

Metropolitan Board of Health of Nashville and Davidson County May 28, 2020, Special Called Meeting Minutes

Chair Alex Jahangir called the special called meeting to order at 4:10 p.m. The meeting was held electronically.

A recording of the meeting was posted at <https://www.nashville.gov/Government/Boards-and-Committees/Committee-information/ID/76/Health-Board-of.aspx>.

Present

Alex Jahangir, MD, Chair
Tené H. Franklin, MS, Vice-Chair
Carol Etherington, MSN, RN, Member
Thomas W. Campbell, MD, Member
David Frederick, MS, Member
Margreete Johnston, MD, MPH, Member
Michael C. Caldwell, MD, MPH, Director of Health
Derrick Smith, JD, Metropolitan Department of Law

Dr. Jahangir initiated discussion among the Board members and Dr. Caldwell regarding the Orientation Goals and Expectations of the Director, and the document prepared by Vice Chair Franklin (Attachment).

It was agreed that:

- Dr. Caldwell will send a weekly update regarding issues relevant to the department and city. These updates will include certain topics as well as others of importance to the board as follows:
 - Bureau and Programs including plan and update on regular meetings with Bureau directors and Program Directors and staff
 - Status of the PHAB Accreditation process
 - Racial and Health Equity
 - Status of outreach to external partners and stake holders including but not limited to City Council, State Department of Health including Dr. Piercy, Sheriff's Department, and Jail, Metro Law, Community Partners, large contractors such as forensics, etc.
 - Update on Internal Departmental issues
 - Define clearly the roles of the Deputy for COVID response and Deputy for Non-COVID matters
 - Any changes to Organizational Chart
 - Any new or changed policies or Memoranda of Understanding
 - Status of annual personnel reviews as well as 360 evaluation for ELT and director.
 - Electronic Health Records
 - Woodbine
 - Update on "onboarding"
 - COVID response

- The weekly reports to the Board will be augmented by the monthly board meeting Director's Update;
- Dr. Caldwell will schedule monthly one-on-one meetings with each board member, with the first meeting occurring in June;
- There is an expectation that Dr. Caldwell will respond in a timely manner to the requests of any board member, who will be respectful of Dr. Caldwell's time and make such requests with reasonable expectations; and
- There is an expectation that Dr. Caldwell will be present and responsive to the needs of the department and its staff in a timely fashion.

Next Regular Meeting

The next regular meeting of the Board of Health is scheduled to be held electronically at 4:00 p.m. on Thursday, June 11, 2020, unless social distance restrictions have been rescinded.

Adjournment

The meeting adjourned at approximately 5:40 p.m.

A. Alex Jahangir, MD, MMHC, FACS
Chair

DIRECTOR OF HEALTH ORIENTATION GOALS

Organizational Learning

ITEM	START DATE	DATE FOR COMPLETION
Officially introduce yourself to mid-management (and actually all of MPHD). Perhaps a Webex meeting. Per Metro ITS, Webex can accommodate up to 1,000 participants. It can be a brief 10-15 minute virtual meeting.	8-May-20	13-May-20
Review Workplace Culture Survey	8-May-20	13-May-20
Meet with each Bureau Director, Program Director and front-line staff to gain a full understanding of our organization’s operations and culture. Hold weekly listening sessions (one hour each) with Bureau Directors, Program Directors and front-line staff. These sessions are the Director to actively listen to front-line staff on what they do and their ideas. Provide the Board of Health a monthly report of what he has learned in each of these weekly sessions. Sessions could continue until he has covered every Bureau and every Program.	8-May-20	1-Jun-20
Hold weekly listening sessions (one hour each) with Bureau Directors, Program Directors and front-line staff. These sessions are the Director to actively listen to front-line staff on what they do and their ideas. Provide the Board of Health a monthly report of what he has learned in each of these weekly sessions. Sessions could continue until he has covered every Bureau and every Program.	8-May-20	5-Jun-20
Spend a large amount of time with different people within the department actively listening and making them feel truly appreciated and valued members of the Department; We feel very strongly that he has not attempted to learn what we do here at MPHD or what capabilities and wonderful people we have.	11-May-20	Ongoing
Familiarize yourself with the PHAB accreditation process; complete the PHAB required training and submit documentation and updates required to complete the accreditation process.	11-May-20	TBD
Meet with Metro’s Law Department, MPHD’s Bureau Director’s, HR, and Board members to learn and fully understand the roles and responsibilities of our Department. Most of these are based on Federal, State and local laws, ordinances or contracts. Just as important is to fully understand our internal policies and procedures. (This should be a priority the first two months as Director of Health).		1-Jun-20

