

# Southern Nevada District Board of Health

## Chief Health Officer Annual Review Committee

April 18, 2008

- Chief Health Officer Accomplishments: 2007 – 2008
- Health District Accomplishments: 2007 - 2008
- Employment Agreement: 3/24/2007 – 6/30/2010

**Chief Health Officer Accomplishments  
2007 – 2008**

## **Chief Health Officer Accomplishments 2007-2008**

- Built collaborative relationships between Nevada State Health Division and local health authorities by convening and participating in monthly meetings, resulting in:
  - Development of draft regulations for enforcement of NCIAA
  - Exempting public health laboratories from proposed fee increases
  - Concurrence on the allocation of public health preparedness grant funds among partners and preparation of letter to CDC confirming support of state application
  - Commitment of all state and local public health authorities to state-wide expansion of Childhood Lead Poisoning Prevention Project, and participation in project workgroups and Strategic Advisory Coalition
  - Accessing aggregate childhood blood lead level test results from state Medicaid
  - Improved coordination and partnering with Nevada State Health Laboratory
  - Coordinated response to infection control deficiencies found in state licensed ambulatory surgery centers
  
- Established working relationships with key officials in all jurisdictions within Clark County including: city and county managers; Sheriff; superintendent of schools; LVCVA president and CEO; and interim UMC CEO
  
- Organized and provided individual and small group briefings to Board of Health members concerning proposed increases in environmental health permit and service fees, the proposed replacement facility for the main health district building, and the status of NCIAA enforcement by the district.
  
- Oversaw and directed implementation and enforcement of NCIAA in Clark County, response to hepatitis C outbreak and infection control deficiencies found in state licensed ambulatory surgery centers, and the district response to local law enforcement's discovery of ricin specimen.
  
- Institutionalized health district's strategic planning process including implementation of quarterly progress against plan report out at joint Executive Team-Senior Management Team meetings, and synchronization of planning process with annual budget process, resulting in:
  - Strategic alignment of all programs, offices, and divisions at SNHD
  - Involvement of entire senior management team in the creation and implementation of strategic initiatives for the District
  - A consistent operational execution process for all programs, offices, and divisions with the District
  - A "Culture of Leadership" at SNHD with defined leadership expectations for all executives, managers, and supervisors within the District
  - Creation of SNHD Services Matrix outlining each SNHD program, its constituents, target market to be served and the actual market served. The Services Matrix provides key data for the evolution of the strategic planning process within the District.
  - A more flexible, strategically-focused, results-oriented management team capable of more effectively responding to the current and future public health challenges facing the district
  
- Oversaw development of district grant review and approval process linked to the district's strategic plan, and established and filled the new Grants Research and Development Specialist who will oversee the process in addition to seeking diversified funding sources for district programs and projects.

- Established Strategic Initiative teams focused on partnerships and alternative funding development, workforce development and diversity, facilities and IT infrastructure, community outreach and coordination of legislative activities.
- Initiated health district's first employee satisfaction survey.
- Championed efforts by Nursing Division to promote development of Nurse-Family Partnership program among community partners, seek resources necessary to begin implementation, and initiate application process.
- Actively engaged in legislative efforts in support of:
  - HIV testing requirements for pregnant women
  - Improved immunization requirements for child-care center enrollees, adolescents and college age youth
  - State funding for statewide poison control services and immunization registry development
  - A State Assembly proclamation supporting the development of the childhood lead poisoning prevention program
- Collaborated with the Area Health Education Center of Southern Nevada to organize continuing education programs for clinicians and businesses focused on the use of anti-virals for the prevention and control of pandemic influenza in addition to non-pharmacologic interventions.
- Prepared and provided presentations on various public health topics including:
  - Health district immunization programs and influenza vaccination recommendations and strategies for physician workshops sponsored by the Nevada Chapter of the American Academy of Pediatrics
  - Public health's role in addressing health disparities for the health disparities summit organized by the State Office of Minority Health
  - Adult immunization recommendations for the annual Nevada State Immunization Conference
  - The built environment's impact on health as part of a panel discussion session for the Open Space and Trails summit, co-sponsored by the health district
- Continued to develop and promote collaborations with the UNLV School of Public Health, University of Nevada School of Medicine, Touro University-Henderson, University of Southern Nevada and other health profession training programs.
- Mentored nine physician assistant students from Touro University-Henderson completing their community medicine rotation at the district.
- Oriented five UNSOM family medicine residents to the health district, and to the practice of public health and preventive medicine, and organized schedule of rotations in tuberculosis and STD clinics.
- Prepared articles for the CCMS monthly newsletter concerning current public health issues in Clark County and health district activities.
- Participated in monthly meetings of the Nevada Association of Managed Care Physicians, and exchanged information on local health issues and health district activities.

