

# ALAMANCE COUNTY BOARD OF HEALTH

## Minutes

### Regular Meeting of the Board of Health

December 17, 2013

The Alamance County Board of Health met at 6:30 p.m. on Tuesday, December 17, 2013, in the Professional Board Room of the Human Services Center located at 319-B North Graham-Hopedale Road, Burlington, North Carolina.

The following board members were present: Mr. Kent Tapscott, Chair; Ms. Kathleen Colville, Vice-Chair; Dr. Donald Courtney; Dr. Kary Dodd; Ms. Linda Massey; and Mr. Michael Venable was present via conference call.

The following staff members were present: Mr. Barry Bass, Mr. Carl Carroll, Dr. Kathleen Shapley-Quinn, Ms. Gayle Shoffner, Ms. Janna Elliott, Ms. Stacie Turpin Saunders, Ms. Martha Kaufman, Ms. Peggy Bowman, Ms. Marilyn Steele, and Ms. Ariana Lawrence.

The following guests were present: Mr. Bryan Hagood, Assistant County Manager, Dr. Hillary Carroll, Dr. Joseph Pringle, Mr. Raymond Bowman, and Ms. Doris Steele.

#### **I. Call to Order and Introductions**

Board of Health Chairman, Mr. Kent Tapscott, called the meeting to order at 6:44 p.m.

#### **II. Recognition of 2013 Board of Health and Health Director Award Recipients, and Retirees**

Mr. Kent Tapscott presented the 2013 Public Health Partnership Award to Dr. Joseph Pringle, Burlington Pediatrics and Dr. Hillary Carroll, Kernodle Clinic for the great work they have done implementing project LAUNCH in their practices.

Mr. Kent Tapscott also presented the 2013 Employee of the Year award to Ms. Marilyn Steele.

Mr. Tapscott presented Ms. Peggy Bowman with a plaque recognizing her seven years as an Alamance County Health Department employee. Ms. Bowman will retire December 31, 2013.

Mr. Tapscott presented Dr. Donald Courtney with a plaque recognizing his nine years of service as a member, Vice Chairman and Chairman of the Board of Health.

Mr. Barry Bass recognized Ms. Constance Alfano for her twelve years of service as an Alamance County Health Department employee. Ms. Alfano will retire December 31, 2013.

Mr. Barry Bass announced that he presented the Health Director's 2013 "You Can Count on Me Award" to Ms. Nicole Alston.

### **III. Project LAUNCH Update**

Dr. Joseph Pringle and Dr. Hillary Carroll provided the board with a project LAUNCH update. Both physicians spoke about how much implementing project LAUNCH in their practices has helped children and families.

### **IV. Public Comments**

No public comments were made.

### **V. Approval of the October 15, 2013 Board of Health Minutes**

***A motion was made by Mr. Michael Venable to approve the October 15, 2013, Board of Health minutes. The motion was seconded by Ms. Kathleen Colville and approved unanimously by the board.***

### **VI. BlueCross BlueShield Professional Development Update**

Ms. Stacie Saunders provided the board with an update on the BlueCross BlueShield Professional Development.



**Background**

- Anecdotes & Observations
  - Low morale
  - Discontentment among staff at all levels
  - Toxic areas, "goes bad quickly"
  - Unclear communication
- What do we really know? How can we find out?
  - Needed staff input (Qualitative & Quantitative Data)
  - Anonymus survey of staff
- Once we know, what do we do? And how do we do it?
  - Leadership Development
  - Internal/External Customer Training
  - BCBS of NC Equipment and Training Grant

**BCBSNC Foundation Equipment & Training Grant**

- Received \$4000 for project
- Employees are our best and most valuable asset
  - Require regular training and "maintenance" to perform at their best
  - Mgmt requires new skills to operate the agency
  - Without it, the system can not function
- Deliverables
  - Agency Culture/Staff Morale Committee
  - Employee Survey
  - Customer Service Survey
  - Leadership Training
  - Customer Service Training
  - Customer Service Guidelines