DIRECTOR OF HEALTH ORIENTATION GOALS

<p>Meet with members of Metro Council, especially the heads of relevant committees and caucuses if he has not yet done so – e.g. Health and Hospitals Committee, Budget and Finance Committee, Minority Caucus, LGBTQ Caucus, possibly also Education and Affordable Housing Committees. Target: May 15 if possible, in order to properly inform them of roles and responsibilities of public health while they are working on the Mayor’s budget.</p>		<p align="right">15-May-20</p>
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F&A		
ITEM	START DATE	DATE FOR COMPLETION
<p>Review the following documents: Department’s Civil Service Rules Organizational Chart Department’s Policies Department’s Budget – Both Local and Grants</p>		<p align="right">8-May-20</p>
<p>Meet with representatives of large contractors – Forensic Medical Management which provides oversight of the Medical Examiner’s Office, and WellPath, which provides healthcare in the jails. These are high-dollar contracts that the Department manages.</p>		<p align="right">1-Jun-20</p>
<p>Organizational Design: Revise Organizational Chart.</p>		<p align="right">1-Jul-20</p>
<p>Determine Job Description for Deputy Director – The review and revision should be completed by August 15, at the latest.</p>	<p align="right">22-May</p>	<p>Actionable updates bi-weekly</p>
<p>Develop regularly-scheduled communications plan with staff. Plan for 1 per month in low-event times, and every other week at least during active times like now.</p>		<p>May 15, 2020 plan in place</p>

DIRECTOR OF HEALTH ORIENTATION GOALS

<p>Evaluating Team Members: We are in the PE timeline window, but things are hamstrung by the COVID response. We have an issue that the timeframe of our evaluations runs May 1 – April 30. <i>(Since he’s been here for less than two months of that time, it is understandably difficult for him to do a reasonable job of evaluating those of us who are his direct reports. With 11 ELT plus a few others who Dr. Areola supervised, there are a bunch of people whose evaluations will either not be done or be done by someone with limited knowledge of what these people did. In reality, we have had three supervisors during this period – Drs. Long, Areola, and Caldwell.)</i></p> <p>Here’s the PE timeline as an FYI: Evaluation Period May 1, 2019 - April 30, 2020 Monday April 13, 2020 Begin Self-Evaluations Friday May 1, 2020 Optional Self-Evaluations Due Monday May 4, 2020 Evaluation by Rater Begins Monday June 1, 2020 Evaluation by Rater Ends Tuesday June 2, 2020 Review by Reviewer Begins Friday June 12, 2020 Review by Reviewer Ends Monday June 15, 2020 Evaluation Conferences and Completion of Signature Begins Friday June 26, 2020 Evaluation Conferences and Completion of Signatures Ends</p>		<p>June 1, 2020 complete evaluations of direct reports if possible</p> <p>June 2, 2020 – June 12, 2020 – review evaluations that need your reviewing and approval</p> <p>June 15-26, 2020 – Evaluation conferences</p>
<p>Meet with TDH Commissioner Dr. Lisa Piercey to advocate for more funding for grants received by the department from the State, many of which have been stagnant for many years.</p>		<p>September 30, 2020 to begin conversations or before</p>
<p>On Boarding Training for New Employees: Mandatory Trainings (Metro) – Substance Abuse for Supervisors, Sexual Harassment for Supervisors, Domestic Violence for Supervisors, and Diversity Awareness. Targeted date: ASAP. These are required of all Metro employees and the Director should lead the way in doing them. Some may not be offered during COVID emergency, but should be scheduled once they are being held again.</p>		<p align="right">30-Jun-20</p>
<p>Mandatory Trainings (MPHD) – HIPAA, Defensive Driving (if want to drive a Metro vehicle or claim mileage), CPR, Public Health 101, HIPAA refresher (August), Title VI (September), Bloodborne Pathogens (October), Global Harmonization (November), and NIMS 700, 800, 100, and 200. The NIMS courses may take a while.</p>		<p align="right">1-Dec-20</p>

