

Goal 1. Protect and Promote Health and Well-Being by Delivering Excellent Services: Objectives, Action Steps, Activities & Outputs
G1. Objective 1. Timely and Accurate Regulatory Services: Action Steps and Activities
1. Revise Environmental Health Surety Plan: Jan20 DoH reviewed made changes for EH Review. Output: EH Surety Plan updated in PHERP Date:
2. Implement systems to assure consistent application of PH laws: Jan20 FITO completed training DPH mandated food service training completed and on file for all inspectors. June 20 staff meeting minutes, memos, and protocols regarding Gov’s Executive Orders and DPH Circular letters created and filed for reference Sept 20: Ongoing reviews of new Exec Orders and Sector Rules with staff, customers, towns, schools and permitted establishments. Nov 20: reviewing/revising protocols for NDDH Orders to Correct, completed training for issuing Fines for violations of Governor’s Executive Orders. Hiring compliance official with grant funds. April 21: met success in meeting with DPH to get them to offer certification testing and guidance for FITO. Outputs: Protocols _____ EH minutes: _____ Auditing process in Performance Mgt Plan: _____
3. Establish, monitor & achieve investigations, permitting & inspection goal rates based on laws/ordinances. Jan20 created dataset & file system to track investigations. June 20 Inspections deferred due to social distancing/workforce safety. Covid-related increase in omplaints and Permit applications. Sept 20: Inspections have resumed, but timeliness is impacted by reduced staff and higher than usual number of permit applications. Nov 20: Permit work takes time away from inspections. Added Temporary RS. State has recognized challenges of enforcing Sector Rules & need for coordinated implementation with law enforcement/ municipal designees. April 2021: RS resigned=short-staffed for one month, New hire to start in April. Final steps for certification of one more candidate scheduled to be completed in April. Outputs: DoH Reports & Annual Reports _____ BoH minutes RE goals _____
4. Review/revise application and billing protocols and forms: June 20 EHS created Complex B100 definition. Sept 20: Creating online fillable forms continue. Municipay (online payment) system updated to reflect new fees April 21: Many forms have been updated to be fillable. Output: Scanning Protocols _____, Red Book revisions _____ online _____ Fillable Redbook _____ Fillable forms _____ EH template letters
5. Towns, Building, Banks and Realtor Forum to address Code Violations: Jan20 DoH and EHS attempted in November-canceled due to building official event. DoH conducting policy review to address public health versus housing investigations; June 20 Deferred due to COVID. Output: Agenda _____ Invitations _____ Sign-in sheets _____
G1 Objective 2. Relevant and Responsive Community Health Promotion Programs
1 Programs are linked to state/national goals: June 20: World-wide focus on COVID-19 Sept20: Working with community partners to expand access to testing, timely and accurate information, and Flu & COVID-19 vaccination. Nov 20: new hires: Contact Tracers, Vaccination Assistants, Health Educator/Epidemiology April 21: Conducted holiday health and Radon testing and vaccination/vaccination promotion activities. Output: Table Linking Health education priorities to Healthy People 2020/2030 and CT SHIP
2. Programing is flexible, and dynamic based on community needs/requests: Sept 20 : NDDH is providing rapid response to emerging issues including release of Alerts, Updates, special programs, assistance with school reopening, disease outbreaks/spikes. Nov20: working with locals and State to bring in testing, conducting flu clinics in a variety of settings, working with state on rapidly changing plans for CV19 vaccination Output: -CH performance measures & reports generated -Community Health Needs Assessment