**Agency Culture/Staff Morale Committee**

- Purpose and Goals:
  - Improve social community within the agency among staff
  - Help staff connect to the larger community thereby connecting them to public health mission
  - Show appreciation and value for staff in non-monetary way
- Organizing committee began pre-grant award
- Mgmt Team/Supervisors charged with finding interested staff
- Together We Have Won founded in December 2012
  - All activity and decision-making turned over to staff
  - Mgmt provides guidance and advisory action, as needed
- 15 members, representative of all sections
  - Led by Marilyn Steele

**Employee Survey**

- Collaborated with Department of Commerce, Division of Workforce Solutions
- Designed employee survey for all staff
  - Asked about responsiveness of immediate supervisor
  - Asked about responsiveness of management team
- Administered through DoC to ensure anonymity for staff
- Results were shared via DoC report to grant manager
- Had roughly 56% of entire staff complete survey
  - 79% from HSC Main Campus
  - 16% from Environmental Health
  - 5% from Dental Health

**Employee Survey – Results Part 1**

- Immediate supervisor

Statement	% Agree
I feel free to disagree with my supervisor	80.8
My supervisor delegates responsibility	78.4
My supervisor asks for my opinions or suggestions	75.3
My supervisor's comments about my work are helpful	74.3
I am comfortable having honest conversations with my supervisor	73.6
My supervisor is consistently clear about what is expected from me	71.6
When I ask questions, my supervisor does a good job of getting answers	69.9
I can depend on what my supervisor says	65.8
The quality of supervision I receive is good	64.0
I know my ideas and work are valued	63.3
My supervisor's leadership skills are good	58.1
My supervisor makes work related changes as a result of suggestions	58.1

### Customer Service Development

- Customer Service Survey – 97% were satisfied or very satisfied
- Employee Survey – indicated internal issues between staff
- Customer Service Training
  - More than 40 staff trained
  - External customer strategies
  - Tailored for internal customer relationships
- Customer Service Guidelines
  - Adopted by management team

### Leadership Development

- Adaptive Leadership training
  - 4 hours, facilitated by third-party trainers
  - Included 24 leaders (Management, Supervisors, and Coordinators)
  - Principles of Adaptive Leadership
    - Core qualities:
      - Adaptive leadership is specifically about change that enables the capacity to thrive instead of perish or regress.
      - Adaptation relies on diversity to generate innovation.
      - Adaptation takes time with new realities moving from the margin to the mainstream.
  - Perceptions of organizational culture
  - Desired state for organizational culture
  - Review of employee survey themes

### Desired Organizational Culture Domains

- Community
  - Trusting relationships
  - Positive energy
  - Leadership is aware of what is happening on front lines
- Communication
  - Transparency
  - Clear goals and values
  - See internal conflict as opportunity for growth
  - Communication loops are closed
- Empowered Employees
  - Leadership open to change
  - All employees are accountable
  - Creativity encouraged to reach vision
- Leadership
  - Strategic hires
  - Consistent in work and communication
  - Provide congruence between internal and external culture

### Adaptive Leadership Recommendations

1. Invest in conflict management and communication training for employees at all levels
2. Incorporate developmental goals around culture into performance measures
3. Invest in personal coaching for leadership as a professional development and culture change opportunity

### Leadership Accountability

- Personal Goals
  - Each mgr member developed goals and action steps
  - At least one goal for each desired culture domains/recommendations
- Agenda Item
  - Once per month, discuss progress
- Meeting Minutes
  - Progress reported in minutes
  - Minutes shared
- Staff Meeting
  - Summary of project
  - Summary of personal goals

### Next Steps

- Post-intervention Testing
  - Employee Survey in Spring 2014
  - Customer Service in Spring 2014
- Conflict Resolution Training
  - Exploring options for 16-25 leadership staff, intensive training
  - Exploring complementary conflict overview at staff meeting
- Vision Planning
  - Investing in a shared vision
  - Communicating that vision
  - Modeling the way for staff

Ms. Saunders thanked management team, and all health department staff for participating in this project and being patient while the management team is learning new skills.

