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**Maricopa County  
Office of the Deputy County Manager  
Sandi Wilson**

*FY 2016 Third Quarter*  
**Organization Report**



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May 2016

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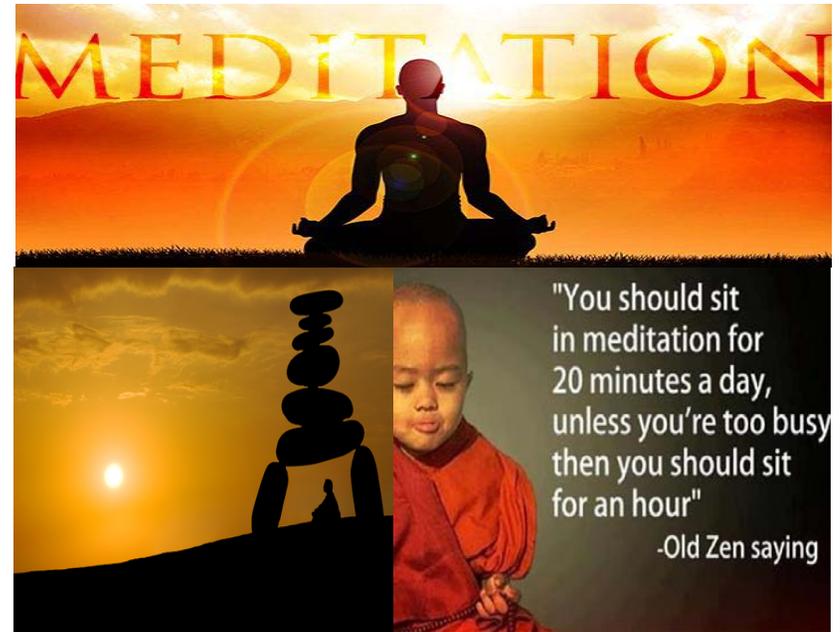
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# Executive Summary

We started the quarter and the new calendar year off with the Elected Officials Budget Presentations for the 2017 Budget. On January 11<sup>th</sup> we heard presentations from the Treasurer Charles Hoskins, Sheriff Joe Arpaio, Justice Court Presiding Judge, Judge C. Steven McMurry and Superintendent of Schools Dr. Don Covey. Followed by presentations from County Attorney Bill Montgomery, Clerk of the Superior Court Michael Jeanes, Recorder/Elections Helen Purcell, Superior Court Presiding Judge, Judge Janet Barton and Assessor Paul Peterson on January 13<sup>th</sup>. This was just the beginning of many budget presentations and meetings regarding the FY 2017 budget during this quarter. We had presentations to the Board Chief's from all 10 departments that submitted a Zero-Based Budget. The 10 departments were: Start Call Center, Elections, Employee Benefits and Health, Environmental Services, Medical Examiner, Parks and Recreation, Protective Services, Public Health, Risk Management and Stadium District. Throughout the month of March, Chairman Hickman, Scott Isham, Mr. Manos and Sandi Wilson met with each of the Elected Officials to negotiate their department's 2017 budgets.



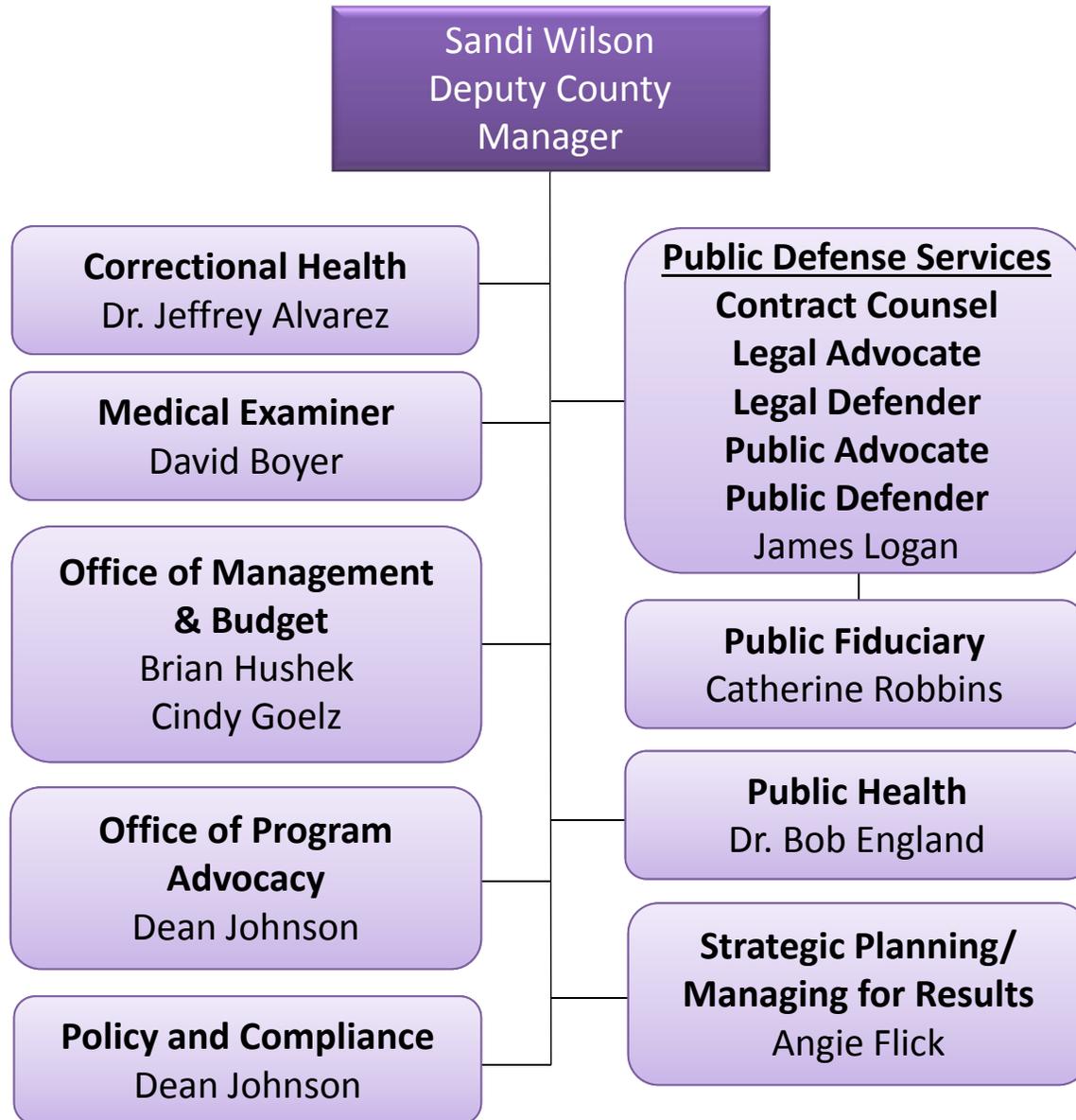
First 8 Week Meditation Series Began in February



Southwest Regional Justice Center Ground Breaking Ceremony on January 14.

Each year around January Sandi has an annual breakfast with her Management Team. Prior to the breakfast, the team votes for who they feel best deserves the award for Manager of the Year. This year, the Deputy County Manager, Manager of the Year award went to Dr. Jeffery Alvarez. This was a much deserved award with the selection of Facility of the Year last July by the National Commission on Correctional Health Services. Congratulations, Dr. Alvarez.

Starting in February, Sandi Wilson lead an eight-week meditation series. The series provided participants with a deeper understanding of meditation, how to make meditation a habit, and how practicing meditation can have a lasting impact on your life. At the end of the series, Sandi received only positive comments on the class and her ability to teach and inspire. "What a gift you are to the Wellness program and to employees across the County."



## Office of the Deputy County Manager

### Activity Purpose Statement:

The purpose of the Business Performance Management Activity is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

## Business Performance Management

### Performance Budgeting Module of ERP – Integrating Maricopa County

#### Accomplishments

- Reported as a challenge in the last update, the 2nd customization, needed to meet Maricopa County's business needs with respect to positions, was delivered early for review in multiple iterations. They essentially meet the needs of the County and are being refined.
- A System Rollover was successfully executed moving the budget maintenance year from FY 2015 to FY 2016. Completing this process in development positions the County for successful end-of-year processes in the future.
- The reporting stream of work experienced exponential improvement in this reporting period. The database was re-indexed to improve performance. The review and revision of completed reports is underway. This is providing relief to a major area of concern, although many tasks remain prior to system go-live.

#### Milestones

- Official use of the system is planned in the next quarter for use in FY 2017 budget maintenance.
- Significant decision points are as follows:
  - April 22nd first Go / No-Go decision based primarily on system functionality and report progress
  - June 6th second Go / No-Go decision based on successful parallel of the FY 2017 budget development and completion of required reports for go-live
- The FY 2017 budget will be developed utilizing Performance Budgeting (PB) with a handful of departments re-entering their budget information in the new system. The remaining information will be populated by project staff. Reports will be validated to ensure complete reporting functionality to meet the official budget documentation requirements.

## Office of the Deputy County Manager

### Reporting Departments:

- Correctional Health
- Public Defense Services
  - Contract Counsel
  - Legal Advocate
  - Legal Defender
  - Public Advocate
  - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
  - Business Performance Management
  - Communications
  - Office of Program Advocacy
    - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

## Office of the Deputy County Manager Accomplishments

### Communications:

- Completed condensed infographic-style content for Strategic Planning Annual Accomplishments Report, replacing long narrative style report. Updated pages to include information for Safe Communities, Regional Services, Government Operations, Growth and Economic Development, and Fiscal Strength and Responsibility.
- OMB content on Facebook – Daily content, designing infographics and using existing information from budget reports and presentations to educate the public on the budget, strategic plans, capital improvements and other programs of interest.
- Assisted various departments with online training modules. Wrote and ran reports for departments on course usage.
- Consulted with Office of Enterprise Technology (OET) staff for online course types for conversion in new learning management system.
- Updated Deputy County Manager's (DCM) web pages to reflect current information including reports, publications, announcements and presentations.

### Office of Program Advocacy:

- Completed the implementation of the County's new Tobacco Free campus initiative. Live on March 3, 2016.
- Completed the evaluation and recommendations requested for CHS' Return to Competency program.
- Completed reviewing, documenting, and recommending options to address potential restructuring of the Courts Translation, Transcription, and Interpretation services to other internal agencies.
- Completed documentation of overall needed User Acceptance Testing (UAT) scripts for OMB's Performance Budgeting implementation.
- Completed, along with OET, the finalized Service Level Agreement (SLA) between Correctional Health Services (CHS), OET and NaphCare.
- Completed a health based National Association of Counties (NACo) submission focusing on enrollment services in correctional institutions.

### Office of Program Advocacy (continued):

- Completed initial planning and kick-off meeting for the next stage of the Justice System Planning Information (JSPI) Community Resource Connection initiative.
- Providing project management oversight, technical assistance, and overall coordination for Human Resource's (HR) Learning Management application implementation.
- Continued to work the Arizona Health Care Cost Containment System (AHCCCS) to support pre-release Medicaid applications to individuals re-entering the community.
- Continued working closely with Adult Probation to implement a sustainable billing, credentialing, contracting, and claiming process in Adult Drug Court.
- Continued working with Public Health, Correctional Health, Adult/Juvenile Probation to gain access to HealthNet.
- Continued coordination with Public Health, Adult Probation, Correctional Health, Sheriff's Office (MCSO), Courts, and Human Services to identify and execute efficient cross departmental health care integration opportunities ranging from data sharing, expanded billing opportunities, available grants, and AHCCCS enrollment.