DIRECTOR OF HEALTH ORIENTATION GOALS

<p>Bring together the schools of public health of the local colleges and universities in the city – Meharry, Tennessee State, and Vanderbilt to identify a way of MPH becoming an academic health department. Per the Public Health Foundation, there are no academic health departments in Middle Tennessee. This is a large undertaking, but with three schools within a couple of miles of the department, this is something that should be done. Goal Date: December 1. http://www.phf.org/programs/AHDLC/Pages/Academic_Health_Departments.aspx</p>		<p align="right">1-Dec-20</p>
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Population Health		
ITEM	START DATE	DATE FOR COMPLETION
Health Equity within the department (results of surveys),Org Design and the creation health equity position and/or health equity bureau discussion.	8-May	Ongoing with Bi-weekly actionable updates
Orientation on the Safety Net Consortium and the ‘expected’ commitment and the new governance and fee structure.		22-May-20
Continuation of staggering staff work schedules for COVID-19 due to limited work space – High	15-May-20	Ongoing
Consider returning the Ryan White Part A Program back to the Communicable Disease Bureau - Medium		
Invest in technology that increases our capacity to telecommute more efficiently - Medium		
Orient him regarding the Ryan White Part A Planning Council and related issues - Medium		
Assigned finance staff and epi to each bureau for continuity in knowledge and outputs – Low		
Orient him regarding our home visiting programs - Low		
Orient him on the large number of grants that our bureau undertakes - Low		
Orient him on the affordable care act work done by our bureau - Low		

CDEP		
ITEM	START DATE	DATE FOR COMPLETION

DIRECTOR OF HEALTH ORIENTATION GOALS

<p>Become familiar with the five programs within the CDEP Bureau and their respective strengths, weaknesses, opportunities and threats. Public Health Emergency Preparedness; TB Elimination; STD Outreach; Immunizations; Notifiable Disease</p>		13-May-20
<p>Familiarize yourself with the results of the 2019 Immunization Status Survey of 24-month-olds.</p>		
<p>Support “STD Free 2.0” initiative and assist in project expansion and implementation. (MEDIUM priority – after COVID)</p>		
<p>Resume conversations with TDH at the highest level regarding decreasing or stagnant grant funding for all CDEP programs. (MEDIUM priority – after COVID)</p>		30-Jun-20

<u>Correction/Occupational Health</u>		
<u>ITEM</u>	<u>START DATE</u>	<u>DATE FOR COMPLETION</u>
<p>Visit the jails and the Sheriff’s staff to understand our functions in oversight of the care provided in the jails.</p>		15-May-20
<p>Attend the Metro Employee Benefit Board (MEBB) and Civil Service Commission when they are live again. This will help to understand Metro better and allow for the opportunity to meet additional employees of other Departments. (Low to Medium).</p>		30-Jun-20
<p>Spend time in Occupational Health to understand pre-employment issues and he needs to visit the Injury on Duty (IOD) clinic and understand how that process ties into employment and MEBB. (Medium).</p>		30-Jun-20