3. Education programs meet departmental and customer satisfaction goals: Sep 20 : BoH reported general town satisfaction with services. Nov 20 : Getting a lot of positive comments from community
Outputs: Health Ed priorities/goals defined _____ Customer Satisfaction Survey results reports _____ Community Health Plan in place
4. Update Communications Plans: June 20 : Updating Health Alert Network (HAN). Sept20 : Updating HAN, sharing timely updates. Created communications plans, protocols for NDDH and schools RE CV19; Updating website; shared links and protocols with towns, schools & community partners. Nov 20 : assisting State with local communications: shared contact lists for municipal designees and EMDs and CEOs; created/shared protocols for NDDH/schools RE CV19 communications and contact tracing; created plan/protocols for local providers to report positive CV19 cases directly to NDDH to ensure timely interventions; contacting town leaders RE Phase 2.1 implications including mass gatherings. April 21 Communications IT plans progressing with ECSU.
Output: -Risk Communication Plan in PHERP – that aligns with EH Surety Plan _____ -Communication Manual Update _____

G1 Objective 3. Ensure Delivery of Critical Services During Events of Public Health Concern
1. Updated PH Emergency Response Plan: Jan 20: tested alternate work location in real office closure event; June 20 : adding CV19 response; Mass Vac Plan in progress; Sept 20 : Goal: complete review with revisions by Dec 2020 Nov 2020 . State/Federal government has made CV19 vaccination planning a top urgent priority. These plans will become a new chapter in the NDDH PHERP plan.
Outputs: Notes in staff meeting minutes _____ PHERP change log _____ Alternative locations in COOP
2. Inform Board & town officials: June 2020 20 weekly meetings with town/services, updates sent to Board and towns as well as press and media updates Sept20 : Town Zoom meetings held as needed; Notifications and updates being sent out by email to towns. Nov 20 : Sharing info: with towns & schools, via Zoom, emails, calls for urgent updates; and sharing regionally via Zoom and other meeting convened by DEMHS, Region 4ESF8, CT Dept of Education, DPH, DECD, DEMHS April 21 : emails, Zooms, and presence on TV and Radio continues.
Outputs: Agenda, presentation materials and sign-in sheets for events
3. Coordinated plans and response: June 20 : Ongoing meetings with health care partners & schools. BoH approved Acting DoH. Sept 20 : Working with municipalities and police to coordinate enforcement of governor’s executive orders and DECD Sector Rules. Updating staff and public RE the distinct and coordinated roles of State agencies including DPH, DECD (Sector Rules) Police (general public), NDDH (PH facilities) and municipalities (other businesses and locations). Work on School Reopening Plans. Agreements/plans in place for Flu vaccination clinics in fall and CV19 vaccinations with regional PH partners. DPH Approved Acting DoH Nov 20 : Focus on coordination of efforts of NDDH, Police and municipal designees RE Sector and Mask Rules, TVCCA & Access Agency RE social Service, CT DAS, local health care providers and towns on pop-up CV-19 testing. Regional PHEP plans & activities ongoing for vaccinations. April 21 : NDDH took the lead in teaching Phase 1 COVID vax eligible employers to get employees registered, began vax clinics in December, Coordinating Testing and Vaccinating across NE CT.
Outputs: MOUs with other agencies _____ Acting DoH _____ Minutes/records/ protocols/plans

G1. Objective 4. Implement a Performance Management Program
1. Establish performance goals and methods to measure: Sept 20: Anticipated CV19 funds for Epidemiology capacity allows for activities that can contribute to this goal such as establishing health metrics April 21: This is shifting as roles, responsibilities and staff changes with pandemic. Actual Goals will be based on a Community Health Needs Assessment.
Output: -Goals in staff meeting minutes _____ BoH approved Goals in Minutes _____ Performance Dashboard in place
2. Resource Capacity Tracking System for people and equipment: Jan20 Personnel resource inventory based on essential tasks (3-DEEP Capacity) Created June 20 ICS in place and staffed, MRC skills inventoried for surge capacity, PPE distribution and contact tracing assistance. April 21: Tracking MRC activation, staff and events per DEMHS requirements and metrics for COVID response related to ELC grant.
Output: -3-Deep Capacity Table; _____ ICS staffing chart _____ Skills Inventory: _____ Equipment and supplies Inventory _____
3. Adopt QI protocol & documentation forms
Output: Protocol and data collection documents in QI Plan
4. Identify areas for improvement
Output: Protocol and data collection documents in QI Plan
5. Build QI teams and utilize QI process
Output: -List of QI projects created and prioritized