### Policy and Compliance:

- Completed and received final Board of Supervisor approval on the following policy:
  - Tuition Reimbursement (HR2430)
- The following policies have been drafted and are in various stages of review for an upcoming Board action:
  - Rewarding Ideas (A1509)
  - Work Place Violence (TBD)
  - Records Management (A2101)
  - Budgeting and Accountability (B1011)
  - Confined Space Entry Program (A2234k)
  - Non-Departmental (B1008)
  - Vehicle Replacement (B4002)
- Began working with the Treasurer's Office to develop options to support the modernization of all statute driven departmental policies.
- Continued working with internal policies for both CHS and Animal Care and Control (MCACC).
- Continued planning efforts with OET to expand the Health Insurance Portability and Accountability Act (HIPAA) policies to encompass Confidential Information for critical department.

## Office of the Deputy County Manager

### Significant Projects:

- CIP Financial Support
- CGI Implementation
- HIPAA Compliance
- Health Care Integration
- Strategic Planning and MFR

## Office of the Deputy County Manager

### Accomplishments:

- Completed condensed infographic-style content for Strategic Planning Annual Accomplishments Report.
- Completed the implementation of the County's new Tobacco Free campus initiative. Live on 3/16/16.
- Completed the evaluation and recommendations requested for CHS' Return to Competency program.
- Completed reviewing, documenting, and recommending options to address potential restructuring of the Courts Translation, Transcription, and Interpretation services to other internal agencies.
- Completed documentation of overall needed User Acceptance Testing (UAT) scripts for OMB's Performance Budgeting implementation.
- Continued to work AHCCCS to support pre-release Medicaid applications to individuals re-entering the community.
- Began working with the Treasurer's Office to develop options to support the modernization of all statute driven departmental policies.
- Launched partnership with the Adult Probation Department (APD) pre-trial and Southwest Behavioral Health to increase diversion efforts/safe release for SMI designated population prior to initial court appearance.
- Initiating identification of un-sentenced females for AHCCCS application preparation prior to release.
- Expand Opioid Treatment Program (OTP) Accreditation.
- Completed annual patient Satisfaction Survey in all jail facilities with an overall patient satisfaction rate of 91%.
- University of Arizona recognized CHS as the "Best Place to Rotate" by its Pathway Scholars and Medical Students (Media Release Pending).
- County Stepping Up Team (including CHS) selected for National Stepping Up Summit.
- Between March 17th and 18<sup>th</sup>, the Office of the Medical Examiner (OME) was inspected by the National Association of Medical Examiners for agency accreditation.
- On January 6, 2016, the Board of Supervisors approved the FY 2017 Budget Guidelines.
- OMB participated in the weekly Budget Briefing sessions with the Board's Chiefs of Staff.
- The Office of the Legal Advocate sexually violent persons database was successfully converted into the Justware Case Management System on March 14, 2016.
- The 2016 Veterans' StandDown was held in January and included participation from throughout PDS. Over 1850 Veterans attended, with 985 Veterans receiving legal services.
- Public Fiduciary had two successful meetings with Urgent Psychiatric Care (UPC) and Arizona State Hospital (ASH) which provided quality outreach to improve community relations and patient/ward services.
- While more than 5,000 clients per quarter, the STD Clinic has cut its average wait time to just 13 minutes, and to only 5 minutes for Express Testing.
- The Office of Preparedness & Response (OPR) created and tested new delivery methods for mass distribution of emergency medications, decreasing staffing needs yet increasing throughput by 25%.
- Epi competed active monitoring of 186 potentially exposed persons to Ebola Virus.
- Epi has coordinated the testing of more than 60 travelers to Zika Virus affected areas.

## Correctional Health Services

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The Mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, evidence based, integrated health care services, competency evaluations and restoration services to patients in the County jails so they can proceed through the judicial process.

*Jeffrey Alvarez, MD, CCHP  
Director*

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## Correctional Health Services

### Mission:

Our Mission is to provide cost-effective, medically necessary, evidence based, integrated health care services, competency evaluations and restoration services to patients in the County jails so they can proceed through the judicial process.

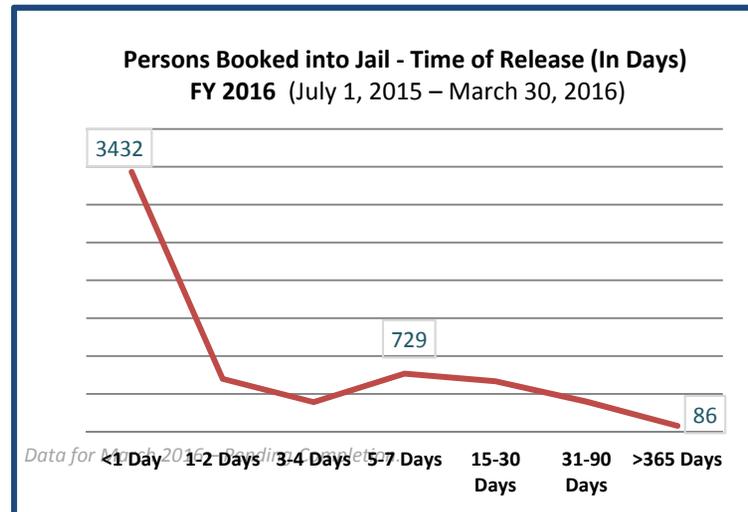
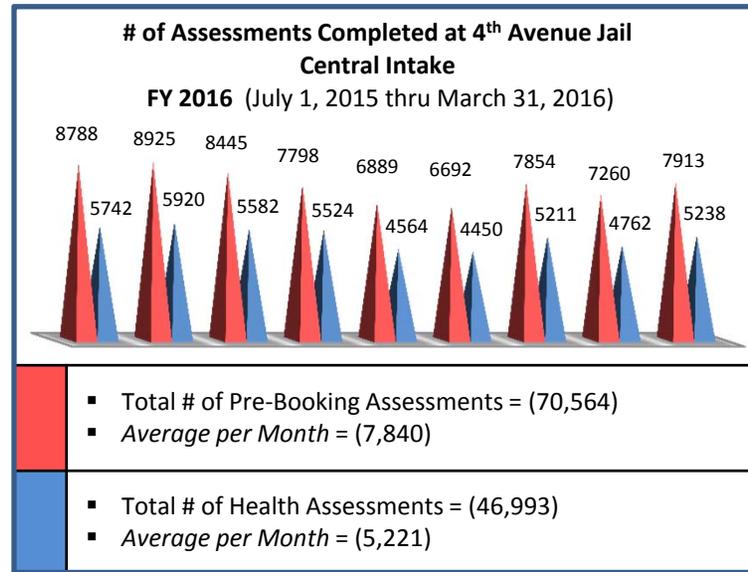
### Vision:

Correctional Health Services will continue to evolve as a nationally recognized leader in providing correctional health and restoration services in a work environment that fosters employee engagement.

### Core Values:

CHS will provide the best care to every patient every day through an integrated clinical practice. In achieving this, the needs of the patient come first.

## Inpatient and Outpatient Programs



### Background Information:

- National Commission on Correctional Health Care (NCCHC) Standards requires all patients have a Receiving Screening completed upon booking. Health Assessments must be completed within 14 days.
- Graves v. Arpaio (GvA) requires that all Receiving Screenings and Health Assessments be completed by a registered nurse (RN).

### Analysis:

- By conducting the Health Assessments after court, 33.9% of the inmates are released, thus decreasing the number of Health Assessments needing to be completed. 42.9% of persons booked in FY 2016 (July thru February) were released <1 Day.

### Action Steps:

- Continue to closely monitor and track compliance measures.
- Continue to develop metrics to monitor productivity and create meaningful data for outpatient visits by Provider.
- Continue to collect data to demonstrate compliance with the GvA Revised 4<sup>th</sup> Amended Judgment.

## Correctional Health Services

### Key Result Measures:

- Percent of health assessments completed at 4<sup>th</sup> Avenue Jail Intake vs. the general population post housing.
- Percent of patients triaged within 24 hours.
- Percent of prescriptions written that are given within three days.
- Percent of scheduled appointments kept.
- Percent of screened inmates booked.
- Percent of patients referred to the Mental Housing Unit for higher level of care.
- Percent of complete medical records provided to external requestors within 7 days.
- Percent of Rule 11 evaluations performed within 30 days.
- Percent of inmates found not restorable with 15 months of the determination of incompetency.

## Correctional Health Services

### Current Initiatives:

- Continued collaboration with Terros to determine other avenues for increased collaboration despite inability to move forward with 340b pricing strategy.
- Collaboration with UPC-Connections AZ and Assurance (service provider) to target disengaged Seriously Mentally Ill (SMI) population for re-engagement and better transition plans for this population.
- Launched partnership with the Adult Probation Department (APD) pre-trial and Southwest Behavioral Health to increase diversion efforts/safe release for SMI designated population prior to initial court appearance.
- The Mental Health (MH) Division to become a participating partner to the Public Department CHIP (Community Health Improvement Plan) to ensure consideration of health needs / priority of justice involved individuals.
- Collaboration with MIHS to incorporate health literacy training in Mosaic Program.
- Initiating identification of un-sentenced females for AHCCCS application preparation prior to release.
- Partnering with Gateway Community College for the development of a Licenses Practical Nurse (LPN) Nursing resource pool. Currently rotating 72 students for 8 week period.
- Expand Opioid Treatment Program (OTP) Accreditation.
- Complete structurally balanced budget for FY 2017.
- Maintain low vacancy and staff turnover rates in clinics.
- Develop an internal nursing pool to reduce reliance on registry staff.
- Incorporate quality metrics into the Chronic Care Conditions audit tool.
- Update CHS Administrative Procedures.
- Secure Electronic Health Record (eHR) incentive funding.
- Continue to enhance the eHR to streamline and maximize clinical efficiencies.
- Identify eHR report improvements to enhance ability for data analysis and accountability.