Ms. Kathleen Colville expressed how impressed she was with the professionalism in the health department. Ms. Colville said it is great that the health department is concentrating on both internal and external customer service.

Mr. Bryan Hagood commented that the work being done at the health department is admirable.

## **VII. Administrative Reports**

### **A. Personnel Report**

Ms. Janna Elliott provided the Board with the Personnel Update

#### **PERSONNEL UPDATE**

##### ***New Hires / Transfers / Resignations:***

- Janice Tilley began in the Public Health Nurse III – Quality Assurance position effective November 1, 2013
- Janet Morrow began in the Processing Assistant III – Intake Clerk position effective November 7, 2013.
- Jessica Randolph began in the Community Health Technician (CNA) position effective December 3, 2013.
- Maria Harrison is resigning from her position as Public Health Nurse I effective December 31, 2013.
- Connie Alfano is retiring from her position as Public Health Nurse I effective January 1, 2014.
- Peggy Bowman is retiring from her position as Processing Assistant IV effective January 1, 2014.

##### ***Recruiting to fill the following positions:***

- Processing Assistant IV- Administration (conducting interviews)
- Quality Assurance Officer (reviewing applications)
- Public Health Nurse I (two positions)- (reviewing applications)
- Social Worker II – CC4C (conducting interviews)
- Foreign Language Interpreter II (accepting applications)

##### ***Vacant positions:***

- Public Health Nurse I (two positions)
- Processing Assistant III - Admin

### **B. Budget Update**

Ms. Janna Elliott provided the board with a detailed expense and revenue report to date.

## **VIII. Personal Health Committee Update**

Mr. Kent Tapscott reviewed the minutes from the November 19, 2013 Personal Health Committee meeting.

**IX. Personal Health Update**

Ms. Gayle Shoffner reported that as of December 16, 2013 the health department nurse staff has administered 1,443 vaccines so far this season. Ms. Shoffner shared a 2013 wellness update from Ms. Glenda Linens, Wellness Program Coordinator at the health department.

Ms. Shoffner informed the board that Ms. Megan Litz, Ms. Ann Meletze and Ms. Christie Sykes will be working together to improve and provide literacy efforts in the waiting rooms for children. Ms. Litz presented the proposal to the management team and it was approved. The group will work together to move forward with the next steps in this process.

Mr. Tapscott requested that Ms. Litz and Ms. Linens attend a board of health meeting so they can describe the details of this initiative. The board would also like to show their appreciation for the good work they are doing.

**X. Environmental Health Committee Update**

Mr. Michael Venable reviewed the minutes from the November 19, 2013 Environmental Health Committee meeting. Mr. Venable noted that during the Blanchard's presentation, they mentioned that it was difficult to find information on the Environmental Health website about what to do if there is a potential exposure to rabies. It was suggested by the Blanchard's that the website have more information about rabies and what to do if you need assistance for a potential rabies exposure.

**XI. Environmental Health Update**

Mr. Carl Carroll commented on the website suggestion from the Blanchard's. Mr. Carroll informed the board that since this issue was raised, the website has been updated to give clear directions on what to do in case of a potential rabies exposure. The directions are as follows:

**IF YOU NEED IMMEDIATE ASSISTANCE REGARDING A POTENTIAL RABIES EXPOSURE Monday - Friday from 8:00 am to 5:00 pm, call (336) 570-6367 and after hours and on holidays call 911 or email [carl.carroll@alamance-nc.com](mailto:carl.carroll@alamance-nc.com)**

Mr. Carroll sent out a memo and e-mail in June 2013 to all the local animal control agencies about what to do in case of a potential rabies exposure. After the incident with the Blanchard's dog, Mr. Carroll followed up with the Gibsonville police department and reminded them of the process in the event of a potential exposure.

