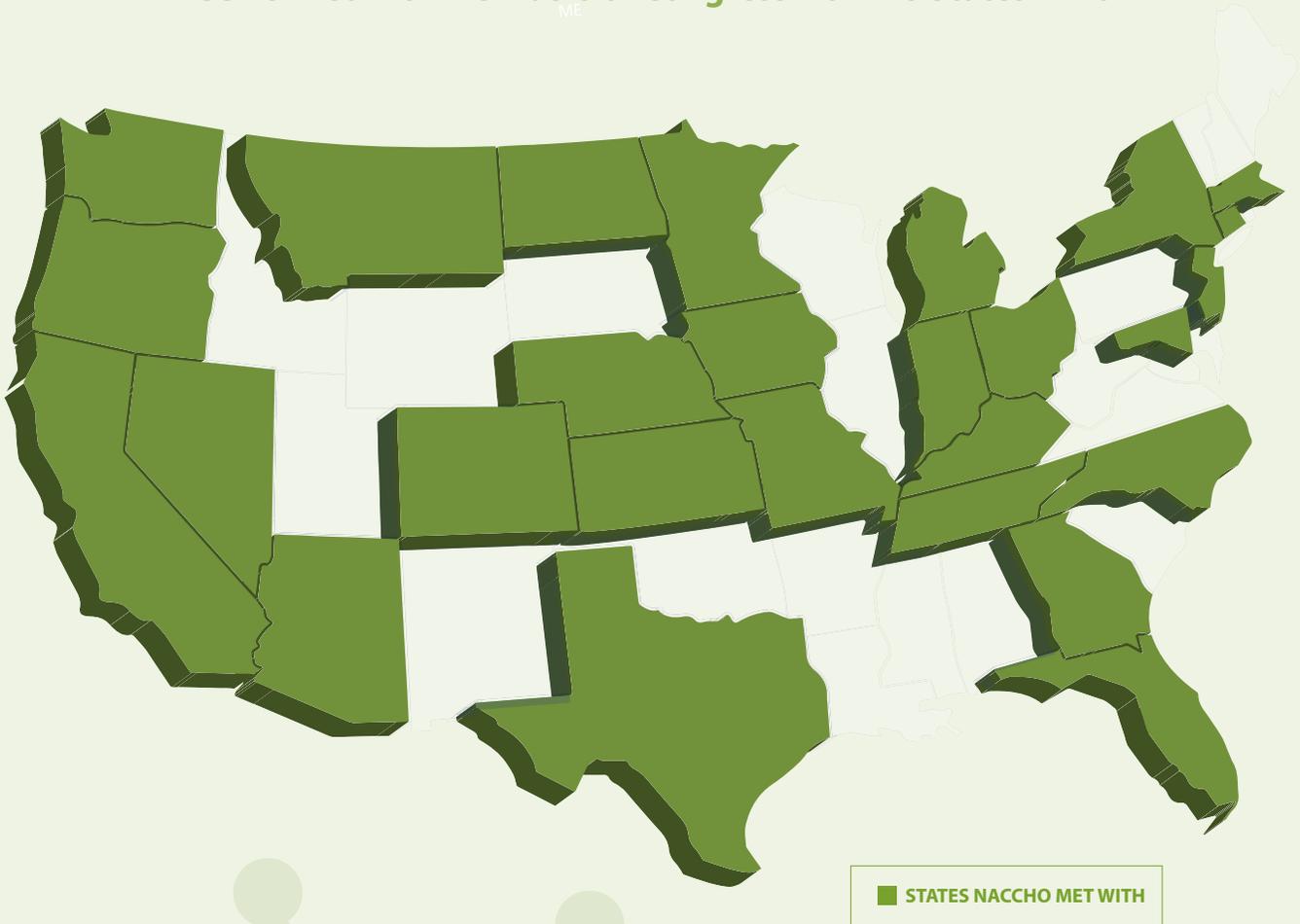
Early in 2017, the Trump Administration criticized PHEP and the Hospital Preparedness Program (HPP) for being "duplicative." NACCHO advocates sent 1,290 messages to their Members of Congress opposing these cuts and educating them about how important the two programs are to public health emergency response. As a result, neither of these programs were cut in the FY2018 spending bills authored by the House and Senate Appropriations Committees. In its FY2018 appropriations bill, the House increased PHEP by \$20 million, to \$680 million, while the Senate left it flat at \$660 million. In both bills, HPP received \$255 million (same as FY2017).

NACCHO's most successful advocacy campaigns were around PHEP cuts and repeal of the PPHF. The PPHF came under attack six times over the course of the year; however, each time NACCHO members responded. More than 1,500 letters were sent to Congress to oppose cuts to the PPHF.