### Challenges:

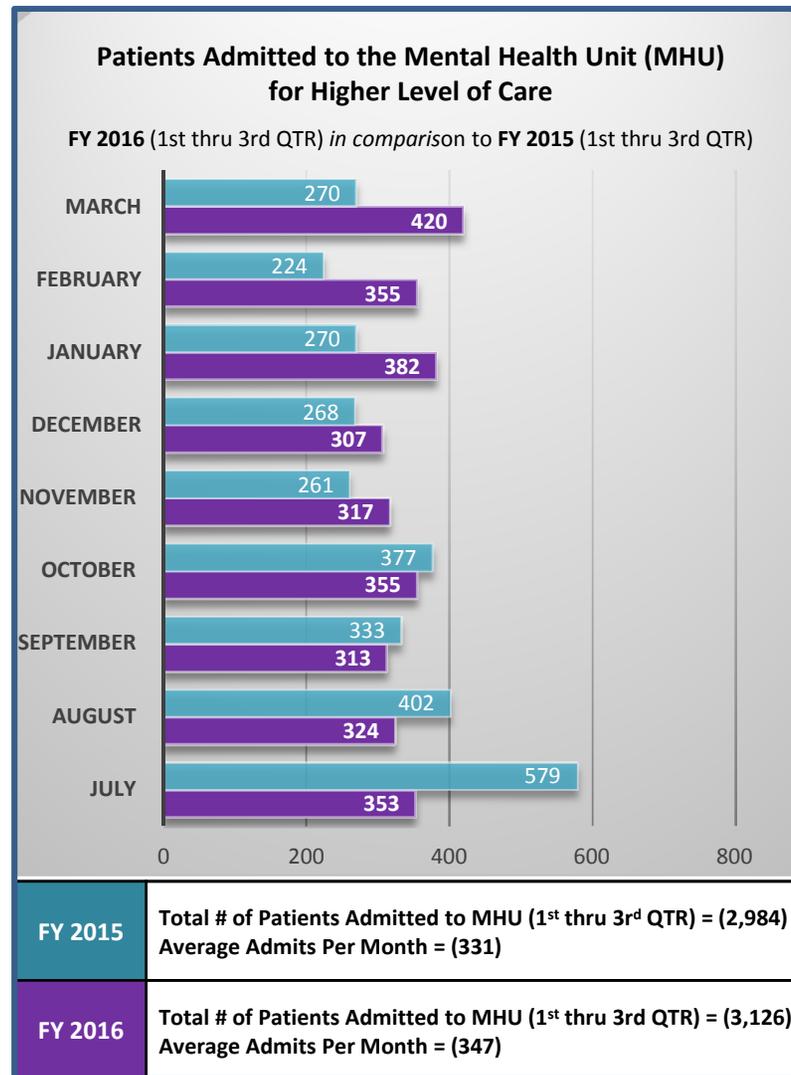
- Inability to implement collaborative plan with Terros for 340b pricing due to federal restriction; will re-evaluate as federal rules are revised.
- Developing analysis / parameters for community agency staff / navigators as requested by MCSO to resolve problematic access of SMI designated and other high profile individuals.
- Obtaining Articulate Storyline Software Training via the County to support the development of interactive educational materials for use in the new learning management system: TheHUB.
- Classroom space for onboarding due to increased staff recruitment activity.
- Identification of personnel specific to Graves v. Arpaio support.
- Mental Health staff needs to address barriers of community agency staff entering the jails for "warm transfer" of services.
- Maintaining compliance with budget while dealing with increasing healthcare provider service costs and demands for services.
- Transitioning eHR support service budget to general operations.
- Maintaining smooth business operations while shifting staff and functional responsibilities.
- Accessing court ordered evaluations and psychiatric hospitalization for CHS acutely mentally ill patients.
- Maintaining low vacancy and turnover staff rates in clinical areas.
- Maintaining NCCHC Accreditation at all jails.
- Filling open Mental Health Professional positions, particularly positions involving weekends and night shift hours.
- Competing with outside healthcare agencies compensation rates.
- Retaining well qualified licensed healthcare staff.

## Correctional Health Services

### Current Initiatives:

- Expand community transition efforts for mental health population, in alignment with Board of Supervisor (BOS) goal to reduce recidivism for Seriously Mentally Ill (SMI) population, without additional MH staff.
- Increase the awareness of alcohol and substance abuse effects on patients' health and support MCSO with ALPHA (Aware, Learn, Plan, Help, Accept) participants.
- Continue collaboration with Maricopa Mercy Integrated Care, the local Regional Behavioral Health Authority (RBHA), to ensure services for justice involved SMI population that result in continuity of care and effective transition to the community. The aim is to help ensure psychiatric stabilization and to reduced recidivism.
- Collaborate with the Women's Service Network to develop increased "in reach" services for coordination of care, increased services and expanded community transition services to improve outcomes for women and their families.

## Mental Health Services



### DEMAND FOR SERVICES

#### Analysis:

- The total number of bookings in FY 2016 (3rd Quarter) increased 8.1% since FY 2016 (2nd Quarter).
- Overall Average Daily Population decreased by 5.5% in FY 2016 (1st thru 3rd Quarter) in comparison to FY 2015 (1st thru 3rd Quarter).
- Mental Health Unit (MHU) - 4.5% decrease in admissions to MHU in FY 2016 (1st thru 3rd Quarter) in comparison to FY 2015 (1st thru 3rd Quarter).

#### Cost Efficiencies:

- Mental Health Power Squad - Elimination of overtime for Mental Health Unit (MHU) Officers except maximum 32 hours on weekends.
- Reduction of Psychiatric Provider Contract Time per month of 40 hours.

## Correctional Health Services

### Significant Projects:

- Preparation for Opioid Treatment Program (OTP) Accreditation Audit for Towers Jail.
- Implementation of OTP counseling component to reduce need for outside vendor.
- Partnering with KEOGH Health Connections to increase capacity for providing facilitation and application assistance support for enrolling eligible persons booked into AHCCCS prior to release.
- Implement an integrated healthcare model for Alcohol and Substance Abuse Awareness and Recovery Support Program.
- Increase Healthy Life Style Promotion Education Boards at Estrella Jail.
- Health Care Integration Support for Health Literacy and AHCCCS Enrollment.
- Establish Leadership Development Training Program.

## Correctional Health Services

### Accomplishments:

- Implemented new nursing schedules.
- Implemented 21 eHR system improvements.
- Completed requirements and achieved approval for six modifications to eHR.
- Completed annual patient Satisfaction Survey in all jail facilities with an overall patient satisfaction rate of 91%.
- University of Arizona recognized CHS as the “Best Place to Rotate” by its Pathway Scholars and Medical Students (Media Release Pending).
- Pathfinders, the community-county collaboration Justice Involved Women’s Initiative (established with monthly meeting involving over 17 agencies).
- Formal launching of Mosaic (women’s treatment program at Estrella) and doubling of capacity of women who can receive services.
- Purchase of additional New Freedom evidence based substance abuse treatment curriculum so that, in conjunction with MCSO, same treatment approach and materials can be used across jails.
- County Stepping Up Team (including CHS) selected for National Stepping Up Summit.
- Maintaining high compliance in Mental Health for 4th Amended Judgment (GvA requirements).
- Tripled documented community ‘warm hand off’ referrals in past 2 quarters compared to first 2 quarters.
- Implemented psychiatric screening for all SMI designated individuals for more intensive Assertive Community Treatment (ACT) treatment team referrals.
- Collaborated with APD to incorporate the ReachOut (substance abuse/high risk) population to the existing “Maricopa Correctional Health Services Inmate Pre-Release AHCCCS Referral Process”.
- CHS / Sheriff’s Office (MCSO) has been successful in increasing services in transporting mental health patients for face to face confidential visits.
- Through addition of MCSO Power Squad and revision of psychiatric scheduling practices, pending patient appointments have been reduced from 50-100 per facility to 0-10 resulting in more efficient patient care and in 50% reduction in contract psychiatric services.
- Collaboration on development of Maricopa County Stepping Up Proclamation, endorsed by BOS, along with submission of Maricopa County for the National Stepping Up Summit in 2016.
- Consolidation of remanded juveniles in LBJ. Transfer of females from Estrella Jail resulted in more clinically effective and efficient services and created opportunity for expanded services for adult females at Estrella.
- Development and implementation of a Justice Involved Women’s Initiative with expanded evidence based mental health programming for women with serious mental health needs and moderate to high risk for recidivism; in alignment with BOS goal to reduce recidivism for SMI population. The program is a unique collaboration of CHS Mental Health with MCSO program staff and a partnership of community agencies providing services for women (Women's Service Network).
- Selected as one of the two County organizations to participate in planning activities and ‘piloting’ for implementation of the New County Learning Management System: TheHUB.
- Restructured Leadership Model for Nursing. Removed Charge Nurses and hired 3 Nursing Managers.
- Completed New! Affiliation Agreement Template with County Attorney’s Office and Risk Management.

# Medical Examiner

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The Mission of the **Medical Examiner** is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.

*David Boyer*  
*Director*

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## Medical Examiner

### Strategic Goals:

- By July, 2017, 25% (21.2% as of March 31, 2016) of jurisdictional cases will be released directly to the family's funeral home of choice.
- The Office of the Medical Examiner will improve service to stakeholders by completing cases within established timeframes of 90% (74.0% as of March 31, 2016) of cases closed within 90 days.

### Key Result Measures:

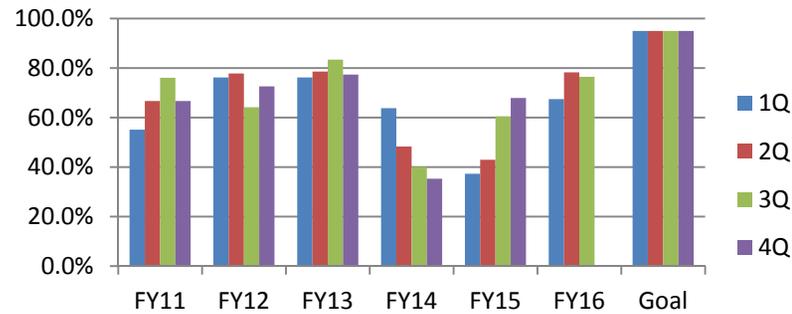
- Percent of case reports completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

## Medical Examiner Program

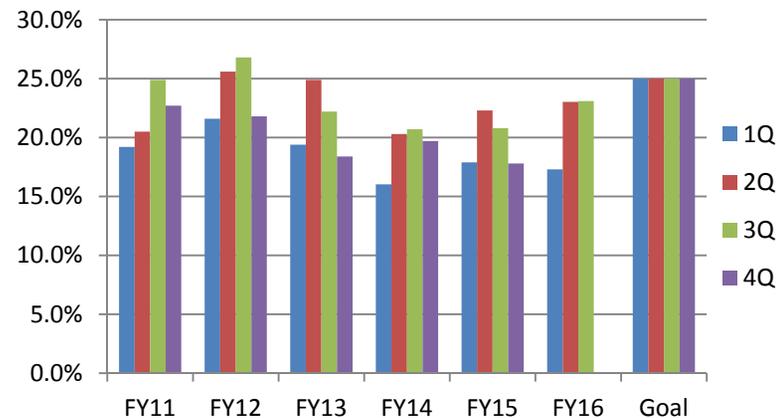
### FY 2016, 3rd Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	1,148
•Number of cases not admitted (CNA's):	348
•Number of Medical Examiner cases closed:	1,135

### % of Cases Closed in 90 Days



### % of Cases Not Admitted (CNA'S)



### Background Information:

- Medical Examiner Program examines/ investigates all jurisdictional cases to determine cause and manner of death.
- Cases Not Admitted (CNA's) are jurisdictional cases that do not require an examination of the body. The decedent is released directly to the Next of Kin's selected funeral home; bypassing transportation to the Medical Examiner for an examination.

### Analysis:

- During the 3rd Quarter of FY 2016, caseload increased 16.89% compared to the 3rd Quarter of FY 2015.
- During the 3rd Quarter of FY 2016, CNA's increased 35.6% compared to the 3rd Quarter of FY 2015.

### Action Steps:

- Continue the in-house training for all Medicolegal Death Investigators.
- Extensive in-house respiratory training for the Medical Exam, Investigation and Admitting sections has been completed.