Mr. Carroll shared the following data with the board:

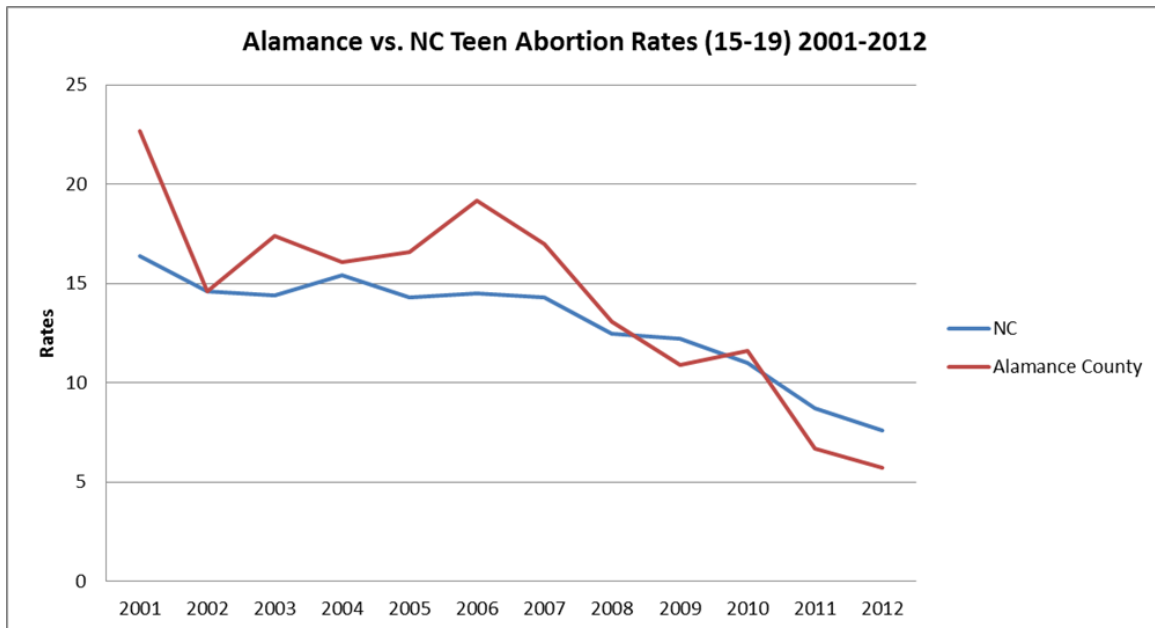
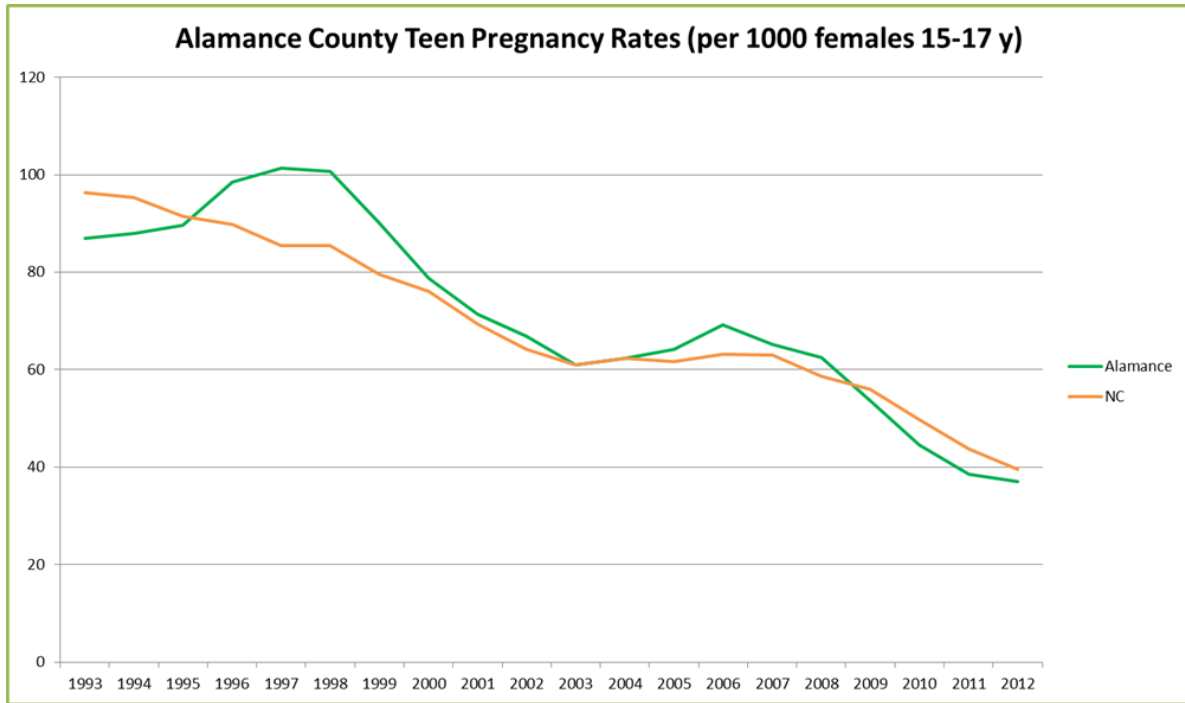
- Since 1997, in Alamance County, 155 dogs and cats (mostly dogs) have been euthanized after being exposed to a known or suspected rabid animal. Eight dogs have been quarantined for six months instead of euthanasia during the same time.
- Over the last five years (2008-2013), about nine dogs per year were euthanized and one dog per year quarantined for six months due to a rabies exposure (or suspected exposure) and not currently vaccinated.
- During the previous eleven years (1997-2008), about nine dogs per year were euthanized and about one dog per four years quarantined for 6 months due to rabies exposure (or suspected exposure) and not currently vaccinated.