- Prepared and presented four resolutions at the 2007 NSMA House of Delegates in support of the childhood lead poisoning prevention project, the statewide immunization registry, peri-natal HIV testing, and the Medical Reserve Corps. All four resolutions were accepted and passed.
- Served on various boards and committees including:
  - Board of Trustees of the Clark County Medical Society (CCMS), Ex-officio
  - Nevada State Medical Association (NSMA) House of Delegates, CCMS delegate
  - NSMA Public Health Commission, Co-chair
  - Nevada Public Health Foundation, Vice-president
  - Nevada State Trust Fund for Public Health
  - Great Basin Public Health Leadership Institute Board, Ex-officio
  - HealthInsight Nevada Community Council
  - Search Committees for State Health Officer and UMC Chief Executive Officer
- Met all continuing medical education requirements needed to maintain current Nevada State medical and pharmaceutical dispensing licenses

## **GOALS 2008-2009**

- Hire new Community Health Director
- Negotiate and execute new SEIU contract
- Establish a public health center site in Mesquite
- Continue to seek resources for main building replacement facility
- Continue to meet with community partners and organizations, and maintain working relationships with state and local officials
- Incorporate use of annual health status reports as part of strategic planning process
- Continue institutionalization of strategic planning process and synchronization with budget process
- Support the work of Strategic Initiative Teams focused on the strategic planning process, infrastructure, workforce development, community awareness, and legislative affairs.
- Prepare for 2009 legislative session
- Increase contact and visibility with district employees through monthly meetings, e-mail updates and other activities
- Complete analysis of employee satisfaction survey, share results, and develop initiatives to address top areas of concern
- Continue to improve communication with BOH members and strengthen working relationships

**Health District Accomplishments**  
2007 – 2008

## **Health District Accomplishments 2007-2008**

- Initiated implementation and enforcement of Nevada Clean Indoor Air Act, working collaboratively with local businesses, NCIAA advocates, local media and the legal community.
- Identified and responded to an outbreak of acute hepatitis C cases associated with a local endoscopy center, resulting in the notification of close to 40,000 people.
- Opened new facilities in Henderson, Spring Valley, and Laughlin; decompressed demand for space at main campus by re-locating staff to leased facilities at 400 Shadow Lane; and began working with city officials to establish facility in Mesquite.
- Implemented NeoGov on-line employment application and human resources requisition system.
- Collaborated with Nevada State Health Division to implement statewide electronic death certificate system and establish linkages with local doctor offices, hospitals, mortuaries and the coroner's office.
- Published the health district's first Health Status Report composed of two volumes and a supplement.
- Completed and began implementation of Elimination Plan developed by the Childhood Lead Poisoning Prevention Project (CLPPP), including:
  - Assessment of pre-1978 housing units through a partnership with the UNLV School of Public Health
  - Assessment of child-care facilities built before 1978 in targeted neighborhoods
  - Achieving licensure to conduct blood lead screening and initiating screening of children participating in Head Start and health district well-child exam program
- Received direct grant award from the Centers for Disease Control and Prevention for the Terrorism Injury Information Dissemination and Exchange (TIIDE) project. The health district is the only local public health department to be funded as partner for this project which will result in the development of model practices for disseminating and exchanging information before, during and after a terrorist bombing.
- Increased health district's focus on injury prevention, including:
  - Establishment of injury prevention epidemiologist position
  - Initiation of Southern Nevada Injury Prevention Partnership (SNIPP), as a component of the Regional Trauma Advisory Board
  - Development and implementation of senior fall prevention program in partnership with Touro University-Nevada and the Barbara Greenspun WomensCare Center
- Developed and implemented regulations related to:
  - Procedures for Board of Health authorization and re-authorization of trauma centers operating in Clark County
  - Sanitation and safety of used mattresses, bedding and upholstered furniture
  - Permitting and operation of solid waste transfer stations and public waste storage bin facilities
  - Construction and demolition waste short-term storage facilities

- Tested and evaluated health district's mass dispensing plan as part of "POD Squad" exercise, training 135 district employees and community partners in POD (point of distribution) management including POD set-up and equipment utilization.
- Initiated development of the health district's Continuity of Operations Plan (COOP) including