# Medical Examiner

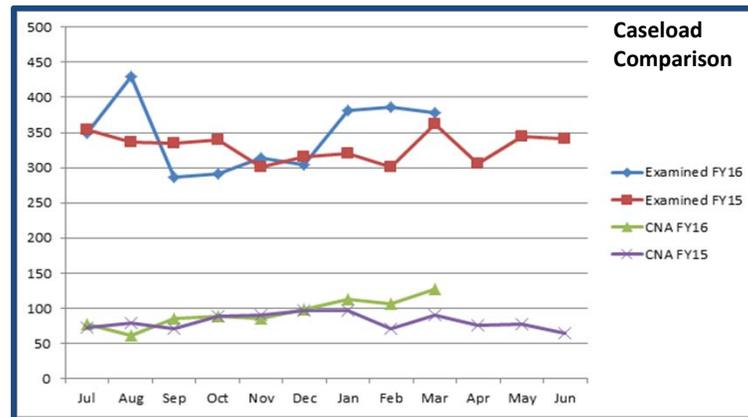
## Current Initiatives:

- NAME (National Association of Medical Examiner) accreditation continues to be a priority. OME was inspected on March 17-18, 2016 and anticipates receiving provisional accreditation.
- Participation in Maricopa County Attorney's Office (MCAO) development of a Sexual Assault Protocol for handling these types of cases.
- Continuity of Operations Planning.
- Evaluation of specimen retention practices.
- Establishment of Medicolegal Death Investigator (MDI) Trainer position and Forensic Technician (FT) Lead position to develop streamlined training for new hires and continuing education.

# Medical Examiner

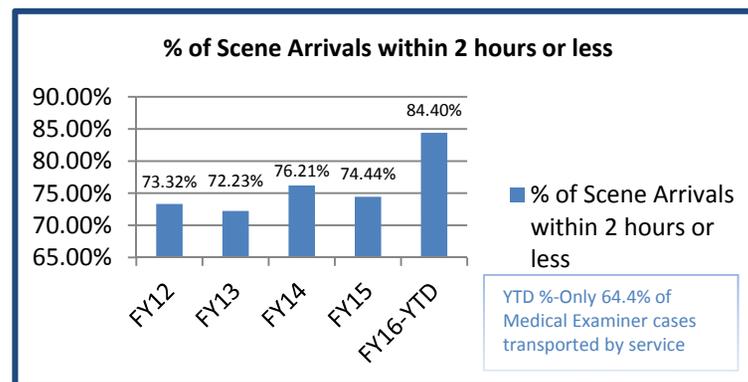
## Accomplishments:

- Between March 17th and 18<sup>th</sup>, the Office of the Medical Examiner (OME) was inspected by the National Association of Medical Examiners for agency accreditation. The inspector complimented our operation and we await the Inspection/Accreditation Committee's official decision.

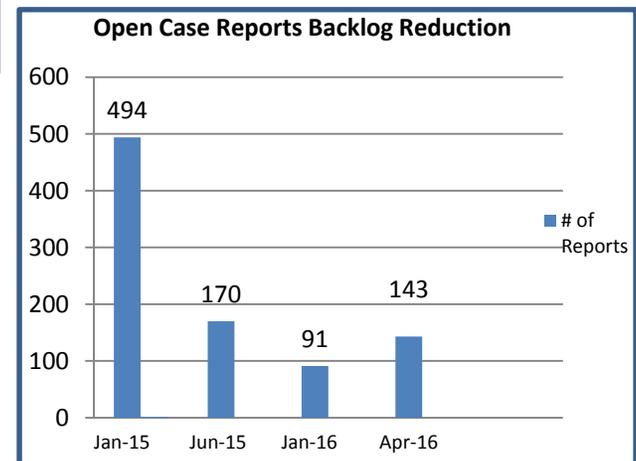


## Challenges:

- OME hired 3 Forensic Pathologist Medical Examiners (MEs) in the fall of 2015. These physicians are anticipated to start work with us at the end of July, 2016. It typically takes an average of 8 months to recruit and on-board new Forensic Pathologists due to the national shortage of these subspecialized physicians. While we await their arrival, the caseload burden has fallen to the remaining 9 MEs who carry a caseload. The 3rd Quarter saw a dramatic increase in jurisdictional cases and although the MEs have kept up with the incoming cases, we anticipate the ME Report backlog to grow until our new physicians arrive.



- Continue to use the contracted transport service for about two-thirds of our caseload. We have seen a increase to our response times and Preliminary Investigative reports.



# Office of Management & Budget

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The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

*Sandi Wilson*  
*Deputy County Manager*

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# Management & Budget

## Strategic Goals:

- By June 30, 2019, Maricopa County will keep the growth of operational expenditures subject to the expenditure limit under the growth of the expenditure limit.
- By June 30, 2022, the Maricopa County budgeted mandated payments to/cost shifts from the State of Arizona will be 10.7% overall compared to the 11.6% in the FY 2016 Adopted budget of \$2,234,405,833.
- By the end of FY 2022, Maricopa County's General Fund Operating reserves will equal two months of the prior year's operating expenditures.

# Planning & Budgeting Program

## FY 2015 Key Result Measures (Annual Actuals):

- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year: 99.7%
- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast: 49.3%

## Background Information:

- State-shared sales tax, state-shared vehicle license tax, and jail tax collections are growing at a steady pace, at or above the budgeted rate, but the growth has been slowing since the 1<sup>st</sup> quarter for the State-shared sales tax and jail tax collections.

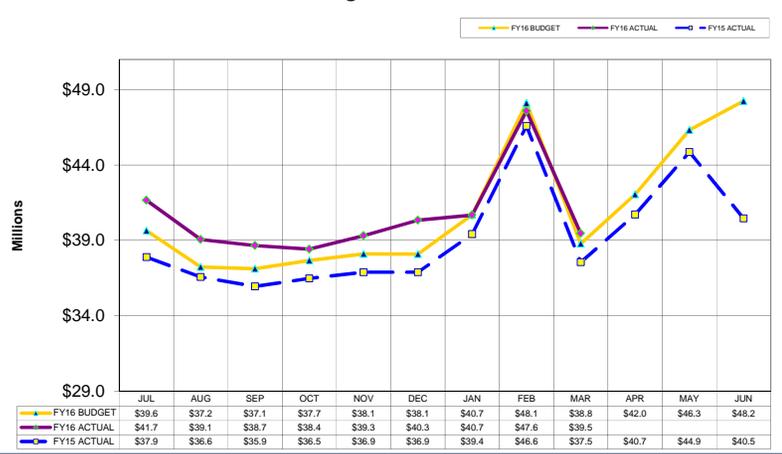
## Analysis:

- Through the end of the third quarter, State-Shared Sales Tax receipts are above the budgeted level by 2.7% or \$9.7 million, which is 6.1% ahead of FY 2015.
- State-Shared Vehicle Licenses Tax is \$4.8 million (4.7%) ahead of budget through the third quarter. Overall, receipts are 7.2% above last year.
- Jail Excise Tax receipts are exceeding the FY 2016 budget by only \$0.6 million or 0.5% and are 4.5% above FY 2015.
- The FY 2016 Expenditure Limit increased only 3.56% and as a result, the FY 2016 operating budget is within 2.3% (\$29 million) of the Expenditure Limit.

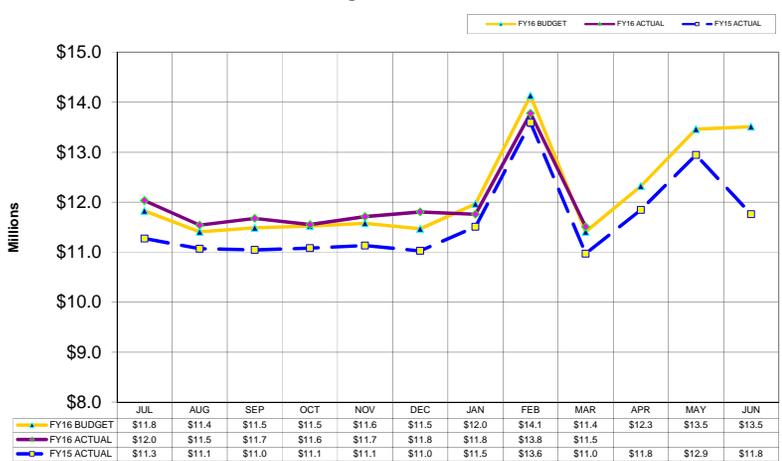
## Action Steps:

- OMB will need to be vigilant in monitoring revenue and expenditures throughout FY 2016, particularly in the detention fund, alerting the Board and recommending corrections as issues arise.
- OMB will work with the Department of Finance to develop strategies to address the Expenditure Limit issue.

Monthly State-Shared Sales Tax Revenues Budget Vs. Actual



Monthly Jail Tax Revenues Budget Vs. Actual



## Management & Budget

### Current Initiatives:

- Review and revision of budget policies is underway which will better align them to current practices.
- Long-term financial strategic planning to address capital and IT needs and the expenditure limitation.
- Continued work on the implementation of the new Performance Budgeting System for the County.

## Management & Budget

### Accomplishments:

- The Office of Management & Budget worked with the Board of Supervisors and the County Manager on developing the FY 2017 Budget Guidelines and Priorities. On January 6, 2016, the Board of Supervisors approved the FY 2017 Budget Guidelines.
- Departments began submitting their FY 2017 budget requests and OMB continued to review and analyze them. Budget recommendations were made and budget consolidation activities began.
- OMB continued meeting with the Chairman's Office and the County Manager to provide preliminary forecasts and fiscal updates, budget issues, and seek direction on developing the FY 2017 Budget.
- Various funding scenarios were developed for the FY 2017 Budget and reviewed with the County Manager and the Board of Supervisors.
- Throughout the quarter, OMB participated in the weekly Budget Briefing sessions with the Board's Chiefs of Staff.
- OMB continued to monitor actions taken by the State Legislature that impacted Maricopa County's financial position and developed strategies to deal with them.
- A number of meetings were held with Facilities Management, County Manager, Deputy County Managers and OMB on the proposed capital plan for FY 2017.
- OMB continued to work with the leadership from Animal Care and Control on developing their FY 2017 budget recommendation.

### Challenges:

- State-shared revenues are growing at a slower pace which could indicate a slower economy.
- Slowing jail tax revenue places an additional burden on the General Fund operating budget.
- Increases in public safety costs continue to put a strain on the County budget.
- The State of Arizona's fiscal condition continues to be a concern as the Legislature began their session on January 11<sup>th</sup>.
- The large unfunded liability with the Public Safety Personnel Retirement System (PSPRS) and contribution rate increases will continue to drain resources.
- The cost of compliance and legal costs associated with the Graves, Melendres and Department of Justice (DOJ) matters put a strain on the General and Detention funds.
- Growth in expenditures in the Detention Fund are outpacing the growth in the Jail Excise Tax and Maintenance of Effort contribution, resulting in an increasing burden on the General Fund to provide the resources needed for detention operations.
- Special revenue funds will need to be monitored due to structural balance issues.
- As the operating budget increases and fund balances are depleted, the County is nearing the constitutional expenditure limitation. Strategies and recommendations are being developed to address this concern.
- Demands for service, particularly in the criminal justice and public safety areas, are outpacing growth in population and inflation, resulting in budget increases that exceed the growth in the constitutional Expenditure Limit.
- Funding sources for both capital and operating costs for jail and court master plans need to be identified.
- Long-term solution is needed to achieve structural balance in the Detention Fund.