Mr. Carroll informed the board that Mr. Neal Floyd will conclude his training with the regional soil scientist on December 18, 2013, and in a few weeks will be able to work independently.

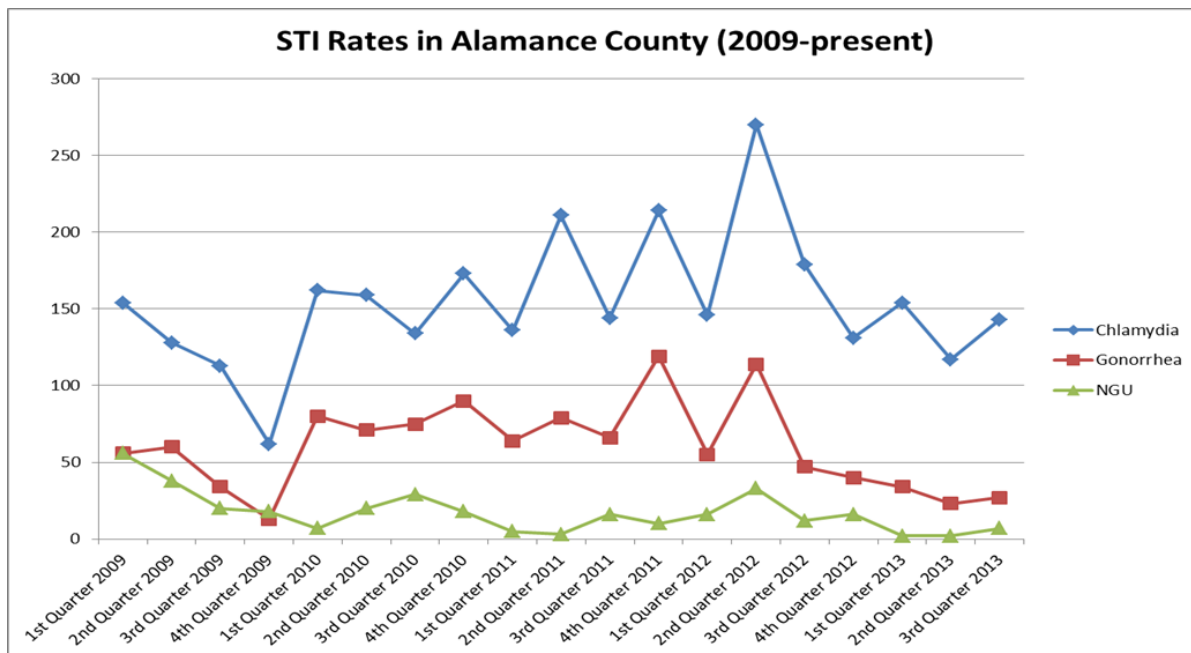
Mr. Carroll updated the board about the ground water contamination of MTBE from the former Faircloth Store on Hwy 49 South. A well was drilled about 800 feet away from the location of the leaking gas tanks, and the water was found to be contaminated at a level of 22 parts per billion of MTBE. Environmental health staff has been working with the homeowners, the state toxicologist and the engineering firm that represents the previous store owner on the issue.

