



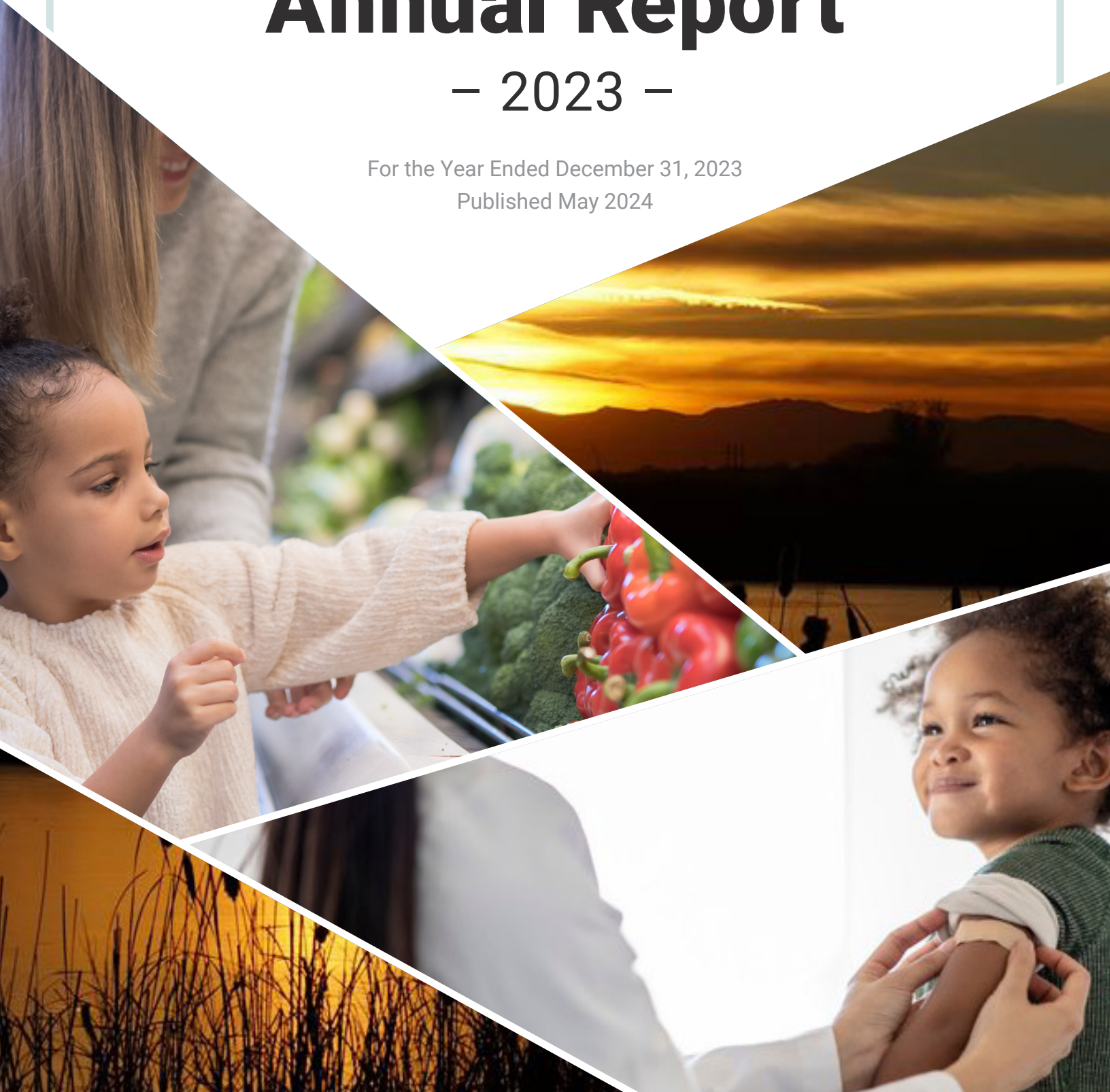
Adams County Health Department

# Annual Report

– 2023 –

For the Year Ended December 31, 2023

Published May 2024



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## Letter from the Executive Director

Dear Adams County Community Residents,

As the Executive Director of the Adams County Health Department (ACHD), I am thrilled to present our inaugural annual report for the year 2023. It gives me immense pleasure to reflect on our accomplishments and progress during our first year of operation.

Establishing the Adams County Health Department has been a significant milestone, and it wouldn't have been possible without the unwavering support of our community; dedicated staff; Adams County government partners; and valued, diverse community-based partner organizations. Our vision of a community-led county where everyone has the opportunity to be healthy, valued, safe, and thriving has been integral to our work.

Throughout 2023, our focus remained steadfast on assuring successful transition of programs and services from Tri-County Health Department (TCHD) to the new Adams County Health Department. We focused on various key areas impacting public health, including preventive services, health education, emergency preparedness, and community outreach. I am proud to highlight some of our notable achievements from the past year:

1. **Successful Transition and Implementation of Core Public Health Services:** ACHD successfully transitioned all client-facing services and programs from TCHD in January 2023, and opened its doors to clients within the first week of 2023. In many cases, ACHD has expanded services and access.
2. **Partnership Development and Community Co-Creation:** Building strong partnerships has been instrumental in our success. We developed critical partnerships with community-based organizations, local hospitals, schools, businesses, nonprofits, and governmental agencies to leverage resources, share expertise, and maximize our impact on public health outcomes. We have centered community leadership in these partnerships and have worked to co-create solutions with community members to implement programming that prioritizes community voice.
3. **Development of First Strategic Plan:** ACHD led a community-centered, inclusive process for developing our first-ever strategic plan. This plan is an internal-facing plan that is complimentary to the Community Health Improvement Plan (CHIP) that specifies how the organization poises itself and its workforce for the future to better address community need and future public health threats. This plan includes five priority areas including Partnering to Address Social Determinants of Health, Workforce, Environmental Justice, Data and Technology, and Business Excellence. The plan lays the road map for the department into the future.
4. **Community Health Improvement Planning:** ACHD initiated the development of the county's first CHIP with community partners and resident leaders. This process is guided by the Colorado Health Assessment and Planning System and builds upon the Community Health Assessment to create a detailed, collective impact plan for the community to address health topics the community said were important. ACHD and the Adams County Thriving Communities Collective (ACTCC)—a partnership of county staff, community partners, and community residents—are working together to develop the inaugural Adams County CHIP.

Looking ahead, we are committed to building upon the foundation laid in our inaugural year and continuing to advance the health and well-being of our community. We remain dedicated to our values of belonging, courage, community leadership, collaboration, and justice.



I extend my heartfelt gratitude to our staff, partners, stakeholders, and the residents of Adams County for their continued support and commitment to our shared vision. Together, we will create a healthier, more resilient community for generations to come.

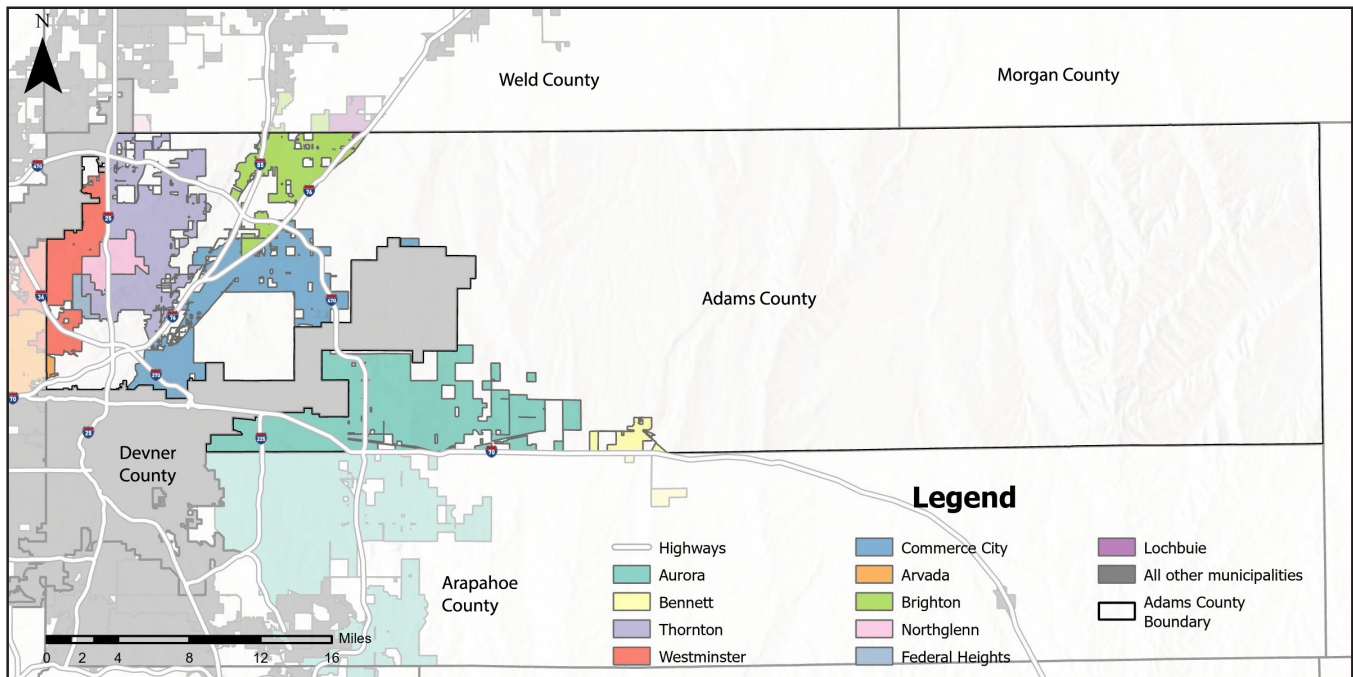
Thank you for your attention, and I invite you to explore our annual report for a comprehensive overview of our accomplishments and initiatives in 2023.

Sincerely,



Kelly Weidenbach, DrPH, MPH  
Executive Director  
Adams County Health Department

# Introduction



**Municipalities of Adams County** Adams County is in the northeastern part of the Denver metropolitan area, serving a population of over 535,000 residents and sprawling across almost 1,200 square miles. Our county is notably diverse, comprising approximately 49% White non-Hispanic, 40% Hispanic (of any race), 4% Asian, and 3% Black residents. Compared to the broader metropolitan region, Adams County stands out with a sizable 9% non-U.S. citizen population and 11% of residents lacking fluency in English. Median household income hovers just above \$86,000 a year, with approximately 10% of residents living below the poverty line. Educational statistics reveal over 15% of the county population have not completed high school, while only 27% possess a bachelor's degree or higher.

As a result of the dissolution of the Tri-County Health Department (TCHD), Adams County Health Department (ACHD) officially launched in January 2023 as the county's first-ever, single-county-focused local public health agency. ACHD is responsible for promoting and protecting the health of all residents in Adams County through a variety of programs and services and believes the successful pursuit of public health requires an understanding of community and a shared future.

ACHD focuses on a wide range of public health issues, including social determinants of health, disease prevention and control, maternal and child health, mental and behavioral health, food access, and environmental health. The department also works closely with community partners to address specific health concerns and to improve overall health outcomes for residents.

ACHD provides a variety of clinical services—either at low- or no-cost to the community—including, immunizations; chronic disease prevention; Women, Infants and Children (WIC); nurse home visits for mothers, infants, and families; and increased testing for HIV and hepatitis C. In addition, sexual health services such as family planning and sexually transmitted infection (STI) treatment and testing services.

Adams County is extremely diverse in geography and community demographics, which includes being a majority-minority county with 42% of its population being Hispanic/Latino. Additionally, 10.8% of residents report having no health insurance. The county is also marked by its distribution between rural and urban populations, with 20,996 individuals (4%) residing in rural areas and 498,576 (96%) in urban settings. In response to this diversity, the health department is committed to addressing determinants of health that not only promote good health but also aim to reduce inequities affecting these diverse populations.

## Executive Summary

The 2024 ACHD Annual Report outlines the comprehensive efforts and achievements of various divisions and programs. The purpose of ACHD is to safeguard and improve our community's health and well-being. The overarching goal of ACHD is to improve public health outcomes for the community through strategic leadership, collaboration, and implementation of evidence-based practices across a wide range of health and environmental issues. Key highlights include:

- **Leadership and Strategic Direction:** Under the Office of the Executive Director, ACHD has demonstrated strong strategic leadership by working with the Board of Health, the Board of County Commissioners, staff, and community to establish department goals, plans, and policies across its six functional divisions. These efforts are supported by 200+ employees and involve coordinating Environmental Health, Epidemiology and Data Science (EDS), Health Equity and Strategic Initiatives (HESI), Nutrition and Family Health, Performance and Business Excellence, and Public Health Nursing to achieve comprehensive health improvements in the community.
- **Epidemiology and Data Science:** The Epidemiology and Data Science (EDS) division, augmented by the Office of Public Health Emergency Preparedness and Response (EPR), is at the forefront of ACHD's efforts to efficiently respond to health emergencies. The communicable disease epidemiologist's play a crucial role in preventing infectious diseases and responding to local and national disease cases and outbreaks through investigation and outreach to the public and community partners. The Health Data and Geographic Information Systems (GIS) Program supports ACHD, specializing in analyzing public health data considering how communities, cultures, and the environment impact population health.
- **Environmental Health:** The Environmental Health division has focused on preventing communicable diseases and harmful environmental conditions through a variety of programs, including food protection, vector surveillance, air quality monitoring, and hazardous waste oversight. Significant accomplishments include the installation and calibration of new air quality sensors, successful mosquito trapping and identification for West Nile Virus monitoring, and enhanced oversight of solid and hazardous waste disposal sites to protect public health and the environment.
- **Health Equity and Strategic Initiatives:** ACHD has placed a strong emphasis on health equity and strategic initiatives, aiming to address systems that create or perpetuate exclusion, racism, and health injustice. Programs under this division include efforts to improve school health policy and prevention, public health policy and public affairs, maternal and child health, behavioral health, tobacco education and prevention, and community engagement projects to foster healthy lifestyle changes and address social determinants of health.

- **Nursing Division:** The Nursing division plays a pivotal role in providing direct care and preventive services, emphasizing maternal and child health, immunizations, chronic disease management, and communicable disease control. Through initiatives such as the Nurse Family Partnership, Immunization Clinics, and targeted health screenings, this division directly impacts individual and community health outcomes. By prioritizing accessible and quality nursing care, ACHD demonstrates its commitment to nurturing a healthy and resilient community and increasing access to care.
- **Nutrition and Family Health:** The division's flagship program, WIC, along with the SNAP Outreach Program and Diabetes Education and Prevention Program, highlights ACHD's commitment to nutrition education, breastfeeding support, and chronic disease prevention. Efforts to increase access to nutritious and culturally relevant foods, support healthy eating habits, and manage or prevent diabetes reflect a comprehensive approach to improving family and community health.
- **Performance and Business Excellence:** The Performance and Business Excellence division underpins the success of ACHD's public health initiatives by ensuring effective performance management, quality improvement, strategic planning, and financial stewardship. This division supports the department's infrastructure, enabling the effective delivery of health services and the achievement of strategic objectives. Notable accomplishments include enhancements in workforce development, budget management, and facilities improvement, which collectively strengthen the department's capacity to serve the community's health needs efficiently.



## Core Public Health Services



As a Colorado local public health agency (LPHA), ACHD structured itself to align to the Core Public Health Services and Minimum Quality Standards for Public Services as they are defined by the Colorado Board of Health.

### History and Context

The [Colorado Public Health Act of 2008](#) updated the Colorado Revised Statutes ([§§ C.R.S. 25-1-501 – 25-1-521](#)) with modern standards for public health organizations in the state, establishing a baseline of quality service county and district public health agencies must provide.