# Public Defense Services

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The mission of **Public Defense Services** is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

*James L. Logan*  
*Director*

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## Public Defense Services

### Strategic Goals:

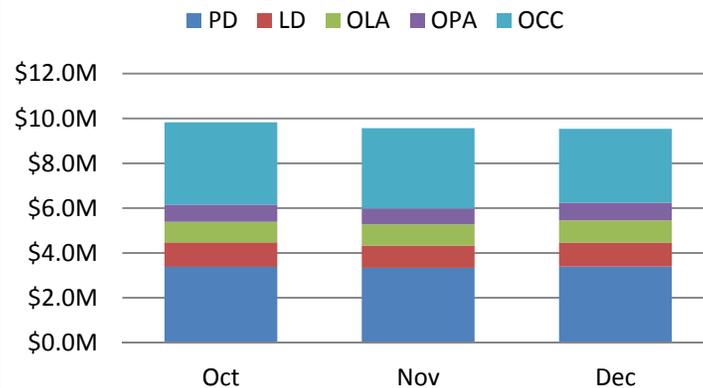
- By July 2019, 100% of capital trial and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 80% or more of all clients in non-capital cases and non-dependency cases will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 25% or more of all dependency matters (1 child & 1 parent) will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

## Public Defense Constellation Totals

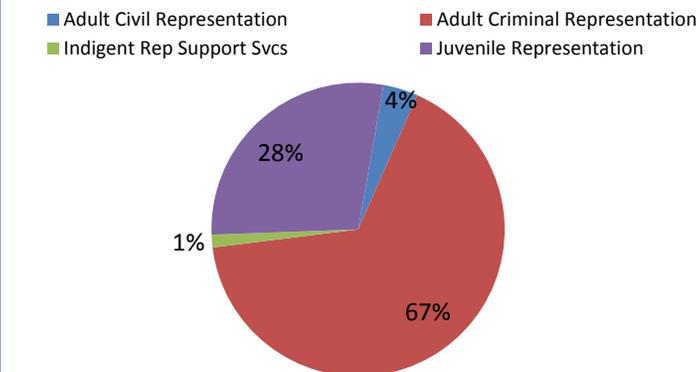
### FY 2016, 2nd Quarter Constellation Highlights:

•Number of Departmental Activities:	20
•General Fund Expenditures:	\$28,576,204
•Other Fund Expenditures:	\$360,556
•Total Demand (Case Net Assignments):	20,906
•Total Output (Case Resolutions):	19,831

### Public Defense Expenditures by Month



### FY 2016, 2nd Quarter Expenditures by Program



### Background Information:

- Beginning in May 2007, Public Defense Services (PDS) Administration was consolidated to facilitate the coordination of business and financial planning.
- Public Defense Services' data reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.

### Analysis:

- General Fund spending in FY 2016 through the second quarter was 2.77% higher than the prior fiscal year. This is largely attributable to spending in dependency activities, as further explained on the following pages.
- As a result of the budget increases implemented for FY 2016, PDS is 3.87% under budget through the second quarter. However, it should be noted that the majority of the savings in FY 2015 was in the early months in the fiscal year. Savings may also decline in FY 2016, but it is still expected that PDS will finish within budget.

### Reporting Departments:

- Public Defender (PD)
- Legal Defender (LD)
- Legal Advocate (OLA)
- Public Advocate (OPA)
- Contract Counsel (OCC)

## Public Defense Services

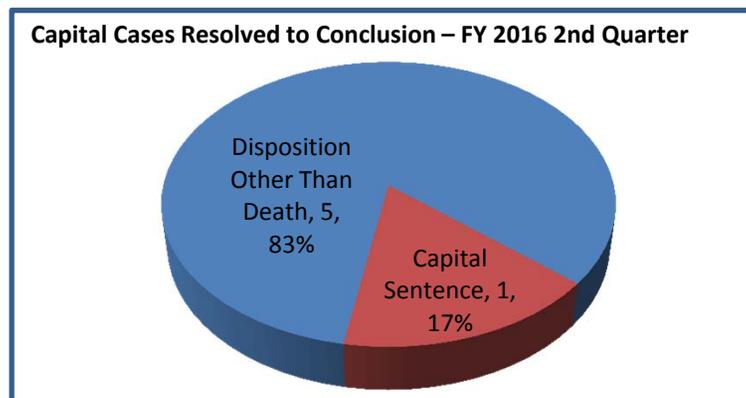
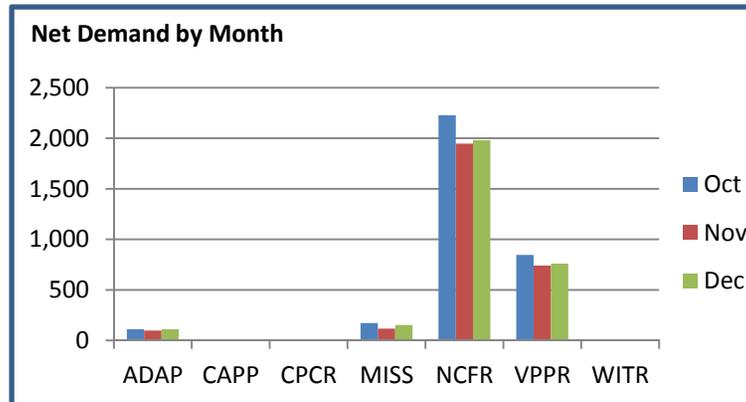
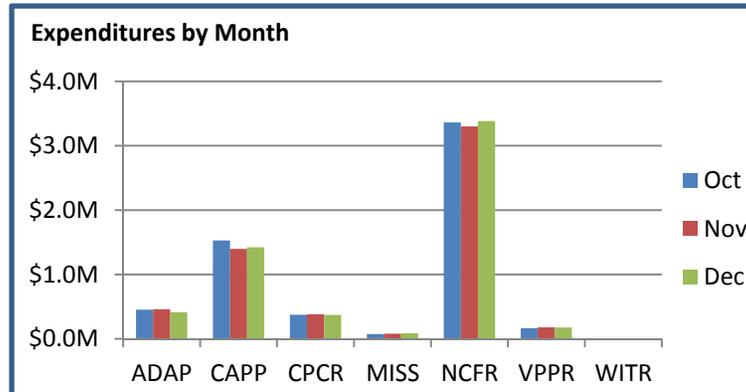
### Activities & Descriptions:

- **Appeal and Post-Conviction Relief (ADAP)** is representation of adults in appeal and post-conviction relief matters.
- **Capital (CAPP)** is representation of adults charged with capital offenses.
- **Capital Post-Conviction Relief (CPCR)** is representation of adults in capital post-conviction relief proceedings.
- **Misdemeanor (MISS)** is representation of adults charged with misdemeanors.
- **Non-Capital Felony (NCFR)** is representation of adults charged with non-capital felonies.
- **Probation (VPPR)** is representation of adults in Probation Violation Courts.
- **Witness (WITR)** is representation of witnesses as ordered by the court.

### Key Result Measures:

- Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in Which the Outcome is Beneficial to the Client.
- Percent Of Capital Cases with Disposition Less than Capital.
- Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts.

## Adult Criminal Representation Program



### Background Information:

- The majority of the representation for this program is provided by attorneys in one of three staffed offices (PD, LD, and OLA). Conflict and excess capacity cases are assigned to private attorneys by the Office of Contract Counsel.

### Analysis:

- The bulk of the Capital Post-Conviction Relief backlog cases are nearing resolution or are resolved. However, progress has been slower than anticipated in the current year. The current fiscal year is \$1,444,147 under budget (50.6%) through the second quarter YTD (non-recurring). Eleven of the original eighteen backlog cases are still working through the system and spending continues.
- The Adult Criminal Program operating budget as a whole is forecasting 6.6% under budget with demand forecasted 7.0% under budget. It should be noted that some fiscal years do have increases in this program during the latter part of the year. PDS does currently expect that this program will finish within budget.

### Action Steps:

- Non-capital felony demand to the Office of Contract Counsel is higher than anticipated. PDS will be evaluating the possibility of increasing staff in the other offices to offset demand where beneficial to do so.
- PDS will continue to monitor expenses and demand in this program and identify possible means of mitigating demand/financial impacts.

## Public Defense Services

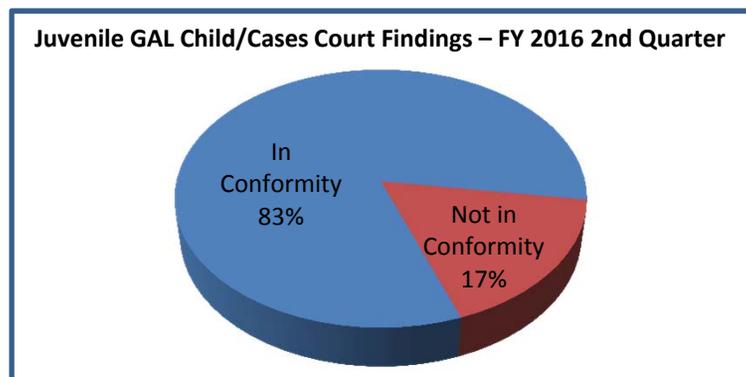
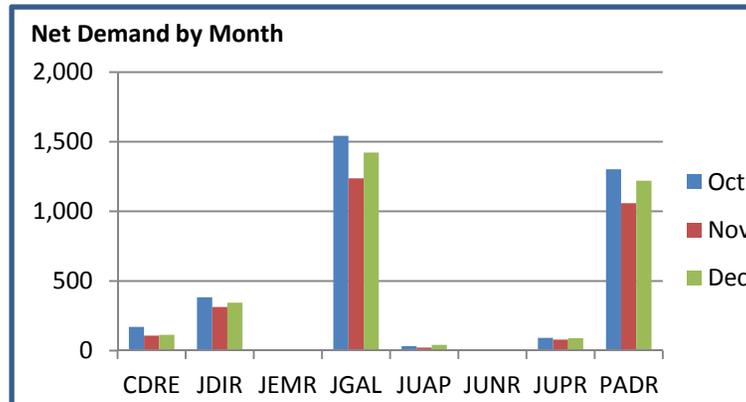
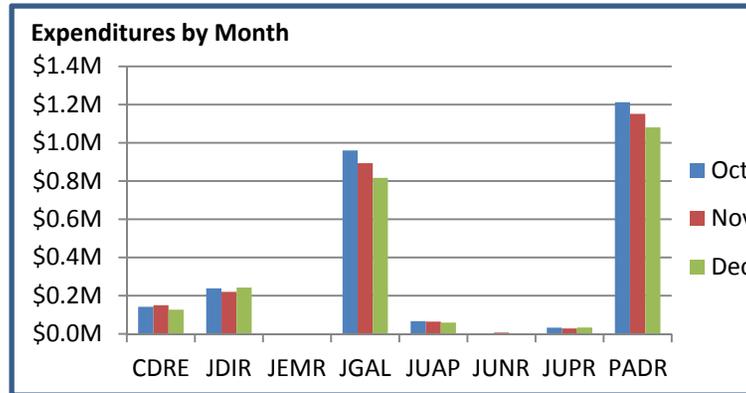
### Activities & Descriptions:

- **Child Dependency (CDRE)** is representation of children in dependency/severance matters.
- **Juvenile Delinquency and Incurribility (JDIR)** is representation of juveniles charged with incorrigible or delinquent acts.
- **Juvenile Emancipation (JEMR)** is representation of juveniles pursuing legal emancipation.
- **Juvenile Guardian ad Litem (JGAL)** is representation of the best interests of individuals assigned by the Juvenile Court.
- **Juvenile Appeal (JUAP)** is representation of persons appealing Juvenile Court matters.
- **Juvenile Notification (JUNR)** is representation of juveniles with abortion rights issues.
- **Juvenile Probation (JUPR)** is representation of juveniles in probation matters.
- **Parental (PADR)** is representation of parents in dependency/severance matters.