## Opioid Abuse and Overdose Prevention

The opioid abuse epidemic took center stage in 2017, with a White House Commission report released on the topic and multiple hearings held in Congress. In November, NACCHO partnered with the National Association of Counties and the U.S. Conference of Mayors to host a congressional briefing, "Tackling the Opioid Epidemic and its Hidden Casualties: Local Health Departments on the Front Lines." Panelists included Michael Kilkenny, MD, Health Director, Cabell-Huntington Health Department, WV; Mayor Lydia Mihalik, Findlay, OH; and Hon. Phyllis Randall, Chair, Board of Supervisors, Loudoun County, VA. The briefing highlighted LHD efforts to prevent opioid abuse and implement harm reduction strategies for people who use drugs, including overdose prevention and syringe services programs. Learn more about NACCHO's legislative priorities and how to get involved at <https://www.naccho.org/advocacy>.

### NACCHO Met with Members of Congress from 28 States in 2017





## **NACCHO Annual 2017: Bridging Clinical Medicine and Population Health**

On July 11–13, more than 1,200 LHD leaders and staff assembled in Pittsburgh for the 2017 NACCHO Annual Conference, the largest annual gathering of local public health leaders and partners in the United States. The theme of the conference, “Public Health Revolution: Bridging Clinical Medicine and Population Health,” set the stage for discussions about how LHDs, healthcare providers, and non-traditional partners can more effectively work together to improve population health outcomes. The program focused on ways LHDs can amplify their value and impact, forge new collaborations to affect the social determinants of health, and leverage data and policy to address critical public health issues including chronic disease, opioids, and health inequity.

## **2017 NACCHO Preparedness Summit: “Forces of Change: Capabilities, Innovation, and Partnerships”**

NACCHO launched its Preparedness Summit 11 years ago as a way to bring together local, state, national, and international leaders, experts, and partners to improve resilience and recovery capabilities in the United States. Known as the premier national conference in the field of public health and healthcare preparedness, this four-day annual event provides the only cross-disciplinary learning for the preparedness community focused on local public health. The theme of the 2017 Preparedness Summit was “Forces of Change: Capabilities, Innovation, and Partnerships,” and served as a valuable learning and networking opportunity for preparedness professionals. The 2017 conference brought attendees from nearly every state in the nation, as well as several territories and countries.

## Communications Strengthen Local Public Health Practice

Local health department leaders and staff depend on the information NACCHO generates to effectively address public health issues in their communities. To ensure its stakeholders are adequately informed, NACCHO strategically communicates about tools, resources, news, evidence-based science, and best practices relevant to LHDs through a variety of communications channels, including *NACCHO Connect* and programmatic e-newsletters; print periodicals such as *Public Health Dispatch* and *NACCHO Exchange*; blogs including *NACCHO Voice*, *Preparedness Brief*, and *Essential Elements*; programmatic publications such as reports and fact sheets; social media; podcasts; and external publications including the News from NACCHO column in the *Journal of Public Health Management & Practice*. These communications vehicles focus on topics such as public health transformation, chronic disease prevention, vector control, accreditation, workforce development, health in all policies, injury and violence prevention, food safety, maternal and child health, preparedness, and health equity.

NACCHO also raised awareness of its key policy issues through persistent media engagement and was mentioned in the media nearly 5,000 times. NACCHO earned coverage of issues such as disaster preparedness, climate change, infectious disease, the Prevention and Public Health Fund, gun violence prevention, and the opioid epidemic in top news outlets including CNN, the *Huffington Post*, *The New York Times*, *Reuters*, and the Associated Press. NACCHO leaders also gave frequent radio interviews in the Washington, DC, Philadelphia, and Chicago markets. NACCHO syndicated articles were published internationally in Great Britain, Canada, and the Middle East.

## HEALTH EQUITY

### NACCHO'S Health Equity Program

The NACCHO Health Equity Program developed two projects dedicated to advancing health equity and social justice in local public health practice: a curriculum written for public health practitioners and their allies to facilitate dialogue, and a new two-part unit on public narrative for NACCHO's Web-based course, *The Roots of Health Inequity*. In each, participants learned, with examples and interactive exercises, critical observational skills to identify and subvert the influence of dominant political and social public narratives associated with racism, individualism, opposition to democracy, and "free" markets that shape our conceptions of reality.

### Reducing Disparities in Breastfeeding

Between January 2015 and June 2016, NACCHO's Reducing Disparities in Breastfeeding through Peer and Professional Support project provided \$2.9 million in funding to LHDs and community-based organizations to implement 72 demonstration projects in 32 states and territories. In 2017, NACCHO's Public Health Breastfeeding Webinar Series, funded by the CDC, promoted promising practices and shared lessons learned from the project. The series identified public health solutions to promote equity in breastfeeding rates and access to care. The course offered continuing education credits for physicians, nurses, health educators, public health professionals, and lactation consultants.

# PARTNERSHIP

## Nodes of Connection

NACCHO's work is informed and directed by the field. NACCHO is governed by a board of directors and advised by numerous committees, workgroups, councils, and sections. These nodes of connection are absolutely essential to NACCHO's success. The impact of its programs, policy priorities, and strategic messages is demonstrably amplified because of this network of collective expertise and leadership. These nodes of connection enable NACCHO to succeed in its mission to be a leader, partner, catalyst, and voice for LHDs around the nation.