## **XII. Medical Director's Report**

Dr. Shapley-Quinn presented the following data to the board.







**XIII. Health Director’s Report**

Mr. Barry Bass updated the board on the Affordable Care Act. On behalf of Alameda County, the Health Department is a Certified Application Counselor (CAC) Organization. Employees who are interested may take a five hour on-line course to become an application counselor to assist with enrolling those who qualify. The county may consider contracting with an employee to be the local

coordinator for this process. Legal Aid and Piedmont Health Services continue to enroll people and take referrals to assist with the enrollment process.

Mr. Bass informed the board that the Open Door Clinic is relocating to the old health education building and is set to open in January 2014.

Mr. Bass discussed the county weapons policy with the board. Citizens, clients and staff may carry firearms openly or concealed carry (if permitted) in all county buildings except the detention center, courtrooms and Family Justice Center.

#### **XIV. Old Business**

Mr. Bass reminded the board of the current vacancies on the board of health which are as follows: representative of the general public, registered nurse, physician, and soon-to-be vacant veterinary. There has been an application submitted for the physician position, and it will be considered for appointment during the January Board of Commissioners meeting.

#### **XV. New Business**

##### **A. Request for Approval of the 2013 State of the County Health Report**

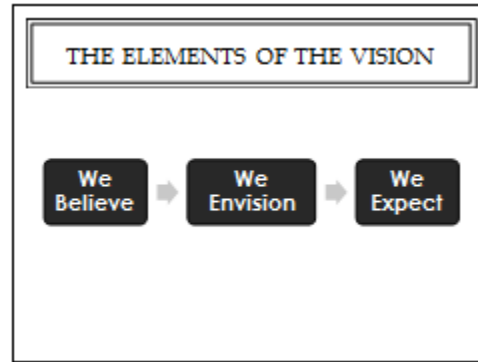
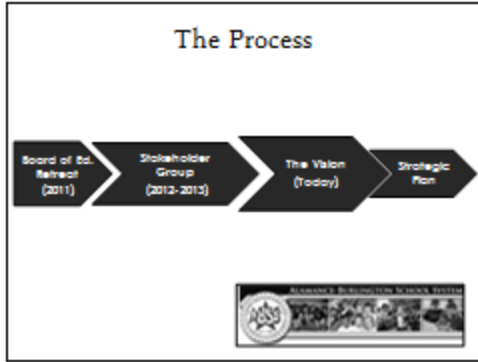
Ms. Stacie Turpin Saunders presented the Board with the 2013 State of the County Health Report for review.

*A motion was made by Ms. Kathleen Colville to approve the 2013 State of the County Health Report. The motion was seconded by Mr. Michael Venable and approved unanimously by the board.*

##### **B. Proposed Resolution: Vision for Public Education**

Mr. Bass presented the Alamance Burlington School System Vision for Public Education.





### We Believe...in our Children

- That all children must have *equal opportunity* to realize their *full potential*.
- That our children can *achieve exceptional post high school successes*.

### We Believe...in Alamance County

- That educating our children will...
  - Prepare good citizens, a talented work force, and strong leaders.
  - Allow Alamance County to be competitive in a global economy.
  - Provide for economic success and improve the quality of life for all residents.
  - With an excellent system, enable Alamance County to be the most desired place to live, work, and raise a family.

### We Believe...in our Democratic Society

- That a democratic society requires an *informed citizenry*.
- That public education...
  - Is the *foundation* for a sustainable democratic society.
  - Will prepare future generations to be *responsible, engaged, and productive members* of our society.