### Key Result Measures:

- Percent Of Juvenile Guardian ad Litem Matters (1 child & 1 parent) in Which the Court Finds in Conformity with GAL's Position
- Percent Of Parental Dependency Matters (1 child & 1 parent) in Which the Court does Not Grant the Petition
- Percent Of Juvenile Delinquency and Incurribility Cases with Disposition to Lesser Charges or Fewer Counts.

## Juvenile Representation Program



### Background Information:

- Representation for this program is provided by a mixture of staffed office attorneys (LD, OLA, and OPA) and private attorneys contracted by the Office of Contract Counsel.

### Analysis:

- Dependency demand (CDRE, JGAL Dependency, and PADR) has been increasing dramatically over the last five to ten years. Dependency demand increased more than 126% from FY 2010 to FY 2015. Demand for FY 2016 is forecasting level with FY 2015. However, resolutions in the dependency case types have slowed. With staffed offices operating at capacity, cases are increasingly being assigned to the Office of Contract Counsel at additional cost. It is hoped that resolutions, especially in the staffed offices, will increase in the coming months. Regardless, PDS planned significant growth expense into the FY 2016 budget so it is anticipated that the funding for dependency will be sufficient for the current fiscal year.

### Action Steps:

- PDS will continue to monitor expenses and demand in this program and identify possible means of mitigating demand/financial impacts.

## Public Defense Services

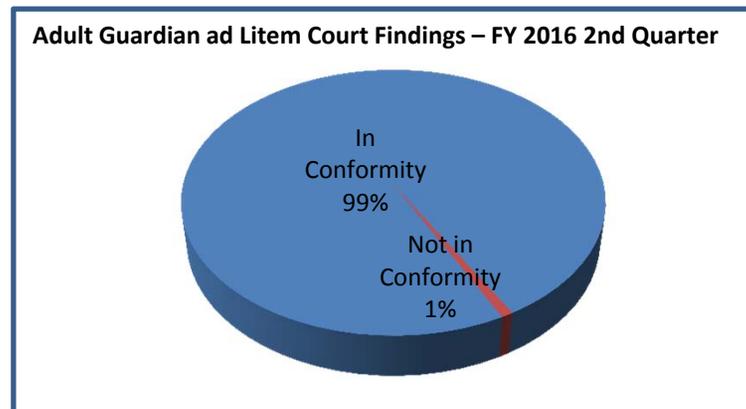
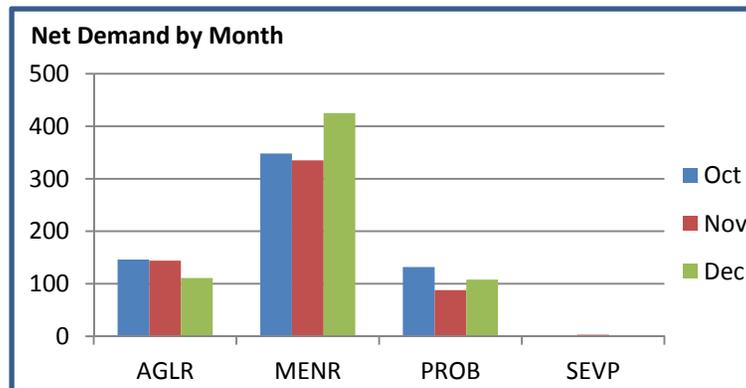
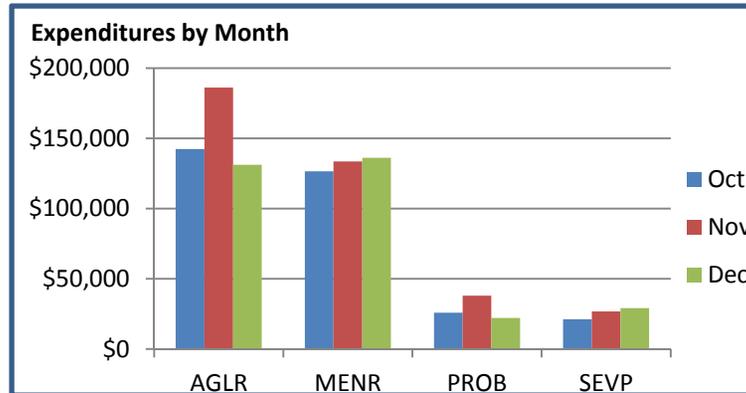
### Activities & Descriptions:

- **Adult Guardian ad Litem (AGLR)** is representation of the best interests of various individuals assigned to us by the Adult Court.
- **Mental Health (MENR)** is representation of persons at risk of loss of liberty in civil mental health matters.
- **Probate (PROB)** is representation of persons with matters pending in probate court.
- **Sexually Violent Persons (SEVP)** is representation of persons who are at risk of loss of liberty in sexually violent person matters .

### Key Result Measures:

- Percent of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated.
- Percent of Mental Health Cases in which a Determination is Made as to Commitment within 30 Days.

## Adult Civil Representation Program



### Background Information:

- Adult Guardian ad Litem and Probate representation are provided by private attorneys contracted for these services through the Office of Contract Counsel.
- Mental Health Representation is provided primarily by a unit of attorneys and staff in the Office of the Public Advocate.
- Sexually Violent Persons Representation is provided by attorneys and staff in the offices of the Legal Advocate and Public Defender.

### Analysis:

- Demand increased over 160.9% in Adult Guardian ad Litem from FY 2010 to FY 2015. For FY 2016, it is forecasting to increase another 1.6% over FY 2015.
- Demand increased 22.6% in Mental Health Representation from FY 2010 to FY 2015. For FY 2016, it is forecasting another 1.0% over FY 2015.
- Probate representation demand increased 35.1% from FY 2010 to FY 2015. FY 2016 is forecasting to increase another 3.9%.
- The program is currently under budget due to the growth monies included for FY 2016. PDS anticipates that this program will finish within budget. However, it should be noted that cases in some areas of this program remain open for many years and they can generate expenses for the duration.

### Action Steps:

- PDS will continue to monitor expenses and demand in this program and identify possible means of mitigating demand/financial impacts.

## Public Defense Services

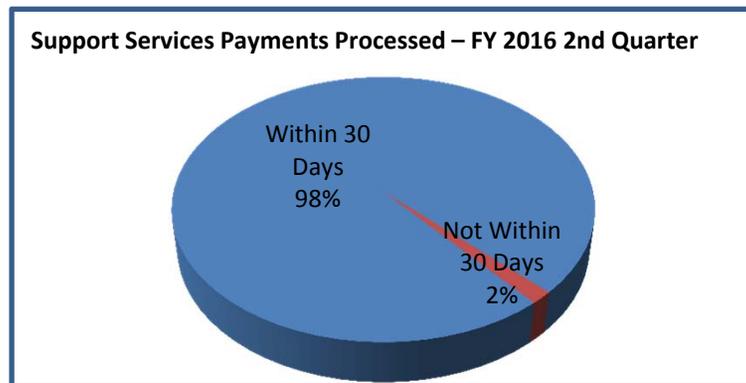
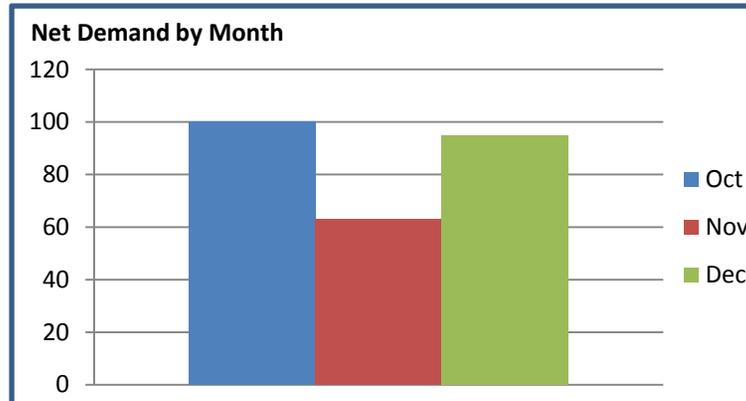
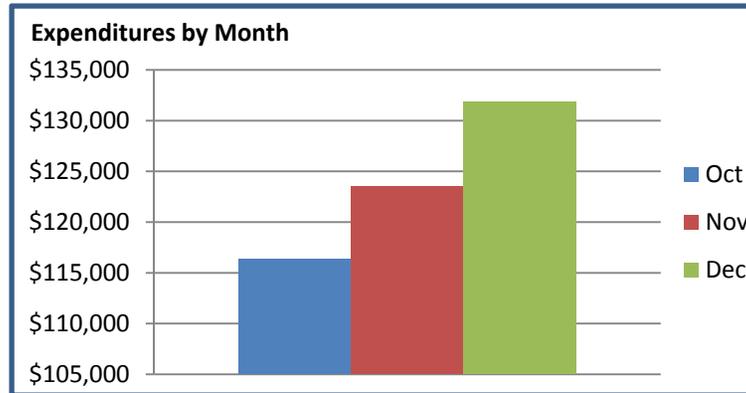
### Activities & Descriptions:

- **Support Services (IRSS)** provides legally required litigation support for indigent persons who represent themselves or who are represented by private counsel.

### Key Result Measures:

- Percent of Payments Processed Within 30 Days of Receipt.

## Support Services Program



### Background Information:

- This program provides funds, through the Office of Contract Counsel, for legally required expenses for indigent individuals who are NOT represented by an attorney funded by Public Defense for their pending court matter. That includes cases in which the defendant is proceeding in Propria Persona (Pro Per) to represent him/herself. This also includes cases in which retained attorneys represent defendants who have been determined to be indigent by the Court.

### Analysis:

- Expenses in this activity are extremely unpredictable in both volume and in cost. FY 2012 saw a 16.1% increase in expenses from the prior fiscal year. FY 2013 expenses were slightly higher than FY 2012 (0.2%), even though demand actually declined 4%. FY 2014's demand increased 23.6%, and expenses increased approximately the same amount (23.3%). FY 2015 increased 33.8% in demand and 43.9% in expense. FY 2016 demand is forecasting to increase 32.7% and cost is forecasting to decrease 2.3%.
- The program is currently under budget due to the growth monies included for FY 2016. PDS is cautiously optimistic that this program will finish within budget.

### Action Steps:

- Public Defense has extremely limited control over this area, as the services are provided pursuant to court order.