Goal 2. Workforce Development Plans Utilized to Maintain a Highly Qualified Workforce: Objectives, Action Steps, Activities & Outputs
G 2 Objective 1. Establish Training Programs & Schedules to Ensure Timely Training of Staff
1. Review and revise job descriptions to meet standards for labor laws including equal opportunity requirements: June 20 reviewed / revised EHS and RS job descriptions; Sept 20: Standardized all job descriptions; creating descriptions for positions allowed to be funded with anticipated Epi Lab Capacity funds—contact tracing, vaccination/education/enforcement; Nov 20: created new job descriptions using standardized template for 3 new positions. April 21: Training plans created and in place for EH to complete certifications in a systematic manner;
Output: Revised and adopted job descriptions
2. Identify the Essential PH Services related to each activity/job description to assure delivery of all 10 EPHS: Sept20: Discussion and planning ongoing. April 21: Ensuring services while complying with public health imperatives for workforce safety including building safety and telecommuting based on job responsibilities.
Output: Table of 10 Essential PH Services and job titles delivering each service
3. Identify training, education or credentialing needs based on job descriptions and performance evaluations: Jan 20 Initial lists created June 20: Staff identified training needs; Nov 20: staff are enrolled in and completing Food, Lead, Septic and ContaCT system training;
Output: -Table of requirements: _____ Training standards & sources: _____ Annual Dept Training Schedule _____
4. Assess staff Public Health Core Competency:
Output: Assessment results used for training plans
5. All staff completes training on Performance Management and Quality Improvement
Output: -Training events schedule, invitations-Training records

6. System to ensure staff completes all required training: June 20: recording training of all staff
Output: Paper tracking procedure and records _____ Info Technology Trackig System

Goal 2. Workforce Development Plans Utilized to Maintain a Highly Qualified Workforce: Objectives, Action Steps, Activities & Outputs
Goal 2 Objective 2. Adopt and Implement an Employee Evaluation Program
1. Research and recommend evaluation tool and policies for BoH adoption: Jan20 Personnel Comm reviewed policy, recommends changes & plans to change the DoH evaluation method; Nov 20 Personnel Committee updated DoH Evaluation Form
Output: Evaluation Form adopted _____ Evaluation Policy in Employee Manual
2. Provide training to staff and supervisors on goal setting, evaluation process and on how to evaluate:
Output: Training Curriculum/programs in place _____ “Evaluation Program” sign-in sheets _____ Supervisor “How to Evaluate” sign in

Goal 2. Workforce Development Plans Utilized to Maintain a Highly Qualified Workforce: Objectives, Action Steps, Activities & Outputs
Goal 2 Objective 3. Adopt and Implement an Employee Satisfaction Survey
1. Identify & Recommend Employee satisfaction survey protocol to BoH: Sept 2020 Leadership Team recognizes need to support staff wellbeing during this high-stress high workload period. Nov 20: Held staff appreciation luncheon (using NDDH funds approved by BoH)
Output:
2. Conduct Survey; analyze results; identify and implement changes:
Output: Survey report _____ Implemented changes