## Board of Directors

NACCHO's 24-member Board of Directors comprises health officials from around the country elected by their peers, a representative of tribal health departments, and ex-officio members representing the National Association of Counties and the U.S. Conference of Mayors. The NACCHO Executive Committee includes the four officers and an additional three members from the board.

## Members

NACCHO is the only organization dedicated to serving every LHD in the nation. NACCHO serves over 13,000 individual members in more than 1,500 LHDs, and is the leader in providing resources and programs that support effective local public health practice and systems. Every LHD is eligible for organizational membership, which delivers valuable benefits and networking opportunities for health officials and LHD staff. State public health departments, government agencies, nonprofits, schools of public health, and allied for-profit companies are eligible for affiliate memberships. NACCHO also welcomes individuals who have professional ties to the public health field.

## SACCHOs

There are 38 State Associations of County and City Health Officials (SACCHOs), organizations that represent LHDs or officials at the state level. Some SACCHOs are an office in the state's department of health; many are informal organizations run by volunteers. NACCHO collaborates with SACCHOs on many projects, including membership initiatives and national advocacy campaigns. SACCHOs also work with state departments of health and other state public health organizations. SACCHO membership complements NACCHO membership and provides a vital link between local and national public health.

## Big Cities Health Coalition



The Big Cities Health Coalition (BCHC) is a forum for the leaders of America's largest metropolitan health departments to exchange strategies and jointly address issues to promote and protect the health and safety of the 55 million people they serve. Together, these public health officials directly affect the health and well-being of one in six Americans. In 2017, BCHC members worked to share successes and challenges related to the hepatitis A outbreaks, protect funding to prevent teen pregnancy prevention programs, and save the Prevention and Public Health Fund. In 2017, BCHC welcomed four new members – Austin, TX; Charlotte (Mecklenburg County), NC; Columbus, OH; and Indianapolis (Marion County), IN. Coalition members shared best practices with each other and helped support the Coalition's Big Cities Health Inventory Data Platform, which contains more than 18,000 publicly available urban health data points.

## Congressional Action Network

NACCHO's Congressional Action Network (CAN) began in 2009 to foster the grassroots voice of LHDs and their communities in Washington, DC. CAN members are LHD professionals who strive to build relationships with their elected officials and respond to NACCHO action alerts by contacting their Members of Congress. The CAN has more than 800 members who communicate regularly with their Members of Congress, attend NACCHO webinars on advocacy topics, and receive e-mail updates on current issues on Capitol Hill.

## Rural Health Section

NACCHO seeks to support the rural health department's role in improving the health outcomes and population health status of their communities. In 2017, NACCHO created the Rural Health Section to help NACCHO members and partners work together on specific multidisciplinary rural public health issues. Members of the section are an exclusive team of local health professionals and national partners who seek to articulate a high-level strategy for advocacy, structural system and resource requirements, and new approaches to improving rural health.

## Council of Past Presidents

All of NACCHO's former presidents are members of this council, which advises and assists NACCHO upon the request of the current president and board of directors. They may also serve as media spokespersons for NACCHO. The council is responsible for selecting the Local Health Department of the Year and the Mo Mullet Lifetime Service awards.

## Advisory Groups

NACCHO's advisory groups are a primary vehicle for identifying the opportunities and challenges facing LHDs and the field of public health at large. Through advisory groups, NACCHO's constituents from all areas of public health come together to explore the many facets of the field and help NACCHO best serve its members and improve public health. NACCHO's advisory groups are a great way for members to connect with the national organization around the topics in which they are most interested.



## Other Partnerships

### Chronic Disease: Million Hearts National Collaboration

NACCHO is a partner in Million Hearts®, the national collaboration to prevent heart attack and stroke within the United States. The initiative is co-led by the CDC and the Centers for Medicare and Medicaid Services and encourages partner organizations to implement strategies that reduce heart disease, stroke, and related complications. In 2017, NACCHO participated in several national partner meetings to disseminate best practices, discuss communications tactics, and share lessons learned from local implementation of the Million Hearts strategies.

### Infectious Disease: School-Based Adolescent Sexual Health Project

NACCHO conducted two workshops to strengthen LHD capacity to partner with local education agencies and schools to implement school-based approaches for adolescent sexual health. One workshop focused on the role of LHDs in ensuring that adolescents have access to age-appropriate and culturally responsive HIV and sexually transmitted disease (STD) services. The second workshop, convened in collaboration with Advocates for Youth, engaged both LHDs and local education agencies in a collaborative learning experience to advance implementation of comprehensive sexual health education. A total of 33 LHDs participated in these events. NACCHO shared lessons learned and best practices identified during the workshops with LHDs across the country.

## NACCHO Consulting: Let's Create a Healthy, Resilient, and Equitable Community



NACCHO Consulting works with health departments and their partners to make communities healthier. The NACCHO Consulting team helps LHDs realize partnerships, catalyze community engagement, enhance workforce training and leadership skills, and

facilitate dynamic and effective meetings. NACCHO Consulting offers customized, capacity-building services, training, and technical assistance to local public health departments and other entities to create healthy, resilient, and equitable communities. The team has deep and broad knowledge and practical expertise in helping organizations become better informed and equipped to carry out their missions. While NACCHO Consulting services span the gamut of public health topics, the most popular services in 2017 were in the areas of research and evaluation, performance improvement, and tailored facilitation.

# CAPACITY BUILDING

## Chronic Disease

### Tobacco Prevention and Control

With funding from the CDC's Office on Smoking and Health, NACCHO's tobacco prevention and control program funded three LHDs to increase their capacity and knowledge of how to collaborate with healthcare providers to integrate CDC's *Tips From Former Smokers* campaign into local healthcare providers' offices. NACCHO produced three success stories and two webinars that explored strategies to promote tobacco cessation efforts in local communities. In addition, NACCHO continued its efforts related to smoke-free multi-unit housing by developing an issue brief and collaborating with Lake County General Health District to present at NACCHO Annual.

### Diabetes Prevention

In 2017, NACCHO continued to support the National Local Sub-Awardee Diabetes Prevention Program learning community to maximize the capacity of LHDs and community-based organizations to prevent type 2 diabetes through community-level implementation of the National Diabetes Prevention Program. NACCHO maintained an online learning community of 114 members to share resources and facilitate peer learning. NACCHO produced 12 webinars and hosted two in-person regional learning meetings for members of the community of practice. NACCHO also disseminated the 2016–2017 Community of Practice Needs Assessment and received a 100% response rate.

### Comprehensive Cancer Control Initiatives

With support from the American Cancer Society, NACCHO's comprehensive cancer control program engaged in several opportunities to prepare LHDs for the Department of Housing and Urban Development's (HUD's) smoke-free multi-unit housing final rule. NACCHO presented on a panel discussion at the smoke-free multi-unit housing workshop for state and local cancer coalitions and hosted a series of webinars on smoke-free multi-unit housing. The first webinar in the series featured representatives from HUD and two LHDs who provided peer examples of how to implement smoke-free multi-unit housing in local communities. The second webinar discussed integrating cancer control strategies into community health improvement plans and shared resources from NACCHO's *Tobacco Cessation for Cancer Survivors: A Resource Guide for Local Health Departments*.

## Preparedness

### Administrative Preparedness

In 2017, NACCHO directed a number of activities that had an impact on administrative preparedness at LHDs, including the completion of the CDC-funded Resources for Administrative Preparedness Implementation and Development project. For this project, NACCHO helped four LHDs develop tools that could be used by other health departments to improve various aspects of administrative preparedness. Additionally, 2017 marked the start of NACCHO's project to create a resource providing legal tools that local health officials and staff can use to strengthen administrative preparedness within their health departments.



### Advancing Radiation Community Reception Centers Project

NACCHO worked with the CDC, the Federal Emergency Management Agency, the Conference of Radiation Control Program Directors, Chainbridge Technologies, and state and local health department and radiation control representatives to develop a population monitoring module for the RadResponder application. The app allows for environmental radiation sampling data and population monitoring records from radiation community reception centers to be displayed and tracked in one application. This new functionality went live in November 2017; environmental health and radiation preparedness professionals are now able to use the population monitoring module to obtain greater situational awareness and make better-informed response decisions in future radiation emergencies.

### Informing and Promoting the National Health Security Strategy

In 2017, NACCHO recognized five LHD winners of the National Health Security Award for their organization’s preparedness work related to the strategic priority areas of the National Health Security Strategy (NHSS). In addition, NACCHO worked with the Department of the Assistant Secretary for Preparedness and Response to conduct two regional workshops in Portland, OR, and Philadelphia to gather data on how the NHSS connects to state and local preparedness efforts and to collect feedback to inform the 2018–2022 version of the NHSS.

### Project Public Health Ready

Project Public Health Ready (PPHR) is a training and recognition program for LHDs that have demonstrated excellence in all-hazards emergency preparedness and response. Last year, PPHR achieved a new milestone—the 500th agency was recognized for meeting PPHR standards. Since the program began in 2003, 500 LHDs in 29 states have been recognized. During the 2017 national review meeting in Portland, OR, 36 reviewers from 22 states provided feedback on and scored 27 PPHR applications.

Challenge Award funding to 149 MRC units for community-based projects that increased community resiliency, developed community collaboration, and improved community public health. NACCHO also published the *2017 MRC Network Profile*, a comprehensive national study that examined the capabilities of MRC units, how MRC units connect with community partners, and how they serve the needs of their communities.

### Roadmap-to-Ready

Created in 2014, NACCHO’s Roadmap-to-Ready is a training and mentoring program designed to help new preparedness coordinators at LHDs navigate the complex landscape of public health preparedness. In the program’s three years of existence, it has trained 119 participants and supported 23 mentors. In 2017, Roadmap-to-Ready trained 44 new emergency preparedness coordinators with the support of 11 mentors in 24 states. Throughout the yearlong training program, new preparedness coordinators participated in an in-person workshop, engaged in regular team calls with their mentors and peers, and received resources to support continued learning and development.

**The Medical Reserve Corps:**  
*15 years of volunteers actively engaging to meet community needs*

### Medical Reserve Corps

NACCHO continues to promote, support, and build the capacity within the Medical Reserve Corps (MRC) network through a cooperative agreement with the Office of the Assistant Secretary for Preparedness and Response within the Department of Health and Human Services. NACCHO provided nearly \$1.9 million in MRC

## Developing a System to Reduce Surge on Medical Facilities during an Influenza Pandemic

Since 2014, NACCHO has worked with the CDC to establish Flu on Call®, a national network of telephone triage lines that can be used during an influenza pandemic to reduce surge in medical facilities and match people with the appropriate level of care. Working closely with United Way 2-1-1, NACCHO and the CDC have successfully established call sites in over 18 states. In 2016, Flu on Call® was stood up for six weeks in several counties in Nebraska and Wisconsin. The exercise demonstrated that the telephonic system was highly functional, and that the medical guidance given to callers was accurate. This exercise was followed that summer by a simulation exercise in which staff from the CDC, NACCHO, and partner organizations acted as callers to test the system. This simulation exercise was repeated in 2017 and will take place again in May 2018. The outcomes of this testing was a strong telephonic system and a group of trained medical professionals who can accurately answer callers' questions.

## Designing a Mobile Texting Platform that Promotes Medication Adherence

NACCHO, in conjunction with the CDC, has been working with Compliant Campaign, a mobile technology company, to develop an "Antiviral Tracker" mobile texting system that can be used during a pandemic. The Antiviral Tracker has three functions: (1) to provide health departments with the ability to track first responders' symptoms; (2) to allow the public to track their pandemic vaccine regimen; and (3) to promote medication adherence among those who are prescribed antivirals. The texting system has been successfully created and tested among real first responders to avian influenza in several states.

## Public Health Infrastructure & Systems

### Adaptive Leadership Training for Health Department Staff and Partners

Since 2015, NACCHO has been a leader in helping public health practitioners employ the Adaptive Leadership framework to help them and their organizations adapt and succeed in challenging environments. The framework increases the ability of individuals and organizations to take on the gradual but meaningful process of change. Working in partnership with Adaptive Change Advisors and with the support of the Health Resources and Services Administration (HRSA), NACCHO has tailored the concepts and principles of Adaptive Leadership to public health and healthcare audiences. Training participants report that the framework helps them better manage organizational change, implement community health improvement planning, develop the skills of both leaders and front-line staff, strengthen community partnerships, and navigate changing political, social, and economic climates. During 2017, NACCHO trained over 160 public health, healthcare, and other cross-sectoral professionals in Adaptive Leadership through both in-person trainings and a nine-week Adaptive Leadership eLearning course.



## Spotlight on Performance Improvement

NACCHO's Performance Improvement team provides capacity-building assistance to LHDs and their partners on Mobilizing for Action through Planning and Partnerships (MAPP), strategic planning, performance management, quality improvement, change management, and national public health department accreditation readiness efforts. In 2017, NACCHO created several new tools and resources across these topic areas, offered awards to NACCHO-CDC Accreditation Support Initiative sites, hosted in-person and virtual trainings (such as a national MAPP training funded by HRSA and the CDC), provided technical assistance, and fostered partnerships at the local, state, national, and federal levels.

## Project SHINE Wraps Four Successful Years of Informatics Fellowship



In the fourth and final year of Project SHINE—

Strengthening Health Systems through Interprofessional Education—NACCHO, the Council of State and Territorial Epidemiologists, and the CDC supported 43 fellows in health departments across the country. Fellows received a structured curriculum and participated in projects and mentoring at a health department host site. Rigorous evaluation of the program revealed that the fellowships did very well in building fellow and host site capacity in informatics, health systems integration, and population health. In addition, health departments indicated the fellows' work helped their departments make progress on critical projects that would otherwise not have been realized.



NACCHO's PHAP Fellows Isabel Evans and Emily Blau

### NACCHO Hosts Two Associates from CDC's PHAP Program

The CDC's Public Health Associate Program (PHAP) places early-career public health professionals in state, tribal, local, and territorial public health agencies; non-governmental organizations; and CDC quarantine stations to provide them with broad experience in public health program operations. While PHAP offers tremendous benefits to associates, such as training and support, the program also helps host sites fill gaps in their agencies created by budget cuts and staffing shortages. In October 2017, NACCHO welcomed two Public Health Associates from the PHAP program, Isabel Evans and Emily Blau. They support the Safe, Healthy, and Resilient Communities team and the Project Public Health Ready team. Over the next two years, they will bolster NACCHO's programmatic efforts and conduct evaluation activities, all while being exposed to the myriad ways in which NACCHO and LHDs work together to improve and protect the health of the nation.

### Research and Evaluation Analyzes Trends, Timely Issues



In 2017, NACCHO's Research and Evaluation team released findings from two major research projects funded by the CDC and the Robert Wood Johnson Foundation: the 2016 National Profile of Local Health Departments (Profile) study and the 2017 Forces of Change survey. The 2016 Profile study provided a comprehensive look at LHD infrastructure and practice, including capacity related to emergency preparedness, quality improvement, accreditation, access to healthcare services, policymaking, and health information technology. The 2017 Forces of Change survey focused more narrowly on timely local public health issues. Results show that the economic situation is slowly improving for many LHDs, but they continue to face diverse challenges related to workforce recruitment. Some health departments adapted to the changing environment by exploring new opportunities for partnering across sectors to address tobacco and opioid use. The emergence of the Zika virus also had an impact on health departments, compelling a further focus on prevention and response activities to ensure prepared and resilient communities.

## Infectious Disease

### Responding to the Opioid Epidemic: Addressing Vulnerability to HIV and Hepatitis among Persons Who Inject Drugs

NACCHO provided funding and technical assistance to the LENOWISCO Health District in southwestern Virginia to develop a comprehensive community response plan for the spread of HIV and viral hepatitis among persons who inject drugs. To develop the plan, the health department conducted a tabletop exercise with 69 participants representing local, regional, and state partners and stakeholders. Four town-hall style meetings were held after the plan was drafted to engage and educate community members and gather input and feedback on the plan. NACCHO disseminated best practices and lessons learned through this project and will continue to work with the health department to implement the plan.



### **Hepatitis C Public Health Detailing Kit**

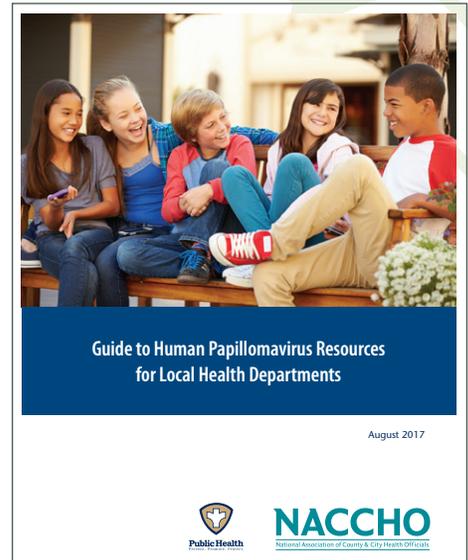
NACCHO developed a toolkit to support LHD implementation of public health detailing to increase uptake of clinical recommendations and best practices for hepatitis C testing and linkage to care and treatment. Public health detailing is a provider education strategy that typically includes brief visits with primary care providers. NACCHO's Hepatitis C Public Health Detailing Kit includes a user's guide, customizable templates for presentations to providers, tools and resources to share with providers to support implementation of clinical recommendations and best practices, and patient education materials for providers to distribute.

### **Infectious Disease and Immunization Big Cities Forum**

NACCHO convenes leaders in immunization and infectious disease programs at LHDs in large jurisdictions, also known as the ID-IZ Forum. This diverse group of participants representing various positions and perspectives within LHD infectious disease and immunization programs serves as a platform for members to engage in peer learning and provides a voice to advocate for LHDs. Through the forum, NACCHO has hosted a webinar series on local outbreak responses including mumps in Arkansas and hepatitis A in multiple regions.

### **LINC Initiative Demonstration Sites**

NACCHO engaged with 11 LHDs selected through a competitive process for the Lessons in Infection Control (LINC) Initiative. The initiative was designed to enhance coordination for preparing for and responding to Ebola, healthcare-associated infections (HAIs), and other emerging infectious diseases by strengthening LHD organizational and administrative capacity, expertise, and partnerships. These demonstration sites conducted a variety of activities to address emerging infectious diseases, including hosting tabletop exercises, surveying local healthcare facilities, developing regional infection control plans, conducting trainings, and developing or joining coalitions. Their work resulted in many successes, including the creation of the HAI Toolkit for Local Health Departments, the development of new partnerships and improving of existing collaborations, increased LHD capacity for addressing HAIs and preparedness for emerging infectious diseases, and an improved understanding of the valuable role that LHDs can play as conveners and educators for HAI prevention and control.



### **HPV Vaccination Project**

NACCHO continued to support 20 LHDs in their efforts to engage and collaborate with healthcare providers and key stakeholders to increase human papillomavirus (HPV) vaccination rates in their communities. NACCHO convened the LHDs for an in-person meeting to discuss successes and challenges, best practices, lessons learned, and the program's sustainability. To provide convenient access to existing HPV promotional materials and strategies, NACCHO also updated its *Guide to HPV Resources for Local Health Departments*, a collection of HPV resources and practice-based tools.

### **Informatics Champions Initiative**

The Informatics Champions Initiative engages local public health informatics leaders to share new and innovative tools and resources. This group of informatics practitioners' primary focus is promoting the continued development of informatics knowledge within the local public health community. Led by two co-chairs, the initiative offers a way to develop an information network between NACCHO and the larger local public health community throughout the United States. Currently, the initiative comprises 33 members from 18 states.

## Environmental Health

### **Climate Change LHD Profiles and Compendium**

NACCHO and the CDC strive to help health departments prepare for, build resilience, and respond to the health effects of climate change. To better understand how LHDs are preparing for climate change, NACCHO surveyed 11 departments across the country and developed a report to highlight local efforts. The report shares success stories to support new and ongoing initiatives in other LHDs.

### **Mentorship Program on Retail Program Standards Impact Brief**

With support from the Food and Drug Administration, NACCHO released a brief on the impact of the Mentorship Program on Voluntary National Retail Food Regulatory Program Standards. Since 2012, NACCHO has administered a mentorship program to support retail food regulatory programs in implementing the Retail Program Standards. The brief illustrates that the mentorship program has successfully increased LHDs' participation in and conformance with the Retail Program Standards, and that the benefits of the mentorship program extend well beyond the program period for many of the participants.

### **eLearning Module on Health and Disability**

NACCHO released a new eLearning module, "Health and Disability 101: Training for Health Department Employees." The training educates health department staff about the benefits of including people with disabilities in all public health programs, products, and services. After completing the course, participants are able to describe health disparities experienced by people with disabilities, provide examples of accessible features among health department programs and services, and explain the benefits of including people with disabilities in all aspects of health department programs.

### **Oral Health Fluoridation Grants**

In 2017, NACCHO partnered with the CDC to launch an initiative offering funding and technical assistance to improve oral health in local communities. The pilot project, "Building Capacity for Oral Health Fluoridation Equipment in Local Communities," supported either the replacement of aging water fluoridation equipment or the installation of new equipment for six water systems. In the second cohort of the project, 17 water systems were selected to receive funding through a competitive process. In 2018, NACCHO will develop a communications toolkit to help LHDs promote the benefits of water fluoridation in communities.

### **Zika: Making the Transition from Emergency Response to Capacity Building**

In September 2017, after nearly 600 days, NACCHO's Incident Command System deactivated its Zika emergency response efforts and transitioned to focus on program operations. During the response, NACCHO created a repository of information, tools, and resources; conducted research; advocated for funding; coordinated with cross-sector partners; and engaged the media. In 2018, NACCHO will leverage lessons learned from the Zika outbreak to help members build capacity to better prepare for, respond to, and recover from future infectious disease and vector-borne disease outbreaks.

### **Mosquito Control Competency Assessment**

In partnership with the CDC, NACCHO developed and distributed an electronic survey to assess mosquito surveillance and control capacity among the nearly 2,000 local vector control programs nationwide. A majority of local departments reported significant gaps in programmatic activities, indicating susceptibility to mosquito-borne diseases like West Nile Virus and the Zika virus. The assessment enables local, state, and federal agencies and their partners to prioritize and develop targeted approaches and regulatory and legislative solutions for improving vector control programs.



## GLOBAL-DOMESTIC INTERFACE

Disease knows no borders. In today's interconnected world, diseases can spread from an isolated, rural village to any major city in as little as 36 hours. Local public health practitioners cannot fully protect their communities without understanding emerging threats elsewhere in the world. Global health security refers to preparing for, responding to, and recovering from a public health emergency or event that adversely impacts security, destabilizes economies, disrupts social cohesiveness, and affects the critical business of government at a global level. LHDs are the first place community partners turn to when seeking information about public health threats and measures to stay safe. LHDs mobilize community partners to work collaboratively to address public health challenges, serve as a link to healthcare services, and enforce many of the laws and regulations that keep communities safe.

### **One Health: Connecting Human, Animal, and Environmental Health**

Recognized and implemented internationally, the concept of One Health provides a framework for collaboration and engagement among disciplines that address human, animal, and environmental health. In 2017, NACCHO released a fact sheet, *One Health: Local Health Department Approaches for Addressing the Interconnectivity of Human, Animal, and Environmental Health*, to inform and highlight LHD efforts to streamline work within a One Health framework. In addition, NACCHO monitored internal program activities and participated in cross-team collaboration to ensure multi-disciplinary perspectives on topics and activities under One Health. NACCHO also developed new and expanded existing external partnerships to better engage in the field of One Health through participation in monthly zoonoses and One Health update calls with CDC's One Health Team, and quarterly check-in calls with the National Parks Service's Office of Public Health.

# FINANCIALS

## NACCHO Funders

### Federal

Centers for Disease Control  
 Food and Drug Administration  
 Health Resources and Services Administration  
 Office of the Assistant Secretary for Preparedness and Response Organization

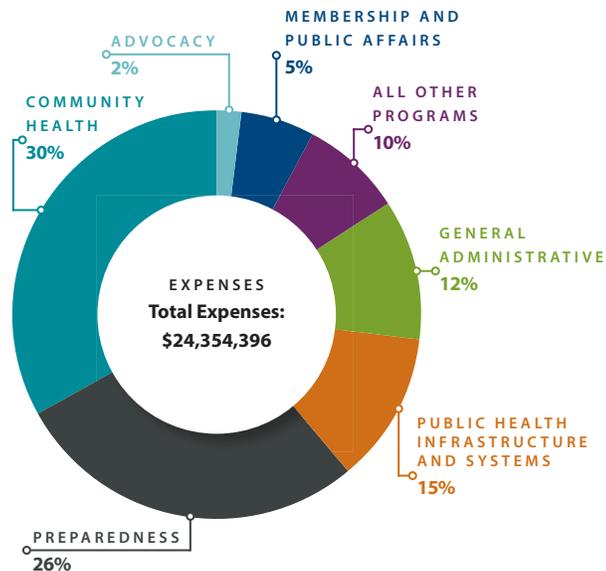
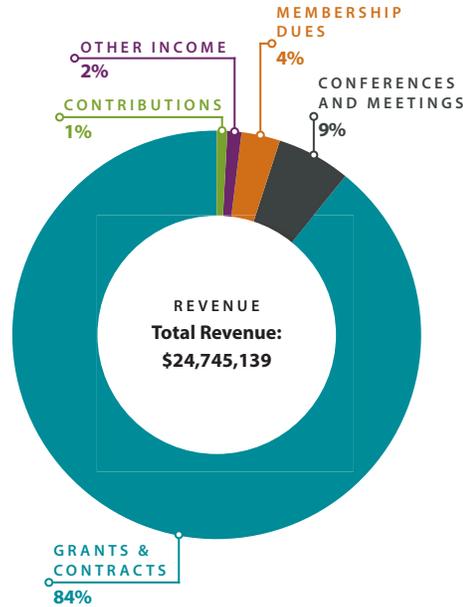
### Private

American Cancer Society  
 Association of State and Territorial Health Officials  
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 California Endowment  
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 Gilead Sciences  
 Health HIV  
 National Marrow Donor Program  
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 Partners for HealthCare Systems  
 The Pew Charitable Trusts  
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 The Robert Wood Johnson Foundation  
 Skoll Foundation  
 W.K. Kellogg Foundation

### Universities

Harvard University  
 University of Alabama  
 University of Nebraska  
 University of North Carolina  
 The Washington University

## FY 2017 Financial Highlights



# 2017: NACCHO BY THE NUMBERS

 MEMBERSHIP  
RETENTION  
**91%**

 More than  
**200** TECHNICAL ASSISTANCE HOURS  
PROVIDED TO LHDS

**188** NACCHO SUBAWARDS  
TO LHDS AND MRC UNITS 

 **222** TRAVEL  
SCHOLARSHIPS  
PROVIDED

  
**23** MODEL PRACTICE AWARDEES

  
**75**  
PUBLICATIONS

  
**666**  
BLOG POSTS

  
**120K**  
WEBSITE  
PAGE VIEWS

MORE THAN  
**2,500**  
conference attendees



**2,544**  
webinar and workshop attendees

  
**5** ARTICLES PUBLISHED  
IN PEER-REVIEWED  
JOURNALS

 **3,157** FACEBOOK  
FOLLOWERS

 **17,000** TWITTER  
FOLLOWERS

 **4,778** MEDIA  
MENTIONS

 **6**  
NEW POLICY  
STATEMENTS

 **128**  
CAPITOL HILL  
VISITS BY MEMBERS

**38** SESSIONS PRESENTED  
AT EXTERNAL CONFERENCES 

**122**   
LETTERS TO CONGRESS AND  
THE ADMINISTRATION

S A V E T H E D A T E



August 20-23  
2018

H I L T O N ❖ A T L A N T A

**Join NACCHO & CDC for the next Public Health Informatics Conference.**

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“NACCHO has been a great platform for local public health officials to connect and share local best practices and ideas. NACCHO has allowed me to network and learn from my peers and to find quick solutions that can be adapted to fit the local needs in my community instead of recreating the wheel, producing efficiency and savings! This organization has also served as a vocal proponent of local public health allowing us to make a strong case for policies that help make healthier communities.”

— Veerinder (Vinny) Taneja, MBBS, MPH  
Health Director  
Tarrant County Public Health  
Ft. Worth, TX

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The National Association of County and City Health Officials (NACCHO) represents the nation's nearly 3,000 local governmental health departments. These city, county, metropolitan, district, and tribal departments work every day to protect and promote health and wellbeing for all people in their communities. NACCHO's mission is to serve as a leader, partner, catalyst, and voice with local health departments.

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# NACCHO

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