## Public Defense Services

### Current Initiatives:

- Justware Case Management System: Efforts are ongoing for the analysis and future conversion of the remaining lines of business.
- Two of the PDS Departments are involved with the "Safe Reduction" initiative, in cooperation with The Casey Foundation, to try reduce the number of children in foster care. PDS has members on the Steering Committee and a number of sub-committees. These efforts focus on processes and procedures intended to: 1) safely reduce the number children removed from their families, 2) reduce the time children remain wards of the Department of Child Safety (DCS), 3) identify areas where DCS can better align protocols.
- Public Defense is now a member of the Supreme Court's new Task Force on Fair Justice for All. This is a new effort intended to have a positive impact on low-income individuals involved in the justice system. This task force will be reviewing existing statutes, rules, policies, etc. to develop recommendations for changes to better ensure low-income individuals are not disparately punished because of their limited resources.

## Public Defense Services

### Current Initiatives (continued):

- Public Advocate is participating in the State Advisory Board for sex-trafficked youth. The Office wrote the model protocol for juvenile defense attorneys. This effort has resulted in improved treatment and rehabilitation of sex-trafficked youth.

### Accomplishments:

- The Office of the Legal Advocate sexually violent persons database was successfully converted into the Justware Case Management System on March 14, 2016.
- The 2016 Veterans' StandDown was held in January and included participation from throughout PDS. Over 1850 Veterans attended, with 985 Veterans receiving legal services. Public Defender handled 305 cases in Superior Court on Friday and Saturday. The Office of Public Advocate and those who assisted them with Restoration of Rights, initiated 43 petitions.
- As part of the Casey "Safe Reduction Initiative" discussed at left, the Attorney/Bench Workgroup discussions have resulted in increased adherence to Juvenile Court Rules by the parties and the bench. As a result, information is beginning to be disclosed timely so there are fewer requests for continuance. Dependency matters should resolve more quickly and require fewer court hearings and shorter periods of time for children to remain in temporary care.
- Also as part of the "Safe Reduction Initiative" PDS is involved in the Consistent Decision Making Workgroup, which is creating standards for the timely creation of a case plan. The case plan outlines the services the parent must complete in order for the child(ren) to be safely returned. Previously a number of the parents were unaware of what services were being required of them and why.

### Accomplishments (continued):

- Public Advocate provided speakers for the Annual Juvenile Defender Training. Public Defender hosted or co-hosted a total of 28 training events in the second quarter of FY 2015, 13 of which were legal skills trainings.

### Challenges:

- The Court's decision to stop providing some interpretation and all translation services, presents logistical and budgetary problems that must be addressed.
- An increase in the number of delinquent children for whom a guardian ad litem files a dependency petition and juvenile probation is unable to fund the necessary treatment. These children are thrown into the dependency system because of inadequate funding. There is a substantial cost to having these children straddle the two systems. The added costs include court time, attorney time (for the juvenile and parents) and the cost of supervision by two agencies. Adequate funding of probation services would save substantial court costs.
- A recent expansion of emergency psychiatric services creates a greater demand on the limited resources of the existing Public Advocate Mental Health Unit.
- The improvement in the external job market and economy, along with stagnant salaries at the County, challenges PDS to hire and retain qualified attorneys.

# Office of the Public Fiduciary

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The Mission of the **Maricopa County Public Fiduciary** is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected

*Catherine R. Robbins*  
*Director*

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## Public Fiduciary

### Strategic Goals:

- By June 30, 2019, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.
- By June 30, 2019, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well-beings are protected.

### Key Result Measures

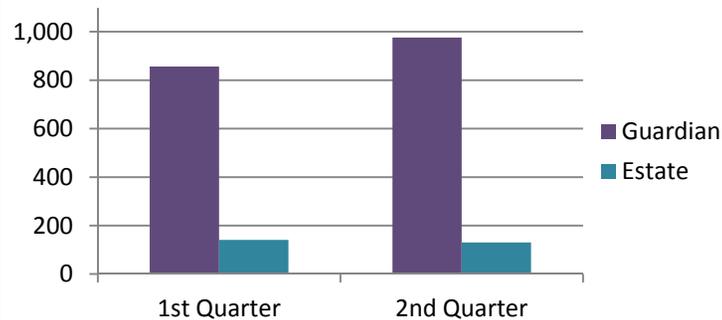
- Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral.
- Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral.

## Fiduciary Services Program

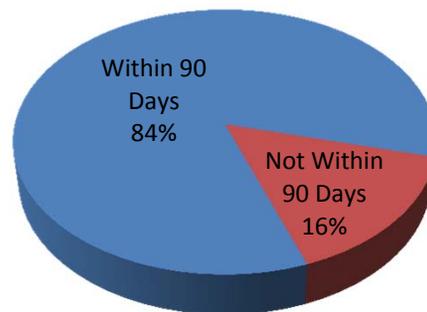
### FY 2016, 2nd Quarter Program Outputs:

•Number of Conservatorship and Estate referrals and investigations with determinations completed	84
•Number of Conservatorship and Estate determinations with alternatives to Public Fiduciary appointment	61
•Number of Guardianship referrals and investigations with determinations completed	129
•Number of Guardianship determinations with alternatives to Public Fiduciary appointment	79

### Fiduciary Services Average Open Cases for Administration



### Guardianship Referrals and Investigations Completed, 2nd Quarter



### Background Information:

- Public Fiduciary statistical reporting runs a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.
- The purpose of the **Guardianship Administration Activity (GARD)** is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary.
- The purpose of the **Estate Administration Activity (EADM)** is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

### Analysis:

- The Public Fiduciary was able to successfully determine alternatives to appointment in 72.6% of the conservatorship and estate administration determinations completed in the first quarter of FY 2016.
- The Public Fiduciary was able to successfully determine to alternatives appointment in 61.2% of the guardianship administration determinations completed in the first quarter of FY 2016.

## Public Fiduciary

### Strategic Goals:

- By June 30, 2017, the fiscal year average expense per burial/cremation will decrease by 10% from FY09 actuals in order to meet demand without increasing budget.

### Key Result Measures

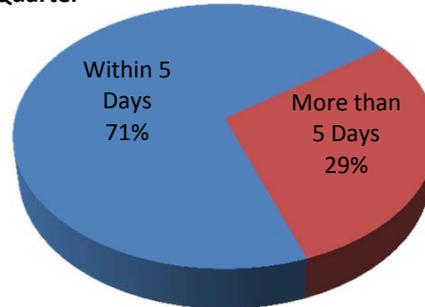
- Percentage of Determinations for Indigent Burial/Cremation Service Eligibility Completed Within Five Business Days of the Referral Application Submission.

## County Indigent Decedent Services Program

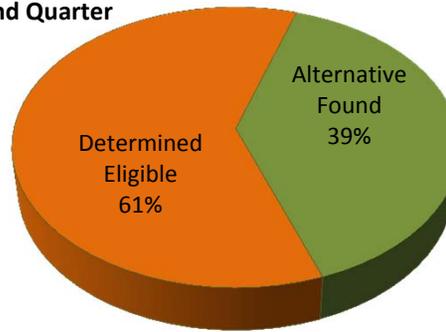
### FY 2016, 2nd Quarter Program Demand and Outputs:

•Number of referral cases received	109
•Number of referral determinations completed	109
•Number of referrals determined to be eligible for County funded burial services	66

### Indigent Decedent Services determinations within 5 business days of application submission FY16 2nd Quarter



### Indigent Decedent Services determinations of County Responsibility FY 2016 2nd Quarter



### Background Information:

- Public Fiduciary statistical reporting runs a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.
- The purpose of the **Indigent Burial/ Cremation Services Activity** is to provide cost-effective burials or cremations to qualified indigent decedents so they can receive proper interment/cremation in a timely manner.

### Analysis:

- The Public Fiduciary was able to successfully determine alternatives to County financial responsibility in 39% of the County Indigent Decedent determinations completed in the second quarter of FY 2016.

## Public Fiduciary

### Current Initiatives:

- Maricopa County Public Fiduciary (MCPF) developed new job descriptions, essential job tasks, and supplemental questions to implement two new Market Titles approved by Employee Compensation. MCPF also re-defined duties in existing Market Title job descriptions.
- MCPF continues to refine and adapt the new case management system, eGuardianship, to meet Office needs.
- MCPF contributed additional research and reports to support the Fiduciary Market Salary Review request.

## Public Fiduciary

### Accomplishments:

- Had two successful meetings with Urgent Psychiatric Care (UPC) and Arizona State Hospital (ASH) which provided quality outreach to improve community relations and patient/ward services.
- Outsourced a portion of the accounting services to a licensed Certified Public Accountant/Fiduciary on a temporary basis to improve reporting and to reduce Court Accountant findings against the office. This has resulted in improved uniformity and better relations with Probate Court Administration.
- Requested additional computer programming to capture and report MfR data and to aid preparation of the Quarterly DCM report. Additional Case Management system features were launched to improve information retrieval and online help. Quick references were also added to the major dashboard screens.
- Members of the Office attended the National Guardianship Conference held in Mesa, AZ.
- Along with County Human Resources, provided all staff training on the module: "Diversity -M.E.E.T. on Common Ground: Speaking Up for Respect in The Workplace." The Office of Human Rights (State of Arizona advocacy group for persons suffering from mental illness) also provided a two-hour advocacy training to all fiduciaries.
- With assistance from Procurement Services, acquired a additional burial/cremation vendor, and together the offices provided new contractor orientation.

### Challenges:

- Continues to struggle with multiple vacant positions due turnover and recent restructuring. This causes additional stress on an already overtaxed staff.
- Is challenged to hire and retain qualified and experienced Fiduciaries and Fiduciary Investigators.
- Continues to be challenged with providing a large number of probationary employees with necessary job skills training and orientation to department internal systems, while maintaining high quality fiduciary services.
- Faces delays in providing active case management, informed decision making, and in updating documentation due to OET's struggles to provide proper maintenance to the 30 tablets with internet access. This is creating inefficiencies and the need for increased office time, thereby impeding client interaction and assessment.

# Public Health

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The mission of the **Public Health** Department is to protect and promote the health and well-being of Maricopa County residents and visitors.

*Bob England, MD, MPH  
Director*

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# Public Health

## Strategic Priorities:

- #3 – Increasing efficiency and effectiveness.

## Essential Public Health Services:

- #8 – Assure competent public and personal health care workforce.

# Implementing our Reorganization

## FY 2016, 3rd Quarter Program Outputs:

- Administrative implementation of the Reorganization was completed.
- New work groups began to form and adopt practices from each other.
- Operational synergies are already being recognized.
- Refinements are being created.