Goal 3. Information Technology Improves Service Delivery
Goal 3 Objective 1. Assess, Prioritize and Implement Information Technology Solutions
1. Implement tracking system to monitor disposition of PHC investigations, & orders: Jan20 DoH and EHS created dataset; Sept20: DoH monitors data sets and works with staff. April 21: ECSU Health Info Systems students interviewed staff to create database.
Output: -Database in use with protocols and producing reports to track completion rates _____ Record of closed cases
2. Create/Update Inspections Tracking Systems for Salons: Nov 20 Using system for tracking and BoH reports
Output: Database in use and producing reports to track completion rate
3. Research, evaluate, develop IT solutions with input from staff/teams and Consultant: Sept20: Info Tech needs identified with CV19 response include contact management, and tracking system. Nov 20: Identified ECSU as a no cost, experienced consultant able to begin work immediately with several advanced students. April 21: ESCU working on Health Alert Notification System, online complaint reporting & website
Output: IT Recommendations per Staff Meeting minutes for BoH review and Budget
4. IT implementation: training, testing/revising, documentation: Sept20: NDDH has adopted and is successfully using CT CONTACT system for contact training. Nov 20 NDDH is implementing changes to the COVID-19 CONTACT Tracing system
Output: -Implementation Plan _____ Procedures Manual (with microdata) _____ Progress reports

Goal 3. Information Technology Improves Service Delivery
G3. Objective 2. Increase Online Services
1. Increase the proportion of permitting services conducted online: June 20 Office closed and all services are being delivered online or by phone or mail Sept20: online fillable forms created. 100% of work is being done with office closed and no adverse impact. Nov 20: BoH created Reopening Committee, NDDH open by appointment only. More CT restrictions on gatherings and business activities due to increasing CV19
Output: -Online fillable forms _____ Reports comparing online vs in-office Permitting Numbers and percentages
2. Implement system to accept PHC violations (“Complaints”) online: June 20 State has created a CV19 complaint reporting system. Nov 20: Brought in ECSU Consultant; April 21: Ongoing work with ECSU: review of system and interviews with staff
Output: Complaint log with complaints autoloaded from online
3. Property-related documents online: June 20 staff brought on to do admin work Sept 20: backlog of files: 9 towns scanned, 3 left to finish Nov 20: backlog of 10 towns completed. 2 left to complete. April 21: Backlog eliminated and files being scanned contemporaneously!!!!
Output: Property documents scanned within 4 weeks of completion _____
4. Inspections Reports online: June 20: reports online to date: Nail salons 2015- 2018; Hair salons 2017-2018; and campgrounds 2017
Output: Hair &Nail Salon, pool, food service, hotel, inspection reports available online (until disposal date)
5. Online FAST Class: June 20 ongoing discussions: Sept 20: Planning initiated
Output: Curriculum developed _____ presentation video produced _____ online sign-up, billing and certificates
6. Website review and revisions including protocols and standards: June 20: Major updates to showcase urgent time sensitive issues in general and COVID-19 in particular Sept 20: Schools advised of 24/7 online access to protocols Nov 20: Secured proposal/price from current Website management company for update and grant funding. Working with ECSU to assist with integrated approach. April 21: Major fixes
Output: - record of meeting and suggestions _____ Protocols in place to policy, protocols, information shared online on time

Goal 3. Information Technology Improves Service Delivery
Goal 3 Objective 3. Revise Information Technology Plan
1. Compile IT System requirements from various sources including CT Law, Accounting principles and IT best practices, and lessons learned from efforts described above: Nov 20: Ongoing discussions with ECSU for a comprehensive review and integrated approach to implement changes that includes input from all involved staff.
Output: -Files and records of meetings, discussions maintained _____ Spec list/System Requirements documents finalized
2. Create draft for departmental review, revisions, and finalization
Output: IT Plan in Place
3. Provide staff training on final IT plan
Output: Curriculum in place _____ Training policy/schedule in place _____ Training attendance logs _____ Training Record on staff evaluations

ABBREVIATIONS

CI: Complaints Investigator

COOP: Continuity of Operations Plan

CT: Connecticut

DoH: Director of Health

DPH: CT Department of PH

EH: Environmental Health

FITO: Food Inspector Training Officer

Gov: Governor of CT

HAN: Health Alert Network - Emergency & routine communications contact lists.

PH: Public Health

IPHERP: PH Emergency Response Plan

IPHERC: PH Emergency Response Coordinator

RE- regarding