As a result of the Public Health Act, the Colorado Revised Statutes outline two categories of services LPHAs must adhere to ([C.R.S. §25-1-502](#)): Core Public Health Services and Essential Public Health Services. These services must be defined by the State Board of Health. Per statute, the Colorado Board of Health is also required to develop qualifications for local public health directors and medical officers, as well as criteria for local public health plans ([C.R.S. §25-1-503](#)).

The Colorado Board of Health, directed by the above statutes, enacted key regulations ([6 CCR 1014-1 – 6 CCR 1014-10](#)) for public health agencies in the state to define Core Public Health Services, Essential Public Health Services, and Minimum Quality Standards.

### Core Public Health Services

Core Public Health Services ([6 CCR 1014-7](#)), as defined by the Colorado Board of Health, were originally adopted in 2011. However, these were further revised in 2018 to more closely reflect the [Foundational Public Health Services](#) outlined by the Public Health Accreditation Board (PHAB). The most recent regulation, which was adopted in 2020, defines the two elements that comprise Core Public Health Services:

- *Foundational Capabilities*, which LPHAs must build capacity for and leverage effectively. This also includes *Organizational Competencies* the agency must exhibit.
- *Foundational Public Health Services*, which LPHAs must provide to their communities.

### **Key Takeaway**

ACHD has established its Foundational Capabilities and provides the Foundational Public Health Services outlined. Well into its second year of operation, the agency continues to strengthen its capacity to demonstrate these capabilities and provide a robust roster of public health services to the Adams County community that includes, and expands upon, the foundational public health services.

## **Essential Public Health Services**

Essential Public Health Services ([6 CCR 1014-9](#)), as defined by the Colorado Board of Health, were adopted in 2013. The regulation also contained a critical list of Minimum Quality Standards for Public Health Services. LPHAs must meet these minimum standards to ensure continuous improvement, demonstrate accountability, and raise public health capacity. Both the Essential Public Health Services and Minimum Quality Standards share common DNA with PHAB's 10 domains for accreditation.

### **Key Takeaway**

ACHD provides the Essential Public Health Services outlined in the regulation and surpassed the Minimum Quality Standards.

## Board of Health



**Dr. Sheela Mahnke**  
Term: 2022–Present  
President



**Dr. Dierdre Gilliam**  
Term: 2022–Present  
Vice-President



**Brett Keiling**  
Term: 2022–Present



**Jeremiah Lindemann**  
Term: 2022–Present



**Dr. Lisa Winkler**  
Term: 2022–Present

Established in August 2022, the Adams County Board of Health is the governing body of ACHD, whose jurisdiction extends over all unincorporated and incorporated areas of Adams County. The Adams County Board of Health is comprised of five members, all residents of Adams County. Board members are appointed by the Adams County Board of County Commissioners (BOCC) and serve five-year terms. In their appointments, the BOCC prioritizes representation of diverse races, ethnicities, ages, socioeconomic statuses, genders, abilities, geographical locations, community partner organizations, and professional backgrounds. The Board of Health is responsible for hiring, evaluating, and advising ACHD's Executive Director, developing and promoting the public policies needed to secure the conditions necessary for a healthy community, reviewing and approving the local public health plan developed by the department, and issuing orders and adopting rules and regulations necessary for the proper exercise of the powers and duties vested or imposed upon the department or board.

In today's public health system, the leadership role of boards of health makes them an essential link between public health services and a healthy community. The ACHD Board of Health has played an essential role in the development of ACHD as the local public health agency for Adams County, ACHD's Strategic Plan, and ACHD's Community Health Improvement Plan (CHIP). Most notably, over the past year, ACHD's Board of Health has been heavily involved in guiding the establishment of ACHD and the operations of this newly formed agency.

## People and Culture

ACHD's People and Culture services are provided by Adams County.

### Metrics

2023 Key Performance Indicators	Values
<b>Total number of full-time employees (FTEs)</b>	<b>219</b>
Project designated	6 (2.7%)
Full-time	191.5 (87.6%)
Temporary	21.5 (9.8%)
<b>Total number of individuals employed</b>	<b>192</b>
<b>Total number of open positions filled</b>	<b>73</b>
<b>Total number of positions posted</b>	<b>88</b>
<b>Employees who enrolled in county health benefits</b>	<b>145 (80.56%)</b>
<b>Employees who waived county health benefits</b>	<b>35 (19.44%)</b>



## Finance

Sources	Percent of Budget	Amount
Federal	28.9%	\$8,909,835
Fees	7.1%	\$2,182,396
General Fund	32.4%	\$10,000,000
Medicaid	0.2%	\$69,597
State	10.0%	\$3,098,317
Other Revenue	16.9%	\$5,217,427
Other Grants & Contracts	4.5%	\$1,378,393
<b>Total Budget</b>		<b>\$30,855,964</b>

ACHD receives revenue to fund operations from a variety of sources, which are listed below:

- **General Funds:** These are the funds provided by Adams County.
- **County Program Specific Funds:** Funds provided by individual counties for specific programs.
- **Grants/Contracts:** Funding from foundations and other organizations for specific programs.
- **Fees/Donations:** Fees and donations collected while performing specific public health services (e.g. restaurant inspections) for the public or private businesses.
- **State Funds and Federal-Pass Through Funds:** Funds received from the Colorado Department of Public Health and Environment (CDPHE) and other state agencies. This includes state planning and support for general public health services as well as program specific funding for programs in various ACHD divisions.
- **Medicaid Funds:** Nursing funding provided through joint federal and state government cooperation. These funds are received from providing direct services to qualified patients.
- **Use of Fund Balance:** Operational funding provided from the ACHD Fund Balance for capital improvement purposes (e.g. facility renovations, information technology updates, other capital replacements).
- **In-Kind Revenue:** Non-cash income that takes the form of provided supplies or free rent. In-kind revenue is offset in the budget by an equal amount of in-kind expense.

For a more detailed breakdown of the public health budget, please visit this link: [2023 Public Health Budget Summary](#)

## Office Locations

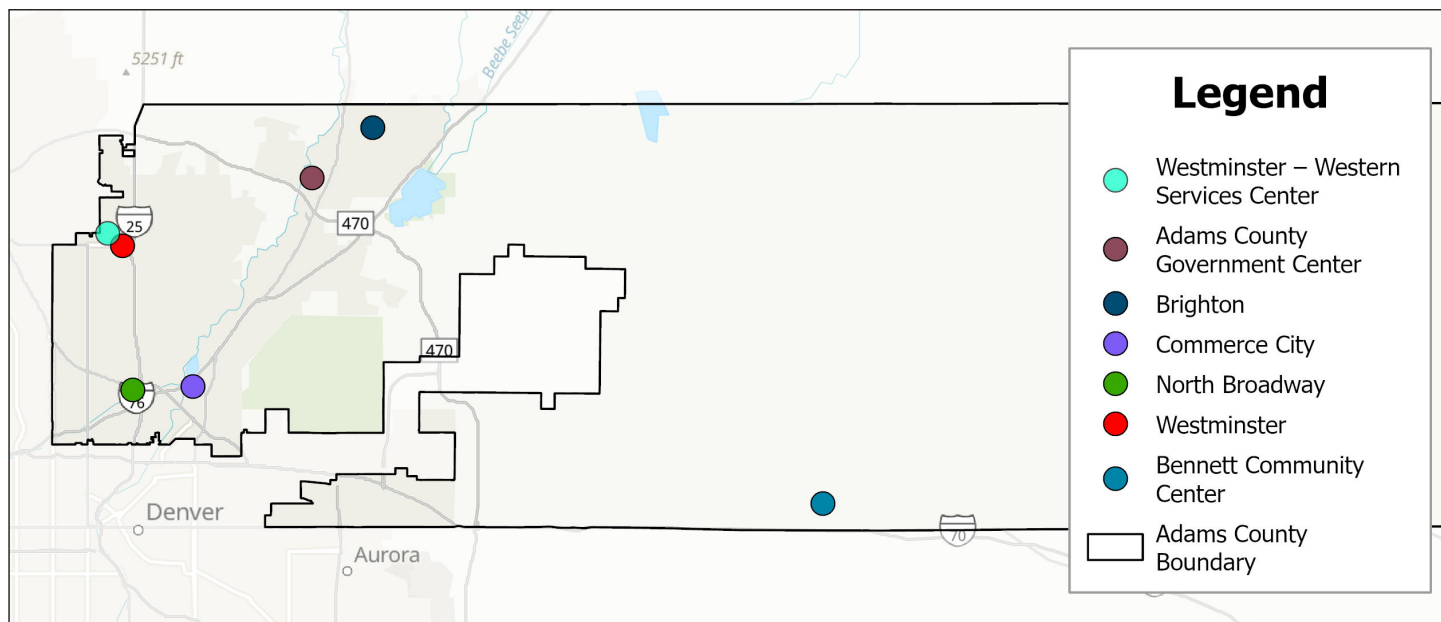
ACHD currently has seven offices located throughout Adams County. Four of the office locations are owned by Adams County, requiring ACHD to lease the remaining three locations; Brighton, Westminster, and North Broadway. The leasing of locations requires ACHD to negotiate the leases and pay rent out of available funding.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 0

**Budget:** \$850,000



#### Adams County Government Center

4430 S. Adams County Pkwy.  
Brighton, CO 80601

*Services provided: Administrative services*

#### Bennett Community Center

1100 W. Colfax Ave.  
Bennett, CO 80102

*Services provided: WIC, Harm Reduction, Sexual Health*

#### Brighton

30 S. 20th Ave., Suites F and G  
Brighton, CO 80601

*Services provided: WIC*

#### Commerce City

7190 Colorado Blvd., Suites 170 and 200  
Commerce City, CO 80022

*Services provided: Vital Records, WIC, Environmental Health, Nurse Support Program, Health Enrollment*

#### North Broadway

7000 Broadway, Suite 400  
Denver, CO 80221

*Services provided: WIC, Sexual Health, Diabetes Education*

#### Westminster

1401 W. 122nd Ave., Suite 200  
Westminster, CO 80234

*Services provided: WIC, Immunizations, Sexual Health, Nurse-Family Partnership*

#### Westminster – Western Services Center

12200 Pecos St.  
Westminster, CO 80234

*Services Provided: Harm Reduction*

# Strategic Planning



The ACHD 2024–2026 Plan was approved by the Adams County Board of Health on December 21, 2023. Since approval, teams have begun implementation of the plan. Progress on the strategic plan is being governed by two committees:

- Strategic Plan Steering Committee, which provides ongoing monitoring of the strategic plan at a high level.
- Strategic Plan Oversight Committee, which oversees the day-to-day activities and functions of the strategic plan at a tactical level.

In 2023, ACHD developed five strategic goals to transform the organization over the course of its first three years of operation. To build the plan, the Performance Management and Quality Improvement (PMQI) team led a core team of employees from directors and managers to front-line staff through a four-day strategic planning workshop. The week began with 25 presentations from major programs and areas, including the CHIP.

Since that initial planning week, five strategic goals have emerged, with each of the following priority areas:

1. Partnerships to Enhance Social Determinants of Health (SDOH)
2. Workforce Development
3. Environmental Justice
4. Data and Technology
5. Business Excellence

Each goal is chaired by two division directors, supported by a team of cross-divisional staff—each workgroup has fleshed out their goal further into objectives, tactics, and actions. The plan includes metrics to track progress and completion.

# Adams County Health Department's True North

## ACHD Values



### Belonging

We are committed to ensuring everyone feels a sense of belonging by promoting diversity, equity, inclusion, and accessibility (DEIA).



### Courage

We demonstrate courage by embracing innovation and facing challenges despite risks, fear of adversity, or uncertainty.



### Community Leadership

We welcome and honor the voice of our community, their engagement, and self-determination in shaping the direction of our work.



### Collaboration

We embrace and leverage collective strengths, diverse perspectives, talents, and resources with internal and external stakeholders to be more effective and achieve common goals.



### Justice

We are dedicated to ensuring fairness, equity, and anti-racism in all actions and decisions, and upholding and protecting the rights and well-being of all individuals within the community.

## Vision Statement

A community-led county where everyone has the opportunity to be healthy, valued, safe, and thriving.

## Mission Statement

To responsibly serve the Adams County community with integrity and innovation.

## Purpose Statement

The purpose of the Adams County Health Department is to safeguard and improve our community's health and well-being.



# Office of the Executive Director

Office of the Executive Director | Medical Director | Communications

## Office of the Executive Director

The Executive Director and Deputy Executive Director are responsible for providing strategic leadership to the entire Department by working with the Board of Health, the Board of County Commissioners, County Leadership, the Public Health Leadership Team, staff, and community leaders to establish agency goals, strategies, plans, and policies. They oversee ACHD's six functional divisions: Environmental Health, Epidemiology and Data Science, Health Equity and Strategic Initiatives, Nutrition and Family Health, Performance and Business Excellence, and Public Health Nursing. The authority of the Executive Director is specified in Colorado State Statute 6 CCR 1014-6, and includes to administer and enforce public health laws, orders, rules and standards; exercise all powers and duties conferred and imposed upon agencies not expressly delegated to a county board; hold hearings, administer oaths, subpoena witnesses, and take testimony in all matters relating to the exercise and performance of his or her powers and duties; act as the local registrar of vital statistics; direct resources needed to carry out the county health plan; maintain records and serve as secretary of the Board of Health ensuring public notice of all meetings; and act as the custodian of all properties and records for the agency. The Executive Assistant to the Board of Health sits under this office, as well.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 3

**Budget:** \$1,061,660

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Medical Director

At ACHD, one physician serves in the role of Medical Officer and Medical Epidemiologist. This position serves to meet state requirements that every local public health agency in Colorado have a Medical Officer who supports local and statewide efforts to advance health promotion and advise public health responses, make medical decisions in public health programs, and maintain agency-specific clinical nursing protocols. In the role of a Medical Epidemiologist, the ACHD physician consults with programs throughout the agency seeking expertise in epidemiological analyses, clinical aspects of disease, interpretation of data and research studies, disease investigations, and outbreak response. Additionally, this position oversees development and implementation of epidemiology-based studies for the agency on a wide variety of public health topics. ACHD's Medical Epidemiologist is a critical resource to staff throughout any communicable disease response by providing infectious disease medical expertise across a multitude of topics. This position serves as a key liaison with the U.S. Centers for Disease Control and Prevention (CDC) and other valuable national committees during a response, while also providing ACHD emergency response staff with up-to-date guidance to support investigations, outbreak response, data presentation and interpretation, and public communication.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$187,110

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Communications

The Office of Communications works to promote healthy behaviors and to reduce public health risks through clear, relevant, and meaningful communication that resonates among ACHD’s various audiences. The Communications team works with ACHD divisions to develop strategic communications plans including marketing of ACHD programs and services, graphic design and production of collateral materials and reports, adherence to brand standards, media relations assistance and media monitoring, social media strategy and posts, and oversight of the ACHD website and Intranet. The Communications team also works closely with regional partners, such as cities and counties, schools, community partners and state and federal government to align and share public health messages aimed at the communities ACHD serves.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 2

**Budget:** \$222,398

At the launch of Adams County Health Department (ACHD), our Communications program was initially housed within the Adams County Communications team. To strategically brand ACHD programs and services to meet the unique healthcare needs of multiple audiences with culturally relevant outreach and messaging, ACHD made the strategic decision to bring a portion of the Communications team internally, and to include a Strategic Communications Manager; ending ACHD’s inaugural year, with 2 FTE positions and a \$222,398 budget.

### Metrics

2023 Key Performance Indicators	Values
Communications project requests completed	127
Total website unique visit users	23,139
Total website unique visit pageviews	87,645
Facebook impressions	142,900
Instagram impressions	56,800
Twitter impressions	20,400

### Accomplishments

- Developed an effective strategy for internal and external engagement during media response, including press releases and talking points for staff.
- Supported numerous “brief” creations for both outbreaks and special initiatives.
- Developed operational directives and processes around media engagement and interview requests.