Organizing our efforts around where we:

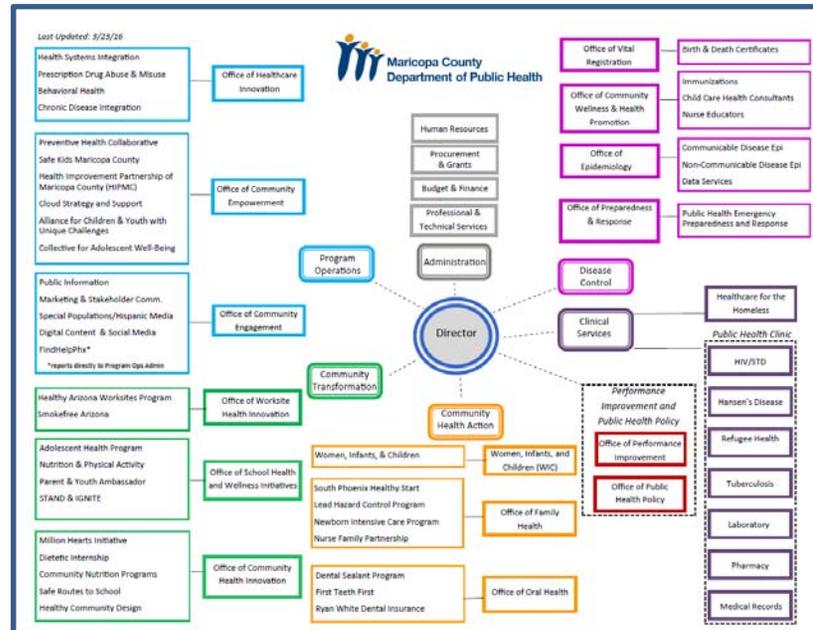
- Live
- Learn
- Work
- Seek care

## Background Information:

- Virtually every local health department that is mostly grant funded has organized itself based upon funding source.
- Attempts to work across artificial boundaries created by such an organizational structure were met with mixed success.
- In order to free staff from artificial, funding-based restrictions, Public Health reorganized itself not based upon funding, but upon activity and target audience.
- The reorganization took effect in February.

## Analysis:

- Groups of employees formerly isolated into silos began working together more easily.
- For example, in the newly formed Office of Community Health Innovation, the Community Health Development Team has found new ways to partner with both the Food Systems and Healthy Community Design teams to find new sites for community gardens and active living initiatives.
- These same teams have also been actively integrated into work with the United Way and the Grand Canalscape.



## Action Steps:

- Identification of key synergies and need revisions will continue, with expected refinements to come, including moving personnel, tweaks to organizational structure, and descriptive renaming.

## Public Health

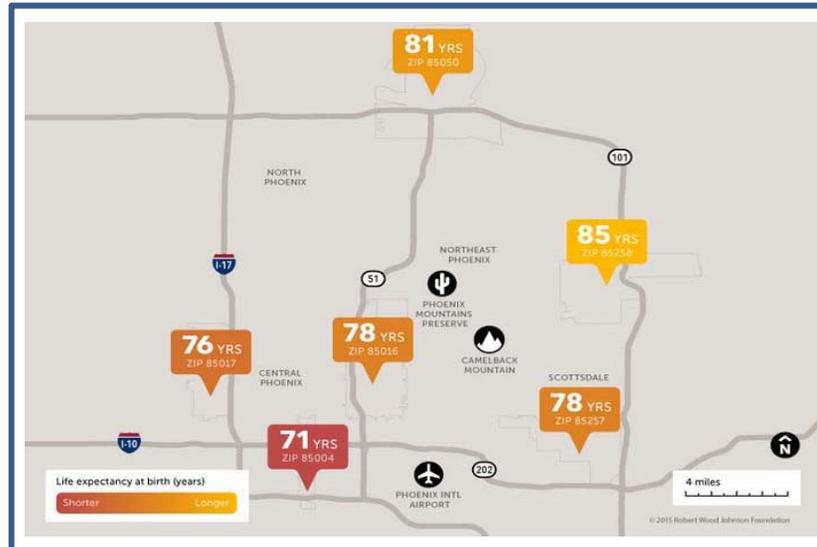
### Essential Public Health Services:

- #3 – Inform, educate, and empower people about health issues.
- #5 – Develop policies and plans that support individual and community health efforts.
- #8 – Assure competent public and personal health care workforce.

## Setting the Stage to Address Health Equity

### FY 2016, 2nd Quarter Program Outputs:

- The Health Equity Task Force has been created and has been meeting to discuss issues.
- A survey on existing knowledge and attitudes regarding health equity have been distributed to all staff.
- A series of Lunch-and-Learn sessions has begun to show the series “Unnatural Causes.”
- Plans are underway to use the baseline information and emerging understanding from the above to incorporate health equity approaches throughout Public Health where applicable.



### Background Information:

- Evidence that health disparities are created by underlying social determinants of health, such as education level, socioeconomic status, and local physical environment, has been clear for decades.
- Increasingly, it has become obvious that these social determinants are, in turn, created by variances in opportunity that are caused by social inequities and social injustices.
- Health equity means everyone has a fair opportunity to be healthy. It implies that health should not be compromised or disadvantaged because of an individual or population group's race, ethnicity, gender, income, sexual orientation, neighborhood or other social condition.
- The Annual Meeting of the National Association of County & City Health Officials that will be held in Phoenix in July has the theme of “Cultivating a Culture of Health Equity.”

### Analysis:

- To integrate the concept of health equity into Public Health activities, staff must understand the issues, opportunities, and limitations which we face in addressing it.

### Action Steps:

- A series of steps are shown above to understand staff's existing understanding and to begin education and evaluation of how best we can proceed in this area.

## Public Health

### Strategic Priorities:

- #3 – Increasing efficiency and effectiveness.

## Public Health

### Accomplishments:

#### Awards/Recognition:

- Community Health Nursing (CHN) partnered with the Indian Health Service on a comprehensive adult immunization program that increased vaccination rates across the board up to four-fold, and earned the IHS pharmacist, Holly VanLew, the American Pharmacy Association Immunization Champion Award.
- The Association for Community Health Improvement has deemed our latest Community Health Needs Assessment, created for one of our partners, as “one of the best they’ve ever seen.”

#### Presentations/Publications:

- Our Health Economist, Mac McCullough, published “Timing of Clinical Billing Reimbursement for a Local Health Department” in the well-known journal, Public Health Reports.
- Kate Goodin and Vjollca Berisha, of the Office of Epidemiology (Epi), presented on our heat illness surveillance and response (see FY 2015 4th Quarter Report highlights) to a national audience at the CDC-sponsored Environmental Hazards & Health Effects Summit in Atlanta.
- David Dube, of the Healthy Community Design (HCD) Team, and Kenneth Steele, of the Office of Public Health Policy (OPHP), presented to the Board of Health on MCDPH’s leadership role in Health Impact Assessments (HIAs) and Shared Use, including HIAs related to extension of Light Rail to south Phoenix and Shared Use of Roosevelt School District facilities.
- OPHP designed a webinar on Healthy Rural Communities, along with the Arizona Alliance for Livable Communities and the Sonoran Institute.
- OPHP presented to the All-Member Meeting of the Maricopa County Family Support Alliance on prescription drug misuse and abuse prevention activities.
- OPHP planned the 3<sup>rd</sup> annual Arizona Healthy Communities Conference with community partners.

### Accomplishments (continued):

#### Improvements/Efficiencies:

- The Ryan White Dental Insurance Program closed out its most successful year ever, providing 1,643 low income persons living with HIV with ~\$1.5 million in dental care.
- While more than 5,000 clients per quarter, the STD Clinic has cut its average wait time to just 13 minutes, and to only 5 minutes for Express Testing.
- The Office of Preparedness & Response (OPR) created and tested new delivery methods for mass distribution of emergency medications, decreasing staffing needs yet increasing throughput by 25%.
- The Public Information Office (PIO) and OPR launched a new website to provide a platform for partner engagement, [www.BuildingBridgesToHealth.org](http://www.BuildingBridgesToHealth.org).
- The PIO officially launched the Maricopa Healthy app with extensive media coverage.
- Epi completed active monitoring of 186 potentially exposed persons to Ebola Virus.
- Epi oversaw the notification and testing of more than 2,000 patients potentially exposed to blood borne pathogens by a drug diverting surgical technician.
- Epi has coordinated the testing of more than 60 travelers to Zika Virus affected areas.
- With the Office of the Medical Examiner, Epi and OPHP is developing a report on overdose deaths by specific drug.
- The Office of Vital Registration served 33,433 walk-up customers, issued 89,648 official copies of certificates, registered 9,561 events, and issued 10,057 disposition-transit permits.
- The Office of Oral Health (OOH) screened more than 10,000 children, providing dental sealants and varnish to most.
- Safe Kids Maricopa County checked 271 car seats for safety and provided 71 new car seats to families in need.
- CHN vaccinated more than 9,000 children and adults.
- OPR participated in at least 10 exercises and 15 trainings with numerous partners.

## Public Health

### Strategic Priorities:

- #2 -- Create a healthier Maricopa County through policy, systems, and environmental approaches

## Public Health

### Accomplishments (continued):

Expanding our Reach through Partners & Policy

- The Office of School Health & Wellness Initiatives (OSHWI) involved 46 schools in performing their School Health Indexes, while 20 more entered the School Health Implementation Planning phase.
- The Healthy Arizona Worksites Program (HAWP) trained 159 participants from 121 employers, representing more than 64,000 employees.
- HAWP and Smoke-Free Arizona prevailed upon the City of Scottsdale to remove ashtrays too close to business entrances.
- The Office of Community Health Innovation (OCHI) has developed a Community Health Worker (CHW) internship in conjunction with Central Arizona College.
- The Office of Community Empowerment (OCE) is working with several partners to develop a CHW training model, to dovetail with potential State certification.
- OCE is using partners within the Preventive Health Collaborative to increase EPSDT screening rates.
- OCE is working with the United Way and Isaac School District to create a Community Health Hub.
- OCE is working with the Dept of Child Safety and the Superior Courts to reduce foster care placement.
- The HCD Team instituted Safe Routes to School programs in 5 schools, reaching more than 1,300 students.
- The HCD Team affected revisions to the City of Chandler General plan, and submitted comments to the Maricopa County Comprehensive Plan.
- OCHI involved two new corner stores willing to work to increase the amount of healthy food options they offer.
- The Office of Oral Health has added Diabetes and Blood Pressure to its trainings for dental professionals, leveraging great potential for additional screenings.
- FindHelpPhx.org is working with Maricopa County's Planning & Information Department and GIS Office to provide a resource platform for County employees.

### Challenges:

- Inevitable decreases in clients seen in the Women, Infants & Children (WIC) program has resulted in another \$300,000 cut to our WIC contract. It is virtually impossible to serve the prescribed number of clients, providing all required services, within the level of funding provided. Nearly every other jurisdiction seems to subsidize its WIC program in some fashion, and without some degree of subsidy, such as assistance with rental costs, we anticipate continued annual decreases.
- The ADHS Office of Children with Special Health Care Needs has created an online survey using unrepresentative methodology and an unreasonable expectation of survey participants. Pressure is being applied to program staff to expend resources to recruit more participants, but this will still not result in statistically useful data.
- Nurse Family Partnership (NFP) is unable to recruit adequate clients in the west valley with the techniques which were highly successful elsewhere, and is compensating by increasing the caseloads in Phoenix and Mesa.
- NFP has funding guaranteed only through September.
- Healthy Start has been without a manager since January, during which time community activists have been advocating for redirection of funds (some of which seems not allowable by law or by contract).
- The Health Improvement Partnership of Maricopa County has had difficulty sustaining some work groups.
- The Collective for Adolescent Wellbeing has encountered unexpected administrative delays from the Pendergast School District, delaying implementation. Meanwhile, positions are in flux as the program has changed from a direct service program.
- Safe Kids is addressing inconsistent Board practices.
- Hiring staff for HAWP is hampered by competitive salaries for private sector worksite wellness and typically slow HR procedures.