<u>Community Health Services</u>		
<u>ITEM</u>	<u>START DATE</u>	<u>DATE FOR COMPLETION</u>
<p>Oral Health- Establish safe practice protocols and procedures in the wake of the COVID-19 pandemic -high</p>		13-May-20
<p>Familiarize yourself with the Community Health Services Org Chart.</p>		13-May-20
<p>School Health- Continue to advocate for the school nursing phase 2 expansion -medium</p>		TBD
<p>WIC- Ensure patient and staff safety when in-person WIC visits resume- medium</p>		TBD

DIRECTOR OF HEALTH ORIENTATION GOALS

Clinical Health Services		
ITEM	START DATE	DATE FOR COMPLETION
Acquire a working understanding of the family planning program and the numerous components of this grant.	May-20	1-Aug-20
Acquire an understanding of our immunization program (including VFC and 317) as well as the importance of the Back to School time frame.	May-20	1-Aug-20
Acquire an understanding of the Sexual Health Center, including PrEP, from the patient visit, contact investigation, and follow-up.	May-20	1-Aug-20
An Electronic Health Record We have talked about an electronic health record since October 2018. The need is no less pressing at this time. We have reached a critical point where the need for an EHR is no longer a need but an absolute must-have, particularly if the health department will be instrumental in immunizing individuals for COVID-19. We will need a database that we can quickly search and identify patients; paper charts will make the tracking component impossible.	May-20	
A replacement Woodbine building (priority HIGH)	May-20	
Private insurance contracts with insurance companies - this has been a priority and a finding in multiple past Family Planning audits including our most current family planning audit in 2019. I have been told that there is a Metro issue with private insurance contracts, however, all other metros have family planning programs and have established private insurance contracts. A second point that I often hear is that we do not see individuals with private insurance in our clinics. This may be true, but this is likely because they would "slide out" based on income from our current programs and would be asked to pay full price to receive services, therefore, we encourage individuals to seek out private providers or pharmacies that can file the patient's insurance.		Dec-20
Colposcopy program that allows our current nurse practitioners to be colposcopy trained and would allow continuity of care for those individuals that have a need for further diagnostic testing. One of my nurse practitioners has prepared a proposal for implementing a colposcopy program here at Metro that I can forward to you as well (priority: medium to high).		

DIRECTOR OF HEALTH ORIENTATION GOALS

<p>A clinical ladder for nursing staff to be able to take actionable steps of additional responsibilities in clinic that allow them to “step” to the next position classification (PHN 1 to PHN 2 to PHN 3). This would be a huge incentive for those in clinic to take on additional responsibilities that would improve our entire PHN classification (Priority: medium).</p>		
<p>Consider Org Design on Clinical Health Services (Priority: Medium).</p>		

Environmental Health		
ITEM	START DATE	DATE FOR COMPLETION
<p>As always, we need more personnel at MACC (This is a recurring budget improvement request.)</p>		
<p>Retention of the Vehicle Emissions Testing Program.</p>		
<p>Transition of the Groundwater Program (Long-time employee set to retire in November. He is the only person working in the program. We should discuss options for either overlapping a replacement or privatizing the program altogether.)</p>		<p align="right">29-May-20</p>
<p>Additional environmental health specialists for the Food & Facilities group to address the growing number of restaurants, hotels, and public pools in Davidson County.</p>		
<p>NOTE: It is difficult to assess the need for the additional Food & Facilities staff during the COVID outbreak. Unfortunately, our restaurant numbers may drop as a result of establishments going out of business.</p>		

Communications		
ITEM	START DATE	DATE FOR COMPLETION
<p>Meet with existing community partners and build understanding and relationships with them specific to their roles and support for MPH. One particular focus of this goal is to strengthen existing partnerships and contacts within the community that will support our focus on equity and diversity. (These meetings should be after you learn and understand team roles, responsibilities, operations and culture.)</p>		<p align="right">15-Jul-20</p>