# Epidemiology and Data Science

Communicable Disease Epidemiology | COVID-19 Community Resource Program |  
Emergency Preparedness and Response | Health Data and Geographic Information Systems



The Epidemiology and Data Science (EDS) Division takes a multi-pronged approach in addressing public health. The Health Data and GIS Program specializes in analyzing public health data by considering how communities, cultures, and the environment impact population health. The Communicable Disease Surveillance program is dedicated to safeguarding public health by halting the transmission of infectious diseases. The Office of PH Emergency Preparedness and Response (OPHEPR) focuses on bolstering public health safety and community resiliency in preparation of and responding to various threats, be they natural or human-made.

## EDS Administration Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 2

**Budget:** \$360,861

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.



# Communicable Disease Epidemiology

The Communicable Disease Epidemiology program focuses on preventing the spread of infectious diseases and minimizing public health risks from pathogens. Its epidemiologists carry out continuous surveillance to detect new and emerging disease patterns and outbreaks. They investigate a wide range of diseases, including vaccine-preventable, gastrointestinal, and zoonotic diseases, aiming to identify exposure risks, vulnerable populations, and strategies to prevent transmission. The team is adept at rapid outbreak response, identifying causes, and implementing containment measures. Additionally, the program provides education and technical advice on disease control to partners and the public.

## Fiscal Year 2023

**Funding/Revenue Source(s):** Federal, State, and General Funds

**FTE:** 5

**Budget:** \$638,183

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Metrics

2023 Key Performance Indicators	Values
Suspect or confirmed outbreaks investigated	142
Case investigations conducted	398
Animal bites or rabies investigations completed	630

## Accomplishments

- Established Rapid Interdisciplinary Dedicated Emergency Response Staff (RIDERS) team.
- Conducted measles contact investigation in partnership with three local health departments; ACHD's Nursing, Immunizations, and Emergency Response and Preparedness programs; and the Colorado Department of Public Health and Environment (CDPHE).
  - Assessed over 140 individuals for possible measles exposure.
- Conducted a hepatitis A case investigation and provided home vaccination visits to prevent others from contracting the disease.
- Provided rabies trainings were for our Adams County Municipal Animal Control Partners. These training provided: background on rabies epidemiology; guidance on procedures for animal bites, suspected rabies exposures, isolation, and quarantine measures; treatment; agency coordination; and local rabies data collection.

## COVID-19 Community Resource Program

The COVID-19 Community Resource Program supported the Adams County community by providing essential COVID-19 supplies and resources. Food and hygiene boxes were delivered to the homes of Adams County residents adhering to isolation guidelines. The team collaborated closely with community partners and organizations, distributing essential supplies such as at-home test kits, masks, hand sanitizers, educational flyers at events, and engaging in education initiatives to combat COVID-19 misinformation. This promoted accurate knowledge among our communities. Clients were also referred to and connected with different Adams County programs for a variety of resources, to ensure comprehensive community support.

In response to the epidemiology and funding of COVID-19, response activities were transitioned to meet the evolving needs of the impact of COVID-19 on individuals, families, and organizations. 2023 marked the end of universal case investigations and contact tracing. Staff continued COVID-19 education and support focused on outreach and increased support to priority populations like seniors, people living in congregate settings, and other cultural groups disproportionately affected by COVID-19 with the goal of transitioning COVID-19 activities into routine health department work and programming in May 2024.

### Accomplishments

- Distributed >115,000 COVID-19 test kits.
- Outreached to 1,141 organizations for partnerships.
- Participated in 210 community partner events.
- 273 Food Boxes delivered to the homes of Adams County residents.
- 258 Hygiene Boxes delivered to the homes of Adams County residents.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**Temporary Staff:** 5

**Budget:** \$785,925

Prior to the opening of ACHD, the BOH and the BOCC approved the COVID-19 program for 25 temporary staff and a budget of \$2,919,509 that carried over from Tri-County Health Department. At the end of 2023, the COVID-19 program had 5 temporary staff and a budget of \$785,925. The original federal Epidemiology & Laboratory Capacity (ELC) program ended on July 31, 2023, resulting in the decreased FTE and budget, and a continuation of the ELC program started on August 1, 2023 and ends April 30, 2024.



## Office of Public Health Emergency Preparedness and Response

The Office of Public Health Emergency Preparedness and Response (OPHEPR) Program at ACHD focuses on bolstering public health security by safeguarding against and responding to various threats, whether natural or human-made. This program plays a pivotal role in maintaining emergency operations and continuity plans, ensuring a seamless response to incidents affecting Adams County. Undergoing stringent federal and state evaluations, OPHEPR consistently tests its response capabilities through drills and real incidents, emphasizing ongoing enhancements. The program collaborates with regional partners including emergency services, fire departments, law enforcement and several interagency committees and work groups to foster a unified response framework across multiple counties in the Denver Metropolitan Area.

OPHEPR staff, in partnership with the Adams County Office of Emergency Management (OEM), participated in over 10 preparedness events to educate the community on responding to natural or human-caused disasters. OPHEPR and OEM hold monthly meetings to discuss emergency preparedness, response initiatives, and ongoing projects in Adams County. Both programs actively participate in each other's training sessions and exercises, sharing strategies to enhance mutual support during incidents. Additionally, OPHEPR consults with OEM to refine emergency response plans and clarify roles to prevent redundancy.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 4

**Budget:** \$464,813

Prior to the opening of ACHD, the BOH and the BOCC approved the OPHEPR program for 3 FTE and a budget of \$302,688. At the end of 2023, the OPHEPR program had 4 FTE and a budget of \$464,813; this change was due to an increase in the PHEP grant. All increases went through the formal BOH and BOCC approval process.

### Metrics

2023 Key Performance Indicators	Values
Health Alert Networks (HAN's) sent	16
HAN updates	1
CDPHE spill reports shared with Adams County Office of Emergency Management	60
Public Health Incident Management Team (PHIMT) trainings completed	2

### Accomplishments

- Participated in successful outreach events promoting the health department and citizen emergency preparedness, in partnership with the Adams County Office of Emergency Management.
- Kicked off Public Health Incident Management Team training and quarterly tabletop capability-based preparedness scenario workshops in order to prepare public health professionals to respond efficiently and effectively to various public health emergencies.

## Health Data and Geographic Information Systems

The Health Data and Geographic Information Systems (GIS) Program specializes in analyzing public health data by considering how communities, cultures, and the environment impact population health. Their focus involves collecting, managing, and analyzing health, demographic, and community data to communicate the complexities of health factors. Using GIS, statistical modeling, community engagement, and creative data dissemination, they provide a forward-thinking approach to health data analysis.

This program collaborates with various entities, including ACHD programs, elected officials, and the public, aiming to enhance awareness of the community's health status and the factors influencing it. Their multidimensional approach aims to construct meaningful narratives around health outcomes, incorporating both health and non-health datasets to paint a clear picture of community health concerns.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and General Funds

**FTE:** 5

**Budget:** \$664,772

Prior to the opening of ACHD, the BOH and the BOCC approved the Health Data and GIS program for 3 FTE and a budget of \$394,772. At the end of 2023, the Health Data and GIS program had 5 FTE (the 2 added FTE were funded through the ELC program) and a budget of \$664,772; this change was due to increased funding from the ELC program. All increases went through the formal BOH and BOCC approval process.

### Metrics

2023 Key Performance Indicators	Values
Total data requests received from ACHD programs and staff	278
Web-based applications developed (includes web-applications, websites, web-maps, and dashboards)	206
Surveys/data collection tools created	141

### Accomplishments

- Published ACHD open data site and made it publicly accessible.
- Created data-tracking systems and analytic reporting for COVID-19 team.
- Supported and trained a graduate student focused on maternal mortality.
- Developed municipal factsheets for the inaugural ACHD Elected Official Event for all municipalities.
- Completed data analysis for the 17th Judicial District related to firearm and sexual assault cases.
- Provided consultation services to Colorado Health Institute (CHI) on analysis of Colorado Belonging Barometer dataset.
- Began developing an 'integrated data system' to improve ease of access to data and support programmatic decision-making. The system will tie together data across the health department, leveraging both primary and secondary data, improving accessibility

for ACHD staff, partners and the public.

- Successfully collaborated, created, and implemented deliverables for every division across the health department. Deliverables provided include:
  - Data analytics
  - Data collection tools
  - Data visualization products (reports, dashboards, websites)
  - GIS mapping (static, web-based)
  - Programmatic workflows

# Environmental Health

Food Protection | Vector Surveillance | Body Art Inspections | Solid and Hazardous Waste | Water Quality | School Inspections | Childcare Inspections | Industrial Hygiene, Healthy Housing, Lead and Radon | Air Quality | Business Support and Informatics | General Environmental Health Services



The Environmental Health (EH) division focuses on preventing communicable diseases and environmental conditions that could be harmful to public health. Programs include Retail Food Inspections, Child Care and School Inspections, Swimming Pool and Spa Inspections, Onsite Wastewater Treatment Systems (Septic) Permitting, Body Art Inspections, Vector Surveillance, Community Air Monitoring, Healthy Homes/Indoor Air Quality, Solid Waste Landfill Inspections and Water Quality. The following services are conducted: education, consultation, complaint investigation, routine inspections and permitting, and work on regional air quality issues, including climate change and Environmental Justice.

## EH Administration Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 2

**Budget:** \$411,905

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

### Consumer and Environmental Protection Programs: Fiscal Year 2023

	Programs	Starting FTE	Ending FTE	Full	Funding Sources
Consumer Protection	Food Protection, Vector Surveillance, Body Art Inspections	14	14	\$2,133,599.74	State Grant, Inspection Fees, and General Funds
Environmental Protection	Solid and Hazardous Waste, Water Quality, School Inspections, Childcare Inspections, Industrial Hygiene, Healthy Housing, Lead and Radon	11	11	\$1,203,414.00	Inspection Fees, General Funds, Federal, State, and Local Contracts
				\$3,337,013.74	

Prior to the opening of ACHD, the BOH and the BOCC approved the Environmental Protection Programs for a budget of \$1,198,414. In 2023, the Radon Program received a \$5,000 grant from CDPHE and the Environmental Protection Programs ended the year with a budget of \$1,203,414.

## Food Protection

The Retail Food program aims to prevent foodborne illnesses originating from food prepared in licensed retail food establishments. Services provided to licensed facilities include risk-based inspections; review and approval of plans for new or extensively remodeled facilities; opening inspections and license approvals; response to complaints and investigations of foodborne illnesses; food safety education for restaurant and mobile food and special event operators; enforcement actions against facilities failing to meet safe food handling requirements; and assessment of damage to retail food establishments from disasters, such as fires or floods, to ensure a safe food supply. This program aims to enhance food safety through collaboration with state and local partners by standardizing food program data.

The Retail Food program also utilizes the Food and Drug Administration's (FDA) nine Voluntary National Standards (VNS) to enhance the services that are provided to the public. These standards identify program areas where an agency can have the greatest impact on retail food safety by promoting wider application of effective risk-factor intervention strategies; assist in identifying program areas most in need of additional attention; provide information needed to justify maintenance or increase in program budgets and staffing; lead to innovations in program implementation and administration; improve industry and consumer confidence in food protection programs by enhancing uniformity within and between regulatory agencies.

### Metrics

2023 Key Performance Indicators	Q1	Q2	Q3	Q4	TOTAL
Retail food establishment inspections	301	300	443	447	1,491



2023 Key Performance Indicators	Q1	Q2	Q3	Q4	TOTAL
Mobile retail food establishment licenses issued	89	101	37	44	271
Retail food establishment plan reviews approved	27	25	31	22	105

## Accomplishments

- Successfully invoiced 17,700 facilities last year and collected all license fees as a new health department, which generated \$661,103 in revenue.
- Awarded \$24,500 in grant funds through the National Environmental Health Association-Food and Drug Administration (NEHA-FDA) Retail Flexible Funding Model Grant Program to continue progress in achieving forward movement with the FDA Voluntary National Retail Program Standards. The FDA Voluntary National Retail Food Regulatory Program Standards helps in achieving national uniformity among regulatory programs responsible for retail food protection. Funding of the NEHA-FDA grant will begin in 2024.

## Vector Surveillance

The Vector Surveillance program aims to mitigate exposure and transmission of vector-borne diseases, which can have potentially fatal outcomes. In Adams County, diseases like Arboviral Encephalitis (including West Nile virus), plague, hantavirus, and tularemia are endemic. Due to the unpredictable nature of outbreaks, continuous surveillance of mosquito breeding sites is essential. The program conducts monitoring for diseases such as Western Equine Encephalitis, St. Louis Encephalitis, and West Nile virus through various means including mosquito and human surveillance, alongside mosquito testing. It also involves prairie dog mapping and die-off investigations to monitor plague presence. Services include environmental surveillance for arboviruses, mosquito trapping, identification and testing, animal specimen testing, public education and outreach, investigation of prairie dog colony complaints, hantavirus environmental investigations, and flea collection for plague testing.

## Metrics

2023 Key Performance Indicators	Q1	Q2	Q3	Q4	TOTAL
Number of complaints investigated	3	15	8	10	36

## Accomplishments

- Successfully hired a Vector Surveillance summer intern who completed mosquito light trapping, mosquito identification and laboratory analysis to test for West Nile activity in the Adams County community.



## Body Art Inspections

The Body Art Inspection Program objective is to eliminate or minimize disease-related risk associated with body art procedures and to protect consumers using licensed body art facilities in Adams County. Body art is the techniques of body piercing, tattooing, branding, sculpting, and scarification. Services included are facility annual routine health inspections, opening inspections of new and change-of-ownership facilities, maintaining facility records, complaint and outbreak investigations, public and stakeholder education and engagement, and enforcement as necessary.

### Metrics

2023 KPIs	Q1	Q2	Q3	Q4	TOTAL
Number of facilities	6	6	12	13	37
Number of complaints	0	0	0	0	0
Numbers of openings and plan reviews	3	4	2	1	10

### Accomplishments

- Completed full routine inspections of all facilities.
- Processed all changes of ownership of facilities.
- Collected all license fees from all 37 facilities.

## Solid and Hazardous Waste (Rocky Mountain Arsenal and Landfills)

Local health departments are authorized by Colorado law to assist in compliance activities for solid waste sites. ACHD performs oversight of solid waste disposal sites to ensure these facilities are properly constructed and operated to protect public health and the environment. The following services are conducted: investigate solid and hazardous waste complaints, monitor construction and operational activities at solid and hazardous waste disposal sites, participate on the technical advisory committees for designated Superfund sites, serve as a community liaison to responsible parties and regulatory agencies for solid and hazardous waste sites, respond to spills and emergencies involving hazardous materials to support local fire and law enforcement agencies 24/7, and inspection of waste tire generators.

The Rocky Mountain Arsenal (RMA) oversight program is included in the broader Solid and Hazardous Waste Program. The goal of the RMA program is to protect the community from short- and long-term environmental risks associated with the RMA's previous waste disposal activities and during ongoing operations and maintenance of the site. Off-post groundwater quality is monitored to verify there is no risk to the public through consumption of private well water and to verify RMA cleanup efforts continue to be effective. On-post remediation oversight is provided consistent with the provisions of the Certificate of Designation issued by Adams County on Sept. 29, 1997, and by specific agreements ACHD has with Adams County and with the Department of the Army. The following services

are conducted: sample and analyze water from selected private wells in the RMA off-post study area for contaminants; oversight of completed on-site waste disposal areas, caps and covers; act as liaison with affected communities in Adams County concerning RMA-related issues and the responsible parties (U.S. Army and Shell Oil Co.); and provide oversight of RMA remediation and monitoring activities.

The Solid and Hazardous Waste program, including the RMA oversight, is dedicated to managing the impacts of solid and hazardous wastes on human health and the environment. ACHD ensures waste disposal sites, both solid and hazardous, are properly constructed and operated through rigorous oversight. The RMA program specifically aims to shield the community from environmental risks tied to past and current waste disposal practices at the RMA, emphasizing the prevention of short- and long-term environmental risks.

## Metrics

2023 Key Performance Indicators	Values
Monthly inspections at Tower Landfill	12
Annual inspections at CSI, East Regional, and Clean Harbors Deer Trail Landfills	3
Inspections during linear construction at Tower Landfill	2

## Accomplishments

- Provided oversight removal of the Off-Post Groundwater Intercept Treatment System (OGITS). The OGITS plant has been replaced by two new treatment buildings, the First Creek Treatment System (FCTS) and the Northern Pathway Treatment System (NPTS).
- Provided oversight of a monitoring well that had become impacted by sand and was replaced with new well 25222 that was installed on Oct. 3, 2023, on the Enhanced Hazardous Waste Landfill.
- Provided consultation and oversight of construction of the FCTS. Construction was completed on May 15, 2023.
- Performed a Post-Demolition Inspection on Feb. 7, 2023 for which ACHD provided oversight of the Army demolition of Building 130.
- Sampled 11 private wells during the fiscal year 2023 (Oct. 1, 2022, through Sept. 30, 2023) for the ACHD Off-Post Private Well Sampling program.

## Water Quality

The Water Program focuses on water quality, onsite wastewater treatment systems (OWTS, i.e. septic systems), and recreational water (pools, spray pads, spas, and beaches) to prevent disease transmission introduced into ground, surface, or recreational waters. The program is involved in several aspects of water supply and quality including, but not limited to, drinking water, private well water, reclaimed water, gray water, storm water, and emerging contaminants such as per- and polyfluoroalkyl substances (PFAS).

The program tackles broader water-related issues through responding to complaints, investigating disease outbreaks like Legionella, supporting in contamination incidents, handling hazardous spills, participating in watershed meetings, and collaborating on emerging contaminant research.

The OWTS program assures wastewater from homes and businesses not served by a public sewer is adequately treated to prevent contamination of surface and groundwater. The following services are conducted:

- Permit and inspect all new and repaired OWTS
- Issue use permits after inspections are completed on existing systems by qualified wastewater professionals
- Investigate malfunctioning systems
- Consult with planning departments, homeowners, engineers, and installers
- Train and license OWTS contractors and cleaners

Recreational water features at aquatic venues and swim beaches have long been recognized as an efficient medium for the transmission of communicable diseases and are also subject to a variety of accidents/injuries. The following services are conducted:

- Bi-annual inspections of all public and semi-public swimming pools, spray pads, and spas
- Investigate complaints
- Plan reviews and opening inspections of newly constructed or remodeled pools, spray pads, and spas
- Respond to citizen complaints or concerns.
- Investigate Legionella and other water-related disease outbreaks
- Provide guidance/support to contamination incidents.
- Respond to spills involving sewage or hazardous materials to the ground or water.
- Participate in key watershed and stakeholder meetings
- Investigate emerging contaminants in collaboration with state and federal partners.

### Metrics

Key Performance Indicators	Q1	Q2	Q3	Q4	TOTAL
Number of OWTS permits issued	125	79	78	92	374
OWTS/septic system complaints investigated	-	-	-	-	7
Spill complaints investigated	20	10	14	9	53
Number of recreational water facility inspections completed	48	46	105	62	262
Recreational water facility ordered closures	9	9	11	11	40

## Accomplishments

- Received and followed up on over 50 spill complaints and reports.
- Worked alongside CDPHE on the statewide OWTS regulation revision process, with revisions taking place over the next several years.
- Applied for and received an environmental justice grant through CDPHE in the amount of \$147,890 in collaboration with two community partners: Womxn from the Mountain and Groundwork Denver. The purpose of the grant is to bridge the public trust of the public water supply in the disproportionately impacted communities within Commerce City and Thornton. This will be accomplished by holding public outreach meetings, providing education around PFAS and drinking water, and offering PFAS-removing filters to select communities impacted by PFAS. Funding of this grant will begin in 2024.

## School Inspections

ACHD will launch its regulatory school inspection program in fall 2024. This program will provide routine inspections for all Adams County public and private schools serving grades kindergarten through Grade 12. The intent of conducting school regulatory inspections is to prioritize the health and safety of students and staff by providing education to prevent potential accidents and exposures to hazardous chemicals, environmental hazards, and the spread of illness within our schools.

## Accomplishments

- Notified school district individuals via the ACHD schools' newsletter on September 18, 2023 and on the ACHD School partner webinar series on September 21, 2023 of ACHD's intention to perform on-site school regulatory inspections starting Fall 2024.
- Created the ACHD School Health Inspection web page on September 25, 2023 and posted information pertaining to ACHD's intent to perform on-site school regulatory inspections starting Fall 2024.
- Began staff training and shadowing CDPHE and Denver Health Department staff on regulatory school inspections.

## Childcare Inspections

The Childcare Program aims to safeguard the health and well-being of children by preventing the spread of infectious diseases and reducing environmental hazards in various licensed childcare settings, including childcare centers, preschools, before- and after-school programs, 24-hour care facilities, and summer camps. The program conducts routine and opening health inspections, site evaluations for room changes, investigates complaints, provides outbreak response and technical assistance, and reviews facility plans for newly constructed and extensively remodeled childcare facilities. It also offers ongoing training, support, and education to childcare operators and staff.

***“I have nothing but positive things to say about Adams County Health Department. I would love to have your [School and Childcare] inspectors over like a hundred times because I learn something every time you come out.”***

– Mona Kasim, Director of Little Boots Early Learning Center,  
in response to a routine inspection

### Metrics

2023 Key Performance Indicators	Q1	Q2	Q3	Q4	TOTAL
Total childcare facilities (operating)	-	-	-	-	236
Total routine inspections	57	50	53	64	224
Total follow-up inspections	11	15	32	35	93
Plan reviews submitted	0	1	1	2	4
Plan reviews completed	0	0	1	2	3
Openings completed	0	2	8	2	12
Change of ownerships completed	0	2	1	1	4
Site evaluations completed	1	6	13	0	20
Complaints	3	2	0	0	5

### Accomplishments

- Conducted shadow inspections with external representatives from Division of Early Learning, Licensing, and Administration (DELLA) and the Early Childhood Partnership of Adams County (ECPAC) as well as internally (Communicable Disease, EH Water, EH Retail Food, HESI) to obtain knowledge of internal and external department requirements for childcare facilities and enhance partnerships.
- Partnered with representatives from the U.S. EPA and ACHD Industrial Hygiene to deliver a virtual lead awareness educational session.
- Launched a programmatic webpage and quarterly newsletter to provide stakeholders with easy access to updated resources, guidelines, and information pertaining to healthy childcare environments.
- All school and childcare team members joined and participate in ACHD RIDERS.

## Industrial Hygiene, Healthy Housing, Lead and Radon

The Industrial Hygiene (IH) Program's target is to reduce indoor air hazards, support workplace health policies, reduce public exposures to hazardous contaminants and safety hazards, and reduce workplace injuries and illnesses. Good air quality is essential for safe and healthy living. Indoor air pollution is one of the top five health hazards. Major sources of indoor air pollution include combustion sources (such as gas furnaces and stoves), lead, asbestos, radon, mold, pests, and various chemicals. Asthma is on the rise due to inequities in access to good air quality, both outdoors and indoors. Poor indoor air quality is associated with poor housing conditions, characterized by improper maintenance, aging, or neglect, often observed in low-income communities. Consequently, there is a significant need to address respiratory illnesses and diseases, like asthma, in these target communities.

### Metrics

2023 Key Performance Indicators	Values
Housing complaints received and investigated	43
Number of methamphetamine properties investigated	20
Mold complaints received and investigated	61
Number of residential radon tests distributed	80

### Accomplishments

- The program created a regulation around methamphetamine protections in public housing which includes rental properties. The regulation gives authority for ACHD to manage closure of a property, ensure proper assessment by certified individuals, proper decontamination, and proper clearing of the property when methamphetamine contamination has been reported.
  - ACHD was awarded \$5,000 in grant funding from the CDPHE, which was used to procure 400 radon test-kits for the public. Radon has been named as the second leading cause of lung cancer by the U.S. EPA and the U.S. Surgeon General. The best way to protect the public from radon in residential homes is to test and provide mitigation education and resources.
- Provided air sampling for hazardous contaminants at the Colorado Air and Space Port, the Department of Motor Vehicles, and Flatrock Deputy training facility at the request of the counties Risk Management Division.
- By the end of 2023, the IH program responded to 66 complaints around mold, methamphetamine-affected housing, indoor air quality, and housing for ACHD and investigated 41 lead-poisoning cases for children.



## Air Quality - Love My Air (LMA)

The program equips community partners with low-cost sensors to measure particulate matter (PM<sub>2.5</sub>) and is in the process of adding nitrogen dioxide (NO<sub>2</sub>) to the sensor network. The cohort serves as a platform for sharing air quality updates, learning from experts, and discussing related topics. ACHD provides technical support, helping partners use sensor data to educate and inform communities about air quality and health impacts.

Data from the dashboards are publicly available to raise awareness about air quality topics and empower families and individuals to make behavior changes to protect their health and reduce pollution. The data dashboard for the sensors are live and available here: [denver.lovemymyair.com](https://denver.lovemymyair.com)

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 1

**Budget:** \$161,598

The position was created with a federal grant that started in June 2023 and continues through January 15, 2026.

### Metrics

2023 Key Performance Indicators	Values
Sensors calibrated, replacing old ones	20
New sensors calibrated	4
Air sensors deployed to partners sites throughout Adams and Arapahoe Counties	21
Monthly cohort meetings	12
Cohort partners supported	9

### Accomplishments

- Launched an air quality (AQ) webpage that highlights the AQ network and partners involved.
- Participated in planning and kick-off of the Commerce City – North Denver Environmental Justice Forum.
- Conducted a media event in coordination with the U.S. Environmental Protection Agency (EPA), CDPHE, Jefferson County, and the BOCC to promote the EPA Air Quality grant funds.
- Conducted public outreach or community engagement efforts (such as participated in City of Northglenn Sustainability Committee Climate Change Forum and podcast interview with the Denver Museum of Nature and Science).
- Calibrated new sensors with additional features to replace the old ones.
- Initiated a partnership with the City of Commerce City.
- Received Quality Assurance Project Plan (QAPP) from the EPA.

## Environmental Health Division Business Support and Informatics

EH Division Business Support and Informatics closely collaborate in financial management, technical guidance, data quality, security, and supporting financial operations like reconciliations and accounts receivable. They partner with Colorado Department of Public Health and Environment (CDPHE) for data analysis and enhance workflow processes, data entry, retrieval, and reporting for mandated and delegated EH programs. EH administration manages permit processes, interacts with the public, handles complaints, and assists the Spanish-speaking community. The core leadership team oversees environmental health activities, including financial oversight and data management.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 6

**Budget:** \$506,419

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## General Environmental Health Services

The General Environmental Health Services category encompasses a range of disease prevention program activities including Animal Control; Institutions and Public Accommodations; and general complaint and outbreak response. Services provided include educating on the risks of contracting rabies from domestic and wildlife animals, investigating disease outbreaks, and responding to and investigating complaints concerning mobile home parks, private housing, penal institutions, and public accommodations.

# Health Equity and Strategic Initiatives

School Health Policy and Prevention | Public Health Policy and Public Affairs | MCH | Behavioral Health Policy and Prevention | State Tobacco Education and Prevention Program | Communities Organizing for Prevention | Healthy Beverage Choices for All | Regional Health Connector | Housing Stability | Food Access and Systems | Health Enrollment Team | Public Health Planning and Evaluation



The Health Equity and Strategic Initiatives (HESI) Division serves as primary and expert resource for developing, establishing, and maintaining innovative evidence-informed, community-based public health promotion and disease prevention strategies identified through data analysis and community engagement. This is done through community health data and resource analysis; collaboration; and policy to advance individual, community, and social health improvement which address the systems that create or perpetuate exclusion, racism, and health injustice.

## HESI Administration Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 4

**Budget:** \$1,047,647

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## School Health Policy and Prevention

The School Health Policy and Prevention Program underscores the vital link between education and health outcomes, viewing educational attainment as a key social determinant of health. The program is instrumental in enhancing collaboration with schools by identifying their resource needs, facilitating partnerships, and developing comprehensive communication strategies informed by school feedback. It addresses the bidirectional impact between health and education, aiming to mitigate the negative effects of poor health on educational performance and capitalize on the benefits of education for improving health, income, social and psychological well-being, healthy behaviors, and overall community wellness. Acknowledging the broader determinants of health beyond healthcare services, the program adopts a holistic approach to support social connections, meaningful employment, and lifelong learning.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$117,600

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

### Accomplishments

- Participated in community engagement with school districts spanning from health fairs and back to school events (7), along with professional development presentations (3), and immunizations clinics (2). Additionally, initiatives like sexual health presentations (17 sessions), harm reduction efforts, problem-based learning panels (3), and tobacco/substance use prevention classes (11) were conducted, and we assisted with school tobacco signage fostering comprehensive health awareness within the educational communities.
- Encouraged school districts to participate in the Healthy Kids Colorado Survey through discussions with superintendents and a presentation to the Strasburg School Board.
- Conducted a thorough school tobacco policy scan.
- Sought to bolster collaboration and awareness, feedback from school partners regarding legislation that affected our schools and districts was actively solicited, fostering a more informed and responsive approach to policy impact.
- Formulated a robust communications plan using channels such as newsletters (8), webinars (7), and personalized letters to superintendents to effectively disseminate information.
- Created a Menu of Services for our School Partners and the Family and Child Services.
- Conducted surveys to gauge the efficacy of our communication strategies, ensuring adaptability and resonance with school partners' preferences.
- Engaged in diverse external workgroups and coalitions aligned with broader state initiatives for holistic child development, nutrition, mental health, and community engagement.
- Created the Internal School Task Force (ISTF) to share specific program goals for the 2023-2024 school year.



## Public Health Policy and Public Affairs

The School Health Policy and Prevention Program emphasizes the critical connection between education and health outcomes, recognizing educational attainment as a fundamental social determinant of health. The program plays a crucial role in fostering collaboration with schools by identifying their resource needs, facilitating partnerships, and crafting comprehensive communication strategies informed by school feedback. It addresses the reciprocal relationship between health and education, aiming to reduce the negative impact of poor health on educational performance while leveraging the benefits of education to enhance health, income, social and psychological well-being, healthy behaviors, and overall community wellness.

Through coordinated efforts, the program has provided immunization clinics for schools with low vaccination rates and connected school partners with the Health Enrollment Team to help students and families obtain health insurance coverage. ACHD has delivered health education on harm reduction, sexual health, and tobacco cessation, equipping students with the knowledge to make healthier lifestyle choices. ACHD staff have also engaged in problem-based learning as guest speakers and panelists, offering real-time feedback to students on their projects while gaining insights from student solutions.

Recognizing the broader determinants of health beyond healthcare services, the program adopts a holistic approach to support social connections, meaningful employment, and lifelong learning.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$127,846

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

### Accomplishments

- Worked in coalitions, led policy analysis, and lobbied to pass legislation that would improve the health of Adams County residents.
- Led advocacy on behalf of local public health agencies across Colorado to increase state per capita funding for LPHAs at the Joint Budget Committee from \$7.5 million/year to \$12 million/year (pending long bill approval).
- Petitioned the Colorado Board of Pharmacy to change rules for ACHD and other LPHAs to allow off-site administration of sexually transmitted infection (STI) medications. Rule passed with support from eight other LPHAs and went into effect statewide on March 16, 2024.
- Produced a Congressionally Directed Spending Request—in partnership with Performance and Business Excellence Division and Public Health Nursing—aimed at expanding harm reduction, sexual health, immunization, and WIC outreach services in rural and underserved areas within Adams County.
- Increased ACHD staff engagement at Colorado State Capitol on behalf of ACHD as subject matter experts.
- Facilitated inaugural municipal health policy that included 13 elected officials and participation from 7 municipalities.

## Maternal and Child Health

The Title V Maternal and Child Health Program (MCH) in Adams County is dedicated to enhancing the health and well-being of families through population-based and infrastructure-building strategies. Focused on primary prevention and early intervention, the program is committed to the health of women of reproductive age, infants, children, youth, and Children and Youth with Special Health Care Needs (CYSHCN), with racial equity, community inclusion, and upstream approaches as its strategic anchors. MCH emphasizes collaborative partnerships within ACHD, among direct service providers and with external organizations, to advance its mission. A key initiative, the Strengthening Families Partnership, aims to transition the child welfare system toward a more prevention-oriented and equitable model of child and family well-being, supported by a comprehensive service continuum.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 3

**Budget:** \$539,911

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

### Metrics


2023 Key Performance Indicators	Values
CYSHCN care coordination clients	22
CYSHCN information and referrals	137
Resource magnet distribution - total number provided	9,000
Resource magnet distribution - organizations and programs magnet provided to	25

### Accomplishments


- In collaboration with the Epidemiology and Data Science team, developed data dashboard for key MCH indicators.
- Established memorandum of understanding (MOU) for Strengthening Families Partnership that includes ACHD MCH Program, ECPAC, and Adams County Humans Services Prevention Unit and family leaders.
- Hired evaluation consultant to develop a logic model, evaluation framework, and plan for the Strengthening Families Partnership.
- Initiated changes in our phone tree to expand language options for easier access to an interpreter for limited English proficiency residents seeking services.
- Implemented language access project with the Nurse Support Program to determine which documents are vital and had them translated into top languages.



# RESOURCE HUBS




**ECPAC**  
 EARLY CHILDHOOD  
 PARTNERSHIP  
 OF ADAMS COUNTY




**ADAMS COUNTY**  
 COLORADO


Adams County Health Department (ACHD), Adams County Human Services (ACHS), and the Early Childhood Partnership of Adams County (ECPAC) are partnering to provide resources to all Adams County residents in these areas:




Overall Resources




[adamscountyresources.org](http://adamscountyresources.org)




Parent/Family Resources




[parentsthive.org](http://parentsthive.org)




[coloradoconnected.org](http://coloradoconnected.org)




Health Resources




Find a Medicaid or CHP+ Provider  
[healthfirstcolorado.com](http://healthfirstcolorado.com)



Find a Behavioral Health Provider  
[ownpath.co](http://ownpath.co)



Mental Health Resources



Colorado Crisis Services  
[coloradocrisiservices.org](http://coloradocrisiservices.org)  
Text "Talk" to 38255 or call  
1.844.493.8255

Maternal Mental Health Hotline  
Call or text 1.833.852.6262

988 Suicide & Crisis Lifeline  
Call or text 988

## Behavioral Health

The Behavioral Health Program collaborates with community partners to enhance mental health and well-being and to prevent suicide and overdose. Its focus is on uniting efforts across sectors to implement the ACHD Mental Health Promotion and Suicide Prevention Frameworks. These frameworks detail strategies spanning the behavioral health continuum, from promoting positive mental health and preventing the onset or progression of mental and substance use disorders, to intervention treatments, recovery, and the reclamation of good mental health. The staff assesses and communicates community needs; identifies gaps and solutions; analyzes and shares data, trends, and evidence-based practices; and leads in identifying barriers and implementing effective strategies. A priority is given to reducing mental health stigma, increasing access to and utilization of services, mitigating environmental, social, and economic factors that contribute to stress (for example, improving access to affordable housing and reducing food insecurity) and enhancing capacity within other sectors, including school districts.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and General Funds

**FTE:** 3

**Budget:** \$1,498,750

Prior to the opening of ACHD, the BOH and the BOCC approved the Behavioral Health program for 2 FTE and a budget of \$227,321. At the end of 2023, the Behavioral Health program had 3 FTE and a budget of \$1,498,750; this change was due to an allocation of ARPA funds. All increases went through the formal BOH and BOCC approval process.

ACHD received funding through the American Rescue Plan Act (ARPA) Tranche II funds to assess Adams County's behavioral health service continuum and determine the system's capacity to provide direct services and supports for people with the greatest needs. ARPA Behavioral Health funds will be distributed based on this assessment through four focus areas:

1. \$4.2 million ARPA Behavioral Health Services and Supports Response funds will be issued through community grants. Community grants will be directed toward gaps appropriately addressed through the time-limited nature of ARPA funds and in consideration of other available funding sources.
2. \$1.9 million ARPA Co-Responder Program funds will be issued through community grants to fill service gaps and support sustainability, best practices, and evaluation of programs. ACHD also convenes a Community of Practice for all Adams County co-responder programs to share best practices, lessons learned and increase uptake of standard tools to inform outcomes and sustainability.
3. \$1.2 million ARPA Training and Stigma Reduction funds will be issued through community grants to increase community capacity to recognize early signs of mental health distress, reduce mental health stigma, and respond compassionately and equitably to mental health needs, with a focus on populations experiencing inequities in mental health.
4. \$1.5 million ARPA Strengthening Families funds are allocated to the Early Childhood Partnership of Adams County (ECPAC) to promote the five protective factors for parents and caregivers and build out the Adams County Resource and Referral Hub model to connect families to support in times of need, as advised by the ECPAC Family and Caregiver Advisory Council. This project includes an external evaluator to track outcomes and plan for sustainability.

## Accomplishments

- Engaged community in mental health promotion and suicide prevention by establishing a network of community partners focused on behavioral health. This network reached over 60 partners and residents as part of the inaugural ACHD Behavioral Health Community Forum. In 2023, this network met 3 times.
- Established the Adams County Co-Responder Community of Practice, bringing together co-responder programs in Adams County to facilitate sharing of best practices, lessons learned, and standard evaluation tools to inform sustainability, alignment, and collaboration across jurisdictions.
- Hosted "Creating Hope Through Action" Mental Health Community event, in collaboration with the 17th Judicial District Attorney's Office, Anythink Libraries, and Community Uplife Partnership (CUP). This event focused on raising awareness, reducing the stigma around mental health, sharing experiences, and providing resources so all attendees had the confidence to take action to support others with their mental health and prevent suicide. 158 people engaged at the ACHD resource tables, and 136 care kits were provided to youth and adult community members.
- Increased capacity to support mental health by certifying two ACHD Mental Health First Aid (MHFA) instructors. Those instructors provided three MHFA classes for ACHD and the 17th Judicial District Attorney's Office staff, reaching a total of 47 Adams County employees. Additionally, seven ACHD staff completed a Youth Mental Health First Aid course.
- Addressed mental health stigma and health equity by partnering with Metro Denver Partnership for Health (MDPH) to support three community-based organizations. These

organizations reached populations demonstrating mental health stigma inequities to design and implement stigma campaigns for their communities.

- Launched new webpages providing community resources such as the ACHD mental health promotion and substance use prevention pages and their accompanying data webpages.
- Launched Adams County Behavioral Health Services Assessment to serve as a blueprint to inform how Adams County can improve availability, access, and acceptability of the behavioral health services continuum (to be completed April 2024).

## State Tobacco Education and Prevention Program

The State Tobacco Education and Prevention Program (STEPP) is focused on eradicating tobacco use and promoting health and racial equity across Colorado. Strategies align with three overarching goals: 1) reduce tobacco and e-cigarette use among youth and young adults, 2) protect diverse populations from secondhand smoke/vapor and tobacco waste, and 3) enhance tobacco cessation support for various priority groups including American Indian/Indigenous people, Black/African American people, Hispanic/Latino Men, Coloradans with behavioral health conditions, Lesbian, Gay, Bisexual, Transgender, Queer/Questioning-plus (LGTBQ+) people, Medicaid members, and rural residents.

Work under the STEPP grant includes partnering across sectors to implement municipal policy changes to prevent youth access to and initiation of nicotine products and eliminate secondhand smoke and vapor exposure. ACHD also works closely with schools providing education, resources, and guidance to develop vaping policies that are both equitable and supportive. Finally, ACHD responds to all secondhand smoke complaints from worksites, multi-unit housing, and public settings, with a health equity approach that considers the impact on both the complainant and the individual engaging in the smoking/vaping behavior.

### Fiscal Year 2023

**Funding/Revenue Source(s):** State Grants

**FTE:** 2.5

**Budget:** \$466,828

Prior to the opening of ACHD, the BOH and the BOCC approved the STEPP program for 1.5 FTE and a budget of \$201,561. At the end of 2023, the STEPP program had 2.5 FTE and a budget of \$466,828; this change was due to an increase in the STEPP budget. All increases went through the formal BOH and BOCC approval process.

### Metrics

2023 Key Performance Indicators	Values
School staff and nurses attended trainings on substance-use prevention and cessation tools	80
Student workshops provided for learning facts, myths, and tactics used by the tobacco industry	12
Number of students who attended the workshops	250

2023 Key Performance Indicators	Values
Number of youth and young adults who received cessation and prevention resources at local events	300
Dollar amount awarded to community partners and coalitions serving priority populations	\$35,000

## Accomplishments

- Completed a tobacco-focused community assessment process that included 19 key-informant interviews with representatives from community organizations, schools, faith-based institutions, and local government and eight listening sessions with a total of 291 youth and young adults from priority populations.
- Partnered with Boys and Girls Club of Metro Denver to implement UpRISE, a justice-focused civic engagement program, at three of its locations:
  - Boys and Girls Club Metro Denver Commerce City (Suncorp)
  - Boys and Girls Club Metro Denver Brighton
  - Boys and Girls Club Metro Denver Westminster 1
- Facilitated the development of a youth coalition and supported their work to pilot and implement a vaping awareness campaign in Adams 12 Five Star high schools.
- Partnered in Aurora with Arapahoe County Public Health and Compound of Compassion to offer Safe Zones, a series of summer events for teens and their younger siblings to safely connect, play, learn, and eat.
- Supported rural partners and I-70 Corridor Communities Organizing for Prevention Coalition to create and install a mural project promoting social connectedness and substance-free living in Trupp Park, Bennett.

## Communities Organizing for Prevention

Communities Organizing for Prevention (COFP) is an evidence-based prevention system that builds the capacity of community members, through a multi-year process, to address the underlying causes of youth health and behavioral problems. The COFP model includes a method for building a diverse community coalition, a process for analyzing data and recognizing community problems; a tool for identifying community assets and resources; a technique for assessing and prioritizing risk and protective factors, and a procedure for setting goals, implementing strategies; and evaluating progress. Two keys to the success of any COFP community coalition are active youth participation and a strong leader (aka COFP Mobilizer). Funded by ACHD and hosted by Bennett Park and Recreation District, The I-70 Corridor COFP Coalition possesses both.

The I-70 Corridor COFP Coalition is led by a dedicated COFP Mobilizer, a local resident with a vested interest in the community. The associated youth group, Teens for Change, is facilitated by an experienced ACHD public health professional in accordance with the principles of Positive Youth Development. The COFP Coalition, together with Teens for Change, strives to provide equitable opportunities for improving youth health in schools, families, and community through educational outreach focusing on youth substance use prevention and safety for all.

### Fiscal Year 2023

**Funding/Revenue Source(s):** State Grants

**FTE:** 2

**Budget:** \$206,484

Prior to the opening of ACHD, the BOH and the BOCC approved the COFP program for a budget of \$102,838. At the end of 2023, the COFP program had a budget of 2 FTE and a budget of \$206,484; this change was due to an increase in COFP funding. The increase went through the formal BOH and BOCC approval process.

### Accomplishments: I-70 Corridor COFP Coalition

- Completed the COFP process to identify and prioritize risk and protective factors and identified evidence-based strategies and programs to align with the selected factors:
  - **Risk Factor:** Limited economic opportunity
    - Selected strategies:
      - Build community support to alter the physical environment
      - Facilitate hot-spot mapping to increase community organization
      - Make community assistance programs and resources more accessible to eligible families
  - **Risk Factor:** Limited parental supervision for any reason
    - Selected program:
      - Engage schools to implement Raising Healthy Children
  - **Protective Factor:** Family opportunities for prosocial involvement
    - Selected strategy and program:
      - Build public support for and organize family-friendly community events
      - Engage schools to implement Raising Healthy Children

## Accomplishments: Teens for Change

- Presented at Bennett’s State of the Town, alongside the Mayor and Town Manager.
- Organized a spring community clean-up event.
- Planned and launched a community asset-mapping project.
- Conducted a youth community assessment during Bennett Days.
- Hosted a Youth Soapbox Night, a safe space for youth to voice their opinions and vote on community priorities.
- Participated in Trupp Park Mural Project and facilitated community engagement with the project by implementing a creative voice-gathering initiative. Project partners included Corridor Creative Arts League, Town of Bennett, COFP Coalition, and the State Tobacco Education and Prevention Partnership Program.

## Healthy Beverage Choices for All

Seven local public health agencies, including ACHD, launched the Healthy Beverage Choices for All (HBC4A) campaign in 2023, building on five years of policy ground-softening efforts conducted by the Healthy Beverage Partnership. The HBC4A campaign focuses on the adoption and implementation of evidence-based municipal policy strategies that limit access, availability, and marketing of sugary drinks to youth and young adults —to prevent chronic diseases in populations most burdened by too much weight for health, type II diabetes, heart disease, cancer, and high blood pressure. Led by Public Health Institute at Denver Health, the Healthy Beverage Partnership also includes Arapahoe, Boulder, Garfield, Jefferson, and Pueblo County Health Departments.

The Healthy Beverage Partnership relies on local coalitions to lead the design and direction of education and awareness building on why sugary drinks are harmful to health and lead to health disparities and how local communities can enact policies to decrease consumption. Campaign strategies include conducting assessments to identify interest and support for sugary drink reduction policies; developing tools and guides in partnership with the community to increase awareness of sugary drink reduction policies; and engaging communities in rural and semi-urban counties to adopt and implement Healthy Drinks in Kids’ Meal ordinances, an evidence-based strategy that decreases the marketing of unhealthy beverages to children.

Healthy Drinks in Kids’ Meal (HDKM) policies ensure the default beverage that is served with a bundled kids’ meal (a kids’ meal that includes a drink) will be a healthy option of either unflavored milk or water. Providing healthy default options on kids’ menus is proven to lead to families selecting these drinks, while maintaining personal choice. The Healthy Beverage Partnership has successfully passed the HDKM policy in Lafayette, CO (2017), Longmont, CO (2021), and Golden, CO (2022), with anticipated adoption by the City of Denver in 2024.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and State Funds

**FTE:** 1

**Budget:** \$100,000

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.



## Accomplishments

- Engaged youth and community to form a coalition, conduct an advocacy campaign, do a policy briefing, and present to Northglenn City Council on the benefits of adopting a HKDM ordinance.
- Partnered with a community-based organization, Kids in Need of Dentistry (KIND), to increase awareness of the negative effects of sugary drink consumption by young children.
- Provided \$18,000 to support KIND's engagement, education, and advocacy efforts to promote the HBC4A campaign.

## Regional Health Connector

The Regional Health Connector (RHC) aims to improve health in Adams County by connecting the systems that keep communities healthy, including primary care, hospital systems, public health, social services, and other community resources. The RHC works at the systems level to bridge connections and leverage community assets and resources to address community needs. The RHC also serves as a liaison to physician's offices, hospitals, community organizations, and social services organizations, creating partnerships that lead to healthier communities and healthier practices throughout Adams County. Performing a local needs assessment, the RHC develops a locally tailored project to address a need in the county in partnership with healthcare providers.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Private Grants, State Grants and General Funds

**FTE:** 1

**Budget:** \$107,906

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Accomplishments

- Restarted the Adams County Health Alliance with the goal to collaborate, build relationships, and share resources to address expansion of access to quality, timely healthcare throughout Adams County.
- Health Alliance met quarterly and had an average of 70 participants per meeting.
- Sent out a monthly resource newsletter to over 280 recipients to share community resources, training opportunities, funding opportunities, etc. with the Adams County Health Alliance membership to support the expansion of access to health care for Adams County communities.
- Partnered with Adams County nonprofit, Big Waves, Inc. to bring gun locks to the Adams County 17th Judicial District Criminal Justice Coordinating Council gun lock giveaway event in Adams County, which resulted in 60 gun locks given away to community.

## Housing Stability

The Housing Stability program is devoted to recognizing housing not only as a fundamental human right but also as an essential component of healthcare. This program serves to support Adams County's community needs for planning, system navigation, and response to the COVID-19 pandemic. The COVID-19 pandemic has disproportionately affected populations placed at higher risk and who are underserved, including racial and ethnic minority groups, and people living in rural communities who are at higher risk of exposure, infection, hospitalization, and mortality, as well as barriers to accessing testing and vaccination. This program will expand and/or continue prevention resources and services to reduce COVID-19 related disparities among affected populations, build/leverage/expand support for COVID-19 prevention, and advance health equity and address social determinants of health as they relate to COVID-19 health disparities.

Central to achieving these objectives is the vision of creating a community free of cost-burdened households. This includes preserving affordable housing close to employment hubs, public transportation, and community resources, such as mobile home parks. The program advocates for robust tenant protections against displacement, including just-cause eviction ordinances, anti-harassment measures, affordable legal aid, and rent control, alongside promoting affordable homeownership opportunities through models like community land trusts.

Furthermore, the program emphasizes the necessity of an affordable rental supply responsive to market conditions. This involves focusing development efforts in "high-opportunity" areas, securing federal subsidies, and supporting policy to prevent the decline and financial instability of existing affordable housing. Collaborations with the Adams County Community Safety and Well-Being (CSWB) Department and the Adams County Community and Economic Development (CED) Department are vital for obtaining Neighborhood Stabilization Program funding to acquire and rehabilitate multifamily rental properties, which will increase the availability of affordable housing units. Additionally, the program is committed to enhancing the environmental quality and safety of affordable housing communities. This includes promoting the use of green building materials and techniques to mitigate negative health outcomes, enforcing housing codes to restrict harmful chemicals, and amending building codes to ensure landlords meet basic living standards for tenants. Through these strategic efforts, the Housing Stability program aims to create a healthier, more stable living environment for all Adams County residents.

The program has also collaborated with Adams County Human Services Economic Mobility Division's Homelessness Reduction and Support Workgroup, to prepare a proposal for a day shelter in Adams County that will be inclusive and focused on permanent housing solutions for our houseless community members. Additionally, the program focuses on ensuring families and older individuals can maintain stable, secure housing. The program heavily invests in community partnerships, fostering strong one-on-one relationships and actively participates in a variety of committees, councils, and workgroups.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 1

**Budget:** \$72,310

The Housing Stability program was not part of the starting budget and was added as part of the Housing Development Grant Fund, which started on August 29, 2023 and goes through May 31, 2024. The addition of this program went through the formal BOH and BOCC approval process.

### Accomplishments

- Distributed 1,082 COVID-19 test kits; 3,760 surgical masks; and 240 COVID-19/Housing Resource info magnets to ACHD Health Enrollment Team; Almost Home; Growing Home;

Amigos de Mexico; McKinney-Vento Liaisons for Adams 14, Adams 12, Westminster Public Schools, and New Legacy Charter.

- Distributed materials during community partner events including ACHD World AIDS Day, Operation Freebird, Center for African American Health Expo, and Compound 4 Compassion Easter Egg Hunt.
- Distributed COVID-19 info magnets in four languages: Dari, Hmong, Spanish, and English.
- Proposed populations to work with have been identified as mobile home park communities, high mobility youth and families, and older homeowners and renters in Adams County.
- Submitted grant proposal to the Health Disparities and Community Grant Program.
- Supported cross-divisional policy and project with Environmental Health.
- Connected with homeless student liaisons for all Adams County school districts.
- Completed the planning phase for housing stability survey series with both Montview Elementary and Crawford Elementary families.

## Food Access and Systems

The Food Access and Systems program is dedicated to fostering equitable, resilient, and just food systems across Adams County through policy, systems, and environmental change. The approach encompasses three evidence-based strategies to achieve this: food access program oversight; policy and advocacy; and working across divisions, departments, and organizations for positive food systems; and environmental change. Food access programming includes the oversight of a local food access farmers market (“Healthy Farmers Markets”), collaboration on produce box delivery programs for WIC program recipients, and engaging in cross-county partnerships for produce prescription programs. Policy and advocacy efforts include fostering collaboration and convening partners for the implementation of food system change policies, with a focus on initiatives led by the community and community partners. These efforts also involve offering technical assistance, support, and resources to elevate and support the work of community partners, as well as investigating the potential to establish an Adams County food policy council or coalition. Systems and environmental change include community food asset mapping and implementing food system resilience planning.

The program partners closely with Adams County Human Services for several programs, most notably the Healthy Farmers Markets. Both departments serve on the Healthy Farmers Markets Steering Committee, with the Human Services providing full funding for the 2023-2026 seasons through the ARPA funds. Other partnerships include monthly Adams County Food Security convenings between the two departments, collaborating to attend resource fairs that request food access resources, and a joint food security grant review team. The Food Access and Systems program also meets with the CSWB Department to collaborate on and create alignment of any food access work happening throughout the county.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$116,318

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Metrics

2023 Healthy Farmers Markets KPIs	Values
Attendees	6,691
Dollar amount of produce given to community members	\$74,120
\$20 vouchers provided	3,374
\$5 vouchers provided	1,328
Zip codes identified as USDA low-income/low-access areas that were served	12
Families enrolled in WIC who received alt-weekly produce boxes (6/21/2023 – 12/15/2023)	146
Dollar amount of local produce and food delivered to the doorsteps of these families (\$46 per box)	\$83,950

## Accomplishments

- The Healthy Farmers Market Steering Committee included representatives from ACHD, Adams County Human Services, American Heart Association, Anythink Libraries, City of Thornton, and East Denver Food Hub.
- The Healthy Farmers Market Steering Committee ran their first Community Listening Sessions in November, with 28 total participants attending.
- The Healthy Farmers Markets have been identified as one of the highest WIC Farmers Market Nutrition Program redemption markets statewide.
- The Healthy Farmers Market Steering Committee hired their first market manager in June 2023.
- ACHD developed a strong relationship with Rep. Caraveo's local staff, participating in three Food Access and Nutrition Education roundtable discussions in 2023, and serving as a local liaison to invite other and community-based organizations to the table.

## Health Enrollment Team

The Health Enrollment Team dedicates itself to fostering community engagement and improving access to health care coverage for individuals aged 0-64. This group facilitates insurance applications and promotes health insurance literacy for children, adults, and pregnant women eligible for Medicaid, Child Health Plan Plus (CHP+), or Connect for Health Colorado. Their efforts include educating on accessing both medical and non-medical services, such as food, housing, and transportation. The team assists in determining eligibility for coverage programs, guiding individuals through the application process for Medicaid, CHP+, or Connect for Health Colorado, addressing any application issues, and helping maintain coverage through life's changes.

The Health Enrollment Team, in collaboration with the Adams County Human Services team, established a strategic partnership that significantly streamlined Medicaid and CHP+ application processing, thereby enhancing our service delivery and operational efficiency.

### Fiscal Year 2023

**Funding/Revenue Source(s):** State and General Funds

**FTE:** 6

**Budget:** \$502,095

Prior to the opening of ACHD, the BOH and the BOCC approved the Health Enrollment Team for 5 FTE and a budget of \$452,095. At the end of 2023, the Health Enrollment Team had 6 FTE and a budget of \$502,095; this change was due to increased funding from Connect for Health Colorado. All changes went through the formal BOH and BOCC approval process.

### Metrics

2023 Key Performance Indicators	Values
Community events attended	32
People reached with health coverage information at events	4,500
Enrollment appointments completed	781
Medicaid presumptive eligibility applications	10
CHP+ presumptive eligibility applications	31
Emergency medicaid applications	5
Medicaid applications	170
Individuals enrolled in CHP+	22
Medicaid change forms	40
Medicaid redeterminations completed	20
Add-a-baby medicaid benefits	129
Look up support (client inquiries that don't lead to enrollments)	1,408
Enrolled in qualified health plans in Connect for Health Colorado	273

## Public Health Planning and Evaluation

The Public Health Planning and Evaluation team works to ensure ACHD collaborates with the community to identify and actively address issues impacting the health of our population. The team manages the community health assessment and community health improvement planning (CHIP) processes at the department, coordinating and supporting the Adams County Thriving Communities Collective (ACTCC) and its efforts to improve economic security, health and housing, and access to care for all people in Adams County. Additionally, the team provides assessment, evaluation, and planning support to various programs within the department, ensuring adherence to evidence-based practices and the delivery of innovative, high-quality public health research, practice, assessment, and evaluation.

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 2

**Budget:** \$341,153

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

***"I'm excited to see how Adams County continues to grow with practical and real-world interventions/assistance and moving beyond lip service to improve health and quality of life."***

—CHIP Community Partner Survey

### Planning and Evaluation Accomplishments

- Assisted with data collection and written context for multiple successful grant applications.
- Helped with evaluation plans and survey preparation/distribution for ACHD programs.
- Supported the CTC youth project with a presentation on question development and surveys.
- Provided assistance and guidance on logic model development to ACHD programs.

### Community Health Improvement Plan (CHIP) Accomplishments

- Established ACTCC to guide, lead, and create the Community Health Improvement Plan (CHIP). There were over 40 participants in the coalition, including resident leaders.
- Completed Colorado Health Assessment and Planning System (CHAPS) phases 4 (assess capacity) and 5 (prioritization), and began phase 6 (create CHIP).
- Partnered with Community:
  - Held 16 focus groups with 131 residents in partnership with five community-based organizations (CBO).
  - Completed two community surveys with a total sample of 1,429 respondents.
- BOH approved three priority areas (Access to Care, Economic Security, and Housing) and their vision statements in January 2024.



# Nutrition and Family Health

The Supplemental Nutrition Program for Women, Infants, and Children | WIC Breastfeeding Peer Counselor Program | Supplemental Nutrition Assistance Program (SNAP) Outreach Program | Adams County Diabetes Education and Prevention Program



The foundation of the Nutrition and Family Health (NFH) Division and programs within focus efforts on education; food access; community referrals; and advocacy related to diet, health, and nutrition across the lifespan. All programs contribute to the prevention of chronic conditions such as diabetes, obesity, and cardiovascular disease; promote food security with increased access to nutritious foods; and protect the health of families who can grow out of difficult social and economic circumstances.

## NFH Administration Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 3

**Budget:** \$369,926

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

# Supplemental Nutrition Program for Women, Infants, and Children

The Supplemental Nutrition Program for Women, Infants, and Children (WIC) program provides healthy foods, nutrition education, breastfeeding guidance, and community resources to over 10,000 income-eligible pregnant, postpartum, and breastfeeding individuals; infants; and children up to five years old throughout Adams County. WIC’s primary interventions lay the foundation for health promotion and disease prevention during critical periods of growth and development. Historically, as one of the nation’s most successful public health nutrition programs, participation in WIC has contributed to healthcare cost savings and improvements in maternal and infant health outcomes, including the reduction of preterm births and the delivery of low birthweight babies. Additionally, research shows WIC families are more likely to eat healthier.

## Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and State Funds

**FTE:** 24.85

**Budget:** \$2,638,332

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Metrics

### WIC Benefits Spent and Number of Stores, Adams County, 2019-2023

KPIs	2019	2020	2021	2022	2023
WIC Dollars Spent	\$6,408,764.80	\$5,980,622.77	\$5,459,197.45	\$8,774,504.65	\$11,384,217.38
Participating Stores	37	37	35	40	41

### Benefit Spending By Quarter 2023

KPIs	Q1	Q2	Q3	Q4
WIC Dollars Spent	\$2,271,387.24	\$2,485,626.06	\$2,636,699.20	\$3,071,006.84
No. of Participating Stores	41	41	41	41

### WIC Client Caseload by Office Location, 2023

City	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Bennett	109	107	103	99	95	94	93	95	96	107	117	128
Brighton	1,242	1,272	1,308	1,311	1,350	1,351	1,356	1,385	1,426	1,407	1,389	1,386
Commerce City	1,763	1,765	1,852	1,883	1,947	1,994	2,038	2,082	2,122	2,107	2,111	2,100
North Broadway	2,820	2,833	2,957	2,969	3,000	3,084	3,086	3,077	3,196	3,161	3,162	3,177
Westminster	3,691	3,696	3,792	3,852	3,916	3,935	3,908	3,951	4,029	3,992	4,010	4,087
ACHD Totals	9,625	9,673	10,012	10,114	10,308	10,458	10,481	10,590	10,869	10,774	10,789	10,878

## Accomplishments

- Welcomed clients back for in-person appointments in October after three-years of virtual visits once the COVID-19 public health emergency waivers lifted on Sept. 30, 2023.
- Provided appointments in a hybrid format offering the flexibility to complete many program requirements through a remote service delivery model.
- Built a standing partnership with Metropolitan State University of Denver's Department of Nutrition to host dietetic interns for six weeks in the WIC program.
- Hosted fourth-year medical students from University of Colorado School of Medicine to support educational competencies related to a breastfeeding management elective rotation.

## WIC Breastfeeding Peer Counselor Program

The Breastfeeding Peer Counselor Program seeks innovations to provide education, resources, pumps, and tools to help WIC mothers and individuals achieve their breastfeeding goals. The team participates in support groups and community breastfeeding events, finds community resources for WIC participants, and coordinates client care with WIC educators and dietitians. Peer counselors use an automated texting platform to send educational texts at regular intervals throughout the prenatal and postpartum periods, which also allows for two-way texting between the peer counselors and the program.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 2.75

**Budget:** \$265,000

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Metrics

ACHD Breastfeeding Peer Counselors Metrics 2023	Values
Total Client Contacts	5,512
Average Monthly Caseload	753
End-of-Year Caseload	836
Number of Electric Breast Pumps Loaned	470
Number of Single User Pumps Distributed	29

ACHD WIC Program Breastfeeding Initiation and Duration Rates 2023	Values
Breastfeeding initiation rate among WIC participants	81%
Rate of breastfeeding at three months postpartum among WIC participants	53%
Rate of breastfeeding at six months postpartum among WIC participants	43%

Other ACHD Breastfeeding Programs Metrics 2023	Values
Total regional virtual breastfeeding class attendees	29
Total ACHD Baby Café attendees	18
Total certified lactation counselor (CLC) on-call referrals	78
Number of medical students and interns attending breastfeeding management rotations	13

**Accomplishments**

- The Nutrition and Family Health Division worked with the Adams County People and Culture Department to make Adams County a lactation-friendly workplace, providing prioritized lactation spaces in all county facilities.

**Supplemental Nutrition Assistance Program Outreach**

The SNAP Outreach Program, formally called SNAP PEAS (Partners Engaging in Application Services) directly works with WIC clients to help them apply for SNAP benefits. WIC program staff are cross-trained to provide remote or in-person application assistance as a way to help families overcome barriers to accessing the SNAP program. By having close relationships with clients, especially in the WIC Program, SNAP programs are able to increase ease while supporting additional access to food benefits.

**Fiscal Year 2023**

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 0.9

**Budget:** \$73,511

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

**Metrics**

**Completed SNAP Applications**

Time Frame	Number of Applications
January - December 2023	450



# Adams County Diabetes Education and Prevention Program

The Diabetes Education and Prevention Program aims to enhance awareness and access to programs that foster healthy lifestyle habits; reduce rates of prediabetes, diabetes, and diabetes-related complications; and decrease healthcare costs associated with these conditions. The program’s target population includes under- or uninsured individuals without other means of accessing these services, in addition to those at high risk of health inequities, diabetes, and other chronic diseases. The team maintains relationships with 20 partners including primary care practices, community-based organizations, recreational centers, businesses, and churches to outreach, promote, recruit for, and offer the following two programs: Diabetes Self-Management Education and Support (DSMES) and the CDC evidenced-based National Diabetes Prevention Program (NDPP), marketed by ACHD as Journey to Wellness.

Diabetes education and prevention services are provided in English and Spanish and offers in-person and virtual options. Program staff also participate in state-level workgroups that influence awareness and sustainability of access to DSMES and NDPP for all Colorado residents.

## Fiscal Year 2023

**Funding/Revenue Source(s):** State Funds

**FTE:** 4

**Budget:** \$475,402

Prior to the opening of ACHD, the BOH and the BOCC approved the Diabetes Education and Prevention Program for 1.7 FTE and a budget of \$191,870. At the end of 2023, the Diabetes Education and Prevention Program had 4 FTE and a budget of \$475,402; this change was due to an increase in funding from State Cancer, Cardiovascular and Pulmonary Disease (CCPD) Amendment 35. All increases went through the formal BOH and BOCC approval process.

## Metrics

2023 KPIs	Values
NDPP participants enrolled in classes	68
DSMES participants enrolled in classes	105

## Accomplishments

- Of NDPP completers in 2023, 66% met or exceeded the CDC-determined outcome goals of achieving a body weight loss of 5%+, weight loss of 4%+, and achieving 150 minutes of physical activity each week or an Hgb A1c reduction of 0.2%. Average decrease in Hgb A1c for DSMES clients in 2023 was 1.7%
- Insight Media and Colorado and Company provided a media segment on healthy lifestyle approaches to prevent diabetes interviewing staff from the Diabetes Education and Prevention Program.

## Participant Quotes

- NDPP Participant reports: “I had my A1c checked last Thursday. It is now at 5.7%, down from 6.3%!!!! I am so happy. It definitely went in the right direction! I am totally embracing

the changes and am so grateful for your input, help, and encouragement! The class has made a huge difference for me!

- DSMES participant: "I have had diabetes for five years. I have never had diabetes, or things I can do to help manage my diabetes, explained to me so well. It was wonderful having time with an educator, having conversations instead of quick answers, and learning from other class participants. I feel like I have learned more from this class experience than I have from anything else in the last five years. I feel encouraged that I can have a healthy future because of what I have learned."
- NDPP participant writes "I have a great update. I had my A1c checked again last Friday. It is now down to 5.6%. Yay! This is an encouragement to keep moving forward with my smart goals. This is down from the 6.3% back in May. Also, I have had a weight drop of 11 lbs. since starting the program. Thank you for all your support and encouragement! What you do matters greatly!"



# Nursing

Immunizations | Nursing Training and Quality Improvement | Child Fatality Review/Child Maltreatment Prevention | Nurse Support Program | A Program for Children and Youth with Special Healthcare Needs | Nurse Family Partnership | Harm Reduction and HIV Prevention | Sexual Health



Public Health Nursing involves applying nursing principles and practices to promote and protect the health of our community. The Nursing Division is multifaceted and includes several essential programs: home visitation and care coordination programs, sexual health, harm reduction, and immunizations. Each program consists of a combination of clinical skills, prevention strategies, community engagement, and a deep understanding of public health principles that address determinants of health.

The Nursing Division launched a new Electronic Health Record (EHR) system. It was and remains a significant undertaking, with far-reaching implications for client care, operational efficiency, and divisional performance. Launching a new

## Nursing Administration Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 6

**Budget:** \$1,260,762

Prior to the opening of ACHD, the BOH and the BOCC approved the Public Health Nursing Division for 5 FTE and a budget of \$1,162,948. At the end of 2023, the Public Health Nursing Division had 6 FTE and a budget of \$1,260,762. This increase was due to an internal transfer of FTE and budget.

EHR while simultaneously starting a health department is noteworthy because it requires planning, training, and several resources.

This core leadership team is responsible for oversight, planning, implementation, and evaluation of all nursing activities and programs. This division operations team is also responsible for financial oversight, data collection and management, grant and contract management, medical procurement, informatics, revenue management, and program evaluation.

## Immunizations

The Immunizations Program, in partnership with the ACHD OPHEPR, and Communicable Disease Surveillance Program, is responsible for providing clinical response to vaccine-preventable disease outbreaks such as hepatitis A, meningitis, and measles. In addition, this program monitors the compliance of Colorado Board of Health Rule 6 CCR 1009-2 related to the requirement of schools and licensed childcare facilities to report aggregate immunization data to the CDPHE annually. The Immunization Program provides low-to- no cost, safe, and effective vaccines to infants, children, and adults for all recommended immunizations. On-time vaccination is an important way to help prevent potentially life-threatening illnesses.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Revenue, Federal, State, and General Funds

**FTE:** 11.5

**Budget:** \$1,399,065

Prior to the opening of ACHD, the BOH and the BOCC approved the Immunizations program for 9.5 FTE and a budget of \$1,295,457. At the end of 2023, the Immunizations program had 11.5 FTE and a budget of \$1,399,065; this increase was due to being awarded a NACCHO grant. All increases went through the formal BOH and BOCC approval process.

### Metrics

Immunization Visits	Values
Immunization Program visits	1,907
Off-site clinics visits	552
Sexual Health Program visits for immunizations	9
<b>Total</b>	<b>2,468</b>

Vaccinations Administered by Program/Location	Values
Immunization Program	4,771
Sexual Health	11
Off-site clinic	850
<b>Total</b>	<b>5,632</b>

2023 COVID-19 and Influenza Vaccinations	Values
COVID-19	993
Influenza	910

2023 Client Demographics	Values
Clients who identify as Hispanic	64%
Clients who identify as non-Hispanic	36%
Clients whose primary language is English	43%
Clients whose primary language is Spanish	48%
Clients whose primary language is Other	9%

## Accomplishments

- Supported 11 community outreach events that resulted in 487 clients served and 1,020 vaccinations administered.
- Partnered with Harm Reduction, Sexual Health, Health Enrollment, and COVID-19 Outreach Team to connect clients with other ACHD services.
- In November, began hosting on-site after-hours clinics on the second Tuesday of every month, offering alternative timing options (open until 7 p.m.) for community members in need of immunizations.

## Child Fatality Review/Child Maltreatment Prevention

The Colorado Child Fatality Prevention Act mandates local county review of all preventable child deaths. ACHD designates a Public Health Nurse to facilitate the review of child fatality cases within Adams County, resulting in the development of prevention strategies. This work is done with Child Fatality Review Teams recruited across multiple public health, law, emergency services, medical, and education fields. The review teams use a public health approach to prevent child deaths by aggregating data from individual cases, describing trends and patterns of deaths, and recommending prevention strategies. Cross-county strategies may include recommendations to increase access to adolescent behavioral health treatment for suicide prevention, parental support to build awareness of warning signs of substance use, or gun safety.

### Fiscal Year 2023

**Funding/Revenue Source(s):** State and General Funds

**FTE:** 1

**Budget:** \$135,000

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Accomplishments

- Staff participated in gun safety prevention research and cross-county collaboration to enhance community impact.
- Completed 36 assigned child fatality cases by collecting case data, reviewing data, and documenting prevention strategies.

## Nurse Support Program

The Nurse Support Program at ACHD works in partnership with Adams County Human Services to provide Adams County pregnant and parenting families individualized support, education, resources, and care coordination to help them be their strongest. Nurse Support Program public health nurses work with families referred by county human services to provide professional assessments and collaborate with county case workers. Families are eligible if they meet income requirements, are pregnant, or parenting a child under six months and live in Adams County.

***“It’s the best feeling to have support and attention at home. We love our nurse and everything she did for us.”***

– Nurse Support Client

### Fiscal Year 2023

**Funding/Revenue Source(s):** Local Funds

**FTE:** 9.5

**Budget:** \$1,100,084

Prior to the opening of ACHD, the BOH and the BOCC approved the Nurse Support Program for 9.5 FTEs and a budget of \$1,090,084. In 2023, the Nurse Support Program received a private donation and ended the year with a budget of \$1,100,084.

## Metrics

2023 Key Performance Indicators	Values
Referrals received	161
Families enrolled in the Nurse Support Program	109
Percent of referrals converted to being enrolled in the program	67%
Home visits completed	880

## Accomplishments

- Nurse Support Program successfully published their second [research article](#) in the July/August edition of the online journal of Nursing Research. Data collected utilizing the Omaha System, in addition to information collected from Trails, the Colorado Statewide Automated Child Welfare Information System, the Nurse Support Program was able to demonstrate that nursing interventions provided by the program had a positive impact on family preservation and parenting outcomes.

## HCP: A Program for Children and Youth with Special Healthcare Needs

HCP at ACHD is a Title V Block Grant funded program that provides intensive care coordination, resources, and information for families with children who have special healthcare needs. Families can receive HCP support for a wide range of needs including medically complex issues like diabetes or a physical and behavioral disability such as birth defects or autism, and the program will serve them with or without a diagnosis. The HCP Nurse supports families by completing a shared plan of care to achieve mutually identified goals, while building the family's ability to self-advocate in the complicated system for kids with special needs. The HCP program aims to increase access to medical, specialty, and behavioral healthcare;

understanding and navigation assistance with insurance coverage for special needs; and transition support in both the medical and education system to assure provision of necessary resources to mitigate and prevent compounding disability. Children from birth to age 21 are eligible for this free service.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal Funds

**FTE:** 1

**Budget:** \$119,434

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

***“Thank you for helping us when I needed it most, I will never forget it. After we moved here [to our new county], no one took over many things. Before we were in your [ACHD] hands, you cared about us every month, but we seemed to have been forgotten after we moved here.”***

– Caregiver of an HCP client who recently moved out of Adams County

### Metrics

- Received 165 requests for consults, information and resources, or care coordination.
- Information and resources were provided for 134 families.
- 21 families received intensive care coordination.

## Nurse Family Partnership

Nurse Family Partnership (NFP) is an evidenced-based community health program with more than four decades of research demonstrating measurable health and socioeconomic improvements for first-time and low-income pregnant people and their children. Each NFP participant is partnered with a registered nurse who visits with the family until the baby is two years old. The relationship that develops promotes improved prenatal and maternal health, promotes improved child development, and leads to increased family self-sufficiency. The program aims to improve pregnancy outcomes, enhance child health and development, and increase family self-sufficiency.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and State Funds

**FTE:** 16.5

**Budget:** \$2,139,843

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

### Metrics

2023 Key Performance Indicators	Values
NFP clients initiated breastfeeding (benchmark = 81.9%)	91%
NFP infants/toddlers received developmental screening in 2023	96%
NFP clients received a depression screening at program enrollment	89%
NFP clients screened for postpartum depression	87%

### Accomplishments

- ACHD NFP met the national NFP benchmarks for the following program goals:
  - Preterm birth rate (7% vs. 11.4%)
  - Subsequent births (23.6% vs. 25%)
- ACHD NFP is fully staffed with 13 nurse home visitors, four of whom are Spanish bilingual
- Provided services to 340 families



## Harm Reduction and HIV Prevention

The Harm Reduction and HIV Prevention team provides strategies aimed at mitigating risks related to substance use and overcoming barriers to essential services critical to well-being. We provide harm reduction supplies, risk reduction education, and resources for promoting wellness and health in a secure, non-judgmental environment. This program provides no-cost HIV, syphilis, hepatitis C, chlamydia, and gonorrhea testing; pre-exposure prophylaxis (PrEP) referrals; counseling; free safer sex supplies; syringe access; and referrals to substance recovery, housing, food, and Medicaid enrollment.

ACHD prioritizes mobile/outreach-based interventions, actively removing barriers to services by meeting the most vulnerable residents where they are. This program delivers testing and prevention services in public libraries, shelters, jails, treatment centers, parks, and encampments. In response to the increasing opioid overdose rates, the program provides naloxone and training to the community, prompting “carrying” naloxone to be a common practice.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Opioid Settlement, Federal, State, and General Funds

**FTE:** 8

**Budget:** \$830,000

Prior to the opening of ACHD, the BOH and the BOCC approved the Harm Reduction and HIV Prevention program for 4 FTE and a budget of \$390,000. At the end of 2023, the Harm Reduction and HIV Prevention program had 8 FTE and a \$830,000 budget; this change was due to an increase in the Opioid Settlement Fund. All increases went through the formal BOH and BOCC approval process.

### Metrics

2023 Key Performance Indicators	Values
Total reach/interactions (through direct services, outreach, and training engagements)	3,339
Number of syringe access program clients enrolled	184
Syringes distributed	10,590
Naloxone distributed	2,092
Fentanyl test strips distributed	5,632
Xylazine test strips distributed	1,040
Harm reduction kits distributed	1,412
Condoms distributed	7,690
HIV tests conducted (including testing offered by Sexual Health to uninsured clients)	152
Hepatitis C tests conducted	43
Chlamydia/gonorrhea tests conducted	118
Syphilis tests conducted	68

### Accomplishments

- Focused on de-stigmatizing education surrounding substance use, overdose prevention, and response to raise awareness and support throughout the community.

- Started community outreach in January 2023 and attended 59 events.
- 7,724 naloxone and fentanyl test strips were distributed throughout the community.
- Full services began in June with street outreach; syringe access; distribution of fentanyl and xylazine test strips and naloxone; and HIV, syphilis, hepatitis C, and STI testing services offered.
- Monthly naloxone training and distribution for community members expand to Adams County staff—42 trainings offered and 594 people trained in naloxone.
- New mobile unit obtained in July 2023.

## Sexual Health

The Sexual Health program provides client-centered sexual health services which overcome barriers including stigma, discrimination, cultural and religious beliefs, and systemic inequalities. Clinic-based and mobile outreach services provide extensive education focused on preventing unintended pregnancies and transmission of HIV and STIs as well as healthy relationships, substance use, mental health, and human trafficking. The Sexual Health program sees people of all genders and focuses on at-risk populations, including those who are underserved, low-income, and adolescents. The program offers reproductive health exams; contraceptive counseling and supplies; pregnancy testing; HIV and hepatitis C testing; and syphilis, chlamydia, and gonorrhea testing and treatment. The program also offers pre-conception counseling for clients planning a pregnancy. No-cost breast and cervical cancer screenings are funded by Women’s Wellness Connection for all uninsured individuals ages 21-64. Annually, this program also helps educate thousands of county high school students about sexual health.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Revenue, Federal, State, and General Funds

**FTE:** 12.5

**Budget:** \$1,586,729

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

***“I feel safe. Staff and nurses listen and are very kind.”***

– Sexual Health Client

### Metrics

2023 Key Performance Indicators	Values
Unduplicated clients by federal poverty level total	890
Less than 100% federal poverty level	723
Nexplanon procedures	56
Intrauterine device (IUD) procedures	40
Oral contraceptive pill (OCP) packs dispensed	2,295
Nuvarings dispensed	306
Depo Provera injection given or dispensed	383

2023 Key Performance Indicators	Values
Gonorrhea and chlamydia tests completed	827
Human immunodeficiency virus (HIV) tests completed	190
Syphilis (RPR) tests completed	96
Human papilloma virus (HPV) tests completed	122
Colposcopy tests completed	20

### Accomplishments

- Started providing free, in-clinic, point-of-care testing for hepatitis C and syphilis in October 2023.
- All self-pay HIV tests were provided at no cost to clients (testing costs were covered by a grant).
- Started the Women's Wellness Connection program in January 2023 which pays for the mammograms at the St. Joseph's Breast Care Center; 34 clients complete their mammograms.
- Started offering colposcopy in March 2023.
- Taught three birth control methods/STI classes in Adams County Schools, reaching 75 students.
- Supported 33 community outreach events, reaching 767 people and providing HIV/STI testing to 30 individuals.

## Nursing Training and Quality Improvement

The Public Health Nursing Training and Quality Improvement Program serves as a public health clinical placement site for nursing students pursuing Bachelor of Science in Nursing degrees from local universities. This program is responsible for providing a wide variety of in-person, hands-on opportunities to engage with public health nurse instructors in various programs within the Nursing Division and agency. The goals of this program are to address the specific Public Health Accreditation Standard of ensuring and maintaining a competent public health workforce and encouraging the development of a sufficient number of qualified public health nurses, as well as to share the passion for achieving optimal health across our population consistent with our ACHD mission and vision by encouraging public health as a career development pathway for individuals entering the profession of nursing. Professional development and training are essential to providing the latest evidence-based nursing care to our community. ACHD has designated a Public Health Nurse to provide staff learning and development opportunities in conjunction with health department, county, and professional organizations.

**Fiscal Year 2023**

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$135,000

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Accomplishments

- Established in-house Basic Life Support (BLS) training (CPR) and 35 health department staff were certified in BLS
- Established contracts with seven Schools of Nursing as public health clinical placement sites
  - One BSN university student was hosted
  - One RN instructor was formally trained
- Held seven Grand Round sessions
- Maintained 56 standing orders for the Nursing Division:
  - Seven Sexual Health treatment-related orders
  - Eight Sexual Health contraception-related orders
  - One Sexual Health lab order
  - 36 Immunization orders
  - Two Harm Reduction orders

# Performance and Business Excellence

Administrative Support | Performance Management and Quality Improvement | Project Support Office | Vital Records | Workforce Development | Strategic Planning | Finance | Budget Process | Facilities



The Performance and Business Excellence (PBE) Division serves a critical role our organization by supporting high performance and continuous improvement throughout ACHD. With a keen focus on performance management and quality improvement, our expertise lies in refining and optimizing processes to achieve greater efficiency and effectiveness. Operations excels in project management and the development of ACHD staff, while also enhancing the capabilities of community-based organizations. Strategic direction and deployment are critical in preserving ACHD's competitive position and nurturing many business development initiatives.

The team's financial expertise encompasses accounting, budgeting, and the strategic management of long-term investments, all vital to ACHD's organizational growth and quest for excellence. Daily operations include managing facilities, making capital investments, and meticulously coordinating many supply chain opportunities. The importance of contract management, adherence to compliance, and

## PBE Administration Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$713,872

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.



a commitment to administrative excellence cannot be overstated, as these elements ensure ACHD's operations meet the highest standards.

The management of vital records, including birth and death certificates, is a fundamental aspect of the team's work, highlighting the essential role these records play within the community. Elevating the customer experience, engaging ACHD's workforce, and managing staff and succession planning precisely are central to the approach, guaranteeing the sustainability and enduring impact of ACHD's operations.

### ACHD Operational Expenditures

Category	Budget
Staff	\$158,445.00
Operating Expenses	\$253,260.00
Interpretation & Translation	\$10,000.00
Technology	\$139,000.00
Telecommunications	\$49,400.00
Minor Equipment	\$204,000.00
Fleet Cost	\$41,431.00
<b>Total</b>	<b>\$855,536.00</b>

## Administrative Support

The Administrative Support team at ACHD is a versatile group, central to optimizing administrative functions and ensuring the department's operations run smoothly and efficiently. The team is instrumental in the management of maintenance requests across all buildings, spearheading coordination with the county's maintenance team for preventative work, and maintaining up-to-date knowledge of departmental processes and policies.

The team plays a key role in managing appointments, scheduling, and improving clinic customer service, alongside supporting referral programs. They will ensure that program nurses are well-equipped for home visits, addressing a critical aspect of healthcare delivery. The role involves leading the implementation of administrative policies and systems; managing office supplies, equipment maintenance, and vendor relations; and working closely with other departments to ensure a cohesive administrative support framework.

Additionally, the group supports logistical procurement, maintains strong stakeholder relationships. The Administrative Support team can be found embedded

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and General Funds

**FTE:** 2

**Budget:** \$163,826

Prior to the opening of ACHD, the BOH and the BOCC approved the Administrative Support team for 1 FTE and a budget of \$100,000. At the end of 2023, the Administrative Support team had 2 FTE and a budget of \$163,826; this change was due to CDC grant funding. All increases went through the formal BOH and BOCC approval process.



in multiple programs and offices throughout ACHD and is an active member in various committees.

## Accomplishments

- Spearheaded an administrative group, promoting collaboration and knowledge-sharing among department members.
- Founded the ACHD Safety Committee to bolster safety practices and awareness within the organization.
- Collaborated with various health department divisions to optimize community engagement processes, address purchasing needs, and ensure a streamlined workflow.
- Organized comprehensive training sessions focusing on utilizing the JDE Finance platform, managed invoicing, and handled P-Card reconciliation and usage.

## Performance Management and Quality Improvement

The purpose of the Performance Management and Quality Improvement (PMQI) team is to build, coach, and sustain a public health workforce of empowered problem-solvers committed to maximizing value for our customers. The PMQI team provides consultation, coaching, facilitation, and problem-solving support to all ACHD teams, programs, and divisions. The team has two main deliverables: the establishment and sustainment of a performance management system and utilizing lean methodologies and other tools to cultivate a culture of quality improvement across the department.

The PMQI program supports ACHD in building staff capacity, initiating strategic projects, and developing key processes to deliver essential public health services for the Adams County community. The team is often called upon to facilitate meetings and improvement events geared toward a defined opportunity statement. The PMQI was essential in developing and initiating the ACHD 2024-2026 Strategic Plan and co-creating ACHD's True North (Vision, Purpose, and Values).

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and General Funds

**FTE:** 3

**Budget:** \$342,355

Prior to the opening of ACHD, the BOH and the BOCC approved the PMQI team for 1 FTE and a budget of \$152,060. At the end of 2023, the PMQI team had 3 FTE and a budget of \$342,355; this change was due to CDC and ELC grant funding. All increases went through the formal BOH and BOCC approval process.

## Accomplishments

- Facilitated the development and initiation of the ACHD 2024-2026 Strategic Plan, including the development of governance committees, consultation with senior leadership, and multiple presentations to the Board of Health.
- Developed ACHD's True North (Vision, Purpose, and Values) by leading a team of representatives from ACHD programs, Adams County partners, and community members.

- Began the process of building a comprehensive roadmap to cultivate a culture of Quality Improvement (QI) across ACHD by administering the QI Culture Survey (adapted from NACCHO's QI Self-Assessment Tool 2.0), which received 92 responses from ACHD staff.
- Supported individual teams, programs, and divisions with ongoing consultation and facilitation support to improve processes and develop core values and purpose statements.
- Coached managers and supervisors in building their individual Leader Standard Work.
- Facilitated process mapping and Rapid Improvement Events (RIE) held with internal health department and broader Adams County staff.

## Project Support Office

The Project Support Office (PSO) provides the foundational framework, governance, and tools for initiating, planning, executing, monitoring, controlling, and closing ACHD's projects. The PSO has put in place a Project Management Institute based framework that will be made up of processes, best practices, guidelines, tools, and artifact templates with the ultimate goal to enable project teams to be successful and provide consistent project delivery. The governance aspect of the PSO brings standardization to a chaotic and diverse project management practices. This is accomplished by instituting defined, proven, repeatable processes and standards.

Two key areas PSO owns are **Portfolio Management** and **Project Delivery**:

- Project Portfolio Management
  - Centralized management of a group of projects to help with project strategic alignment, resource management, prioritization, and risk management.
  - Carried out by meeting with the Public Health Leadership Team (PHLT) once per month to review the health department's Project Portfolio.
- Project Delivery Process
  - Step-by-step process followed in project delivery
  - Carried out by a meeting once per month "PSO Meeting," all project managers who have a project going through the PSO are required to attend. Training on the delivery process tools/templates, sharing of project status, and more.

### Accomplishments

- Started the practice of Project Portfolio Management with ACHD Leadership which provides a high-level, systemic thinking around project management enabling decision

### Fiscal Year 2023

**Funding/Revenue Source(s):** General Funds

**FTE:** 1

**Budget:** \$176,000

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

making around resource management, strategic alignment, risk management, transparency, and a plethora of other insights.

- The PSO has been providing project governance (best practices/tools), training ,and tracking to 25 projects within ACHD. The ACHD 2024-2026 Strategic Planning identified another 30 projects bringing the total project count to around 50.
- Provide ongoing training to ACHD divisional project managers tailored to their specific project including ARPA, CHIP, and CPAS to name a few.
- Facilitated formal risk analysis for the Goal, Objective, and Project areas in the ACHD 2024-2026 Strategic Plan. Using a risk-management methodology helps to identify the most impactful risks, prevent or reduce costs related to identified risks, and minimize the complex nature of strategic planning by identifying and planning for identified risks.
- Built PSO Development Plan for the first half of 2024 which will result in numerous helpful project management tools critical to project management such as resource management.

## Vital Records

Vital Records is an essential service mandated for all Colorado health departments, ensuring the accurate processing of birth and death certificates. The program operates under the authority of the CDPHE's Office of Vital Statistics with staff members officially deputized to carry out these duties. Within the state, there are 53 Vital Record Offices linked to health departments, with Adams County being one with dedicated personnel for handling these vital documents. The Vital Records office collaborates with five local hospitals, as well as several outside of the county, and provides services directly to Adams County Human Services, approximately 50 funeral homes, the Motor Vehicle Department, and passport agencies. In addition, they maintain partnerships with walk-in customers, funeral homes, email and telephone inquiries, faxes, two third-party vendors, and courier orders, directly delivering to 20 funeral homes and the Adams County Coroner's office.

The responsibilities of the staff extend beyond processing, as they are vigilant in reviewing each submission for potential fraud, verifying the legitimacy of requesters, and confirming the identification provided meets the stringent requirements—21 forms of primary ID and an equal number of secondary IDs are accepted. Their purview is statewide, enabling them to process and issue certificates for births and deaths throughout Colorado. Moreover, they also manage registrations for home births and deaths, specifically in Adams County, which requires being on-call during weekends and holidays. This service is critical for timely death registrations and the provision of permits required for burials, cremations, and the transportation of remains to other states and countries, ensuring the needs of the community are met even during non-standard hours.

### Fiscal Year 2023

**Funding/Revenue Source(s):** Revenue

**FTE:** 4

**Budget:** \$408,000

The program ended the year with the same number of FTEs and budget amount that was initially approved by the BOH and the BOCC.

## Metrics

Indicator	Q1	Q2	Q3	Q4	YTD
<b>Death Certificates Issued</b>	<b>20,911</b>	<b>18,112</b>	<b>16,361</b>	<b>18,151</b>	<b>73,535</b>
First Copy	3,258	3,215	2,711	2,951	12,135
Second+ Copy	17,653	14,897	13,650	15,200	61,400
Death Certificate Revenue	\$294,649	\$257,961	\$231,670	\$256,620	\$1,040,900
<b>Birth Certificates Issued</b>	<b>1,681</b>	<b>1,795</b>	<b>1,933</b>	<b>2,326</b>	<b>7,735</b>
First Copy	1,257	1,302	1,415	1,674	5,648
Second+ Copy	424	493	518	652	2,087
Birth Certificate Revenue	\$30,652	\$32,449	\$35,034	\$41,956	\$140,091
<b>Total Certificates Issued</b>	<b>22,592</b>	<b>19,907</b>	<b>18,294</b>	<b>20,477</b>	<b>81,270</b>
Total Revenue	\$325,301	\$290,410	\$266,704	\$298,576	\$1,180,991

## Accomplishments

- Printed 81,270 revenue certificates.
- Made daily or weekly deliveries to 20 funeral home locations and one coroner's office across seven counties.
- Drove 31,332 miles for deliveries.
- Processed 2,267 orders via third-party vendors.
- Created a home birth packet to efficiently support residents in the certificate process.

## Workforce Development

ACHD's Workforce Development program is committed to fostering a skilled, diverse, and resilient workforce equipped to address current and emerging public health challenges. Through strategic training, mentorship, and professional development opportunities, we aim to empower individuals within our department to excel in their roles, promote innovation, and collaboratively drive positive health outcomes for our communities. By investing in our workforce, we cultivate a culture of excellence, adaptability, and equity, ensuring we are well-equipped to meet the evolving needs of public health now and in the future.

Our community deserves public health staff who are proficient and challenged to perform at the highest level of their abilities. The range of activities and services our public health workers provide requires an experienced, motivated, and well-trained workforce. Through consistent attention of our public health workforce's

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and General Funds

**FTE:** 2

**Budget:** \$214,793

Prior to the opening of ACHD, the BOH and the BOCC approved the Workforce Development program for 1 FTE and a budget of \$131,450. At the end of 2023, the Workforce Development program had 2 FTE and a budget of \$214,793; this change was due to CDC grant funding. All increases went through the formal BOH and BOCC approval process.

development, we can ensure we have a sufficient number of trained professionals and that continuing education for these professionals is accessible, encouraged, relevant, and linked to core public health competencies.

## Accomplishments

- Achieved 100% compliance rate for staff completion of required Health Insurance Portability and Accountability Act (HIPAA) trainings.
- Improved the reporting/tracking functionalities to the learning management system and added content that addresses our evolving needs.
- Established recommendations, directions, and guidance toward efforts to define, recruit, expand, diversify, develop, and retain our public health workforce.
- Designed an equity and justice learning roadmap to build shared knowledge and understanding of key equity and justice concepts and strategies across the health department.
- Developed a health department specific New Employee Orientation (NEO) as a complement to the Adams County orientation that PandC currently provides.

## Budget Process

ACHD is required to adopt an annual budget per CRS Title 25, Article 1, Section 511(4). On or before September 1, 2008, and on or before September 1 of each year thereafter, a county board of health shall estimate the total cost of maintaining the county public health agency for the ensuing fiscal year, and the amount of moneys that may be available from unexpended surpluses or from state or federal funds, or other grants or donations. CRS Title 29, Article 1, Section 108 requires the ACHD Board of Health to hold a public hearing on the matter of adopting the adopted budget and subsequently adopt the budget after an affirmative vote of the majority of the board. ACHD budgets annually on a calendar basis, January 1 to December 31. Budget revenues are identified by source. Expenditures are identified by division, program, and funding source if the source crosses multiple programs. The budget must be balanced, with expenditures not exceeding total anticipated revenue or general fund allocation.

The Performance and Business Excellence Division is responsible for the oversight and management of all financial activities including:

- Budget development, planning and management.
- Financial analysis, forecasting and reporting
- Contracts management
- Grants management

### Fiscal Year 2023

**Funding/Revenue Source(s):** Federal and General Funds

**FTE:** 3

**Budget:** \$322,900

Prior to the opening of ACHD, the BOH and the BOCC approved the Finance team for 1 FTE and a budget of \$120,582. At the end of 2023, the Finance team had 3 FTE and a budget of \$322,900; this change was due to ARPA and ELC grant funding. All increases went through the formal BOH and BOCC approval process.

- Financial compliance with laws, regulations and policies
- Internal control policies and procedures

ACHD coordinates with Adams County's Budget and Finance department for additional financial services that are centralized with the intent of more efficient processing and reporting. These activities include:

- Accounts payable
- Accounts receivable
- Cash Management
- Federal Funds reporting
- Procurement
- Financial audits