### We Envision...

... a public school system that is a national model for its curriculum and community engagement to empower all Alamance County students with equal opportunity for civic engagement, a meaningful quality of life and skills for economic success – for themselves and our community.

### Vision Statements


\*Alamance County will be led and served by a public education system that is recognized as best in-class and whose growth is driven by broad community support.

\*We will educate our students with utmost respect, an uncompromising commitment to rigor and excellence.




### Vision Statements




We will be recognized as a national model for best-in-class public education, emulated by other school systems across the country.



### Vision Statements

We will be recognized as a preferred place to live, raise families, and build businesses because of our public education system.








### Vision Statements

We value a school system interwoven with the community fabric so as to...


\*Command support from our citizenry in both participation and financial commitment

\*Enrich and strengthen the community with a quality educational foundation




### Vision Statements

We will prepare our students to live, work, lead, and govern in our local, national, and global communities.



### Vision Statements


We will attract high quality teachers as a result of our respect for and trust in them, our community and professional support, and competitive compensation.



DeAnna Four-Plant named ARES 2013 Teacher of the Year

### Vision Statements


Our schools and related facilities will be safe and well-maintained, and they will support our commitment to provide best-in-class educational opportunities for our students.

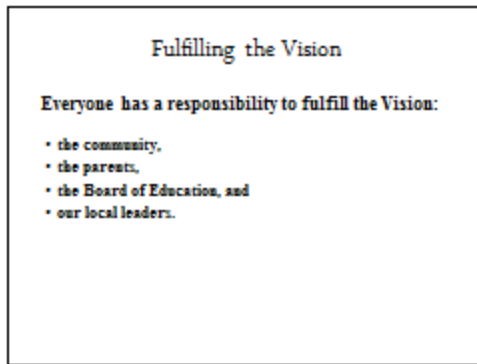


Highland Elementary

### Vision Statements

All of our students will be appropriately supported and challenged to meet their highest potential.





Mr. Bass requested adoption of a proposed resolution in support of the vision for public education in Alamance County to the board.

***A motion was made by Dr. Donald Courtney to adopt the resolution. The motion was seconded by Ms. Kathleen Colville and approved unanimously by the board.***

**C. Election of 2014 Board of Health Officers**

Mr. Kent Tapscott reviewed the nominations for 2014 Board of Health officers.

***A motion was made by Ms. Kathleen Colville to elect Mr. Kent Tapscott as Board of Health Chairman, Mr. Michael Venable as Board of Health Vice Chairman, Mr. Charles Huffine as Environmental Health Committee Chairman and Dr. Kary Dodd as Personal Health Committee Chairman for 2014. The motion was seconded by Ms. Linda Massey and approved unanimously by the board.***

**D. Approval of 2014 Board of Health Meeting Schedule**

Mr. Kent Tapscott reviewed the proposed 2014 Board of Health Meeting Schedule.

***A motion was made by Dr. Kary Dodd to approve the 2014 Board of Health meeting schedule as proposed. The motion was seconded by Ms. Kathleen Colville and approved unanimously by the board.***

**XVI. Other**

No other business was discussed.

**XVII. Closed Session**

***The meeting went into closed session per N.C. General Statute 143-318.11 (a) (6) at 9:28 p.m. for the purpose of discussing a***

***personnel issue. A motion was made by Dr. Donald Courtney to go into closed session. The motion was seconded by Dr. Kary Dodd.***

During the closed session, Mr. Bass submitted his intent to retire effective March 1, 2014.

***A motion was made by Ms. Linda Massey to accept Mr. Bass' retirement. The motion was seconded by Mr. Michael Venable and approved unanimously by the board.***

### **XVIII. Adjournment**

With no further action or discussion, the meeting adjourned at 10:05 p.m.

### **ALAMANCE COUNTY BOARD OF HEALTH**

---

Mr. W. Kent Tapscott, Chair

---

Mr. Joseph B. Bass, Jr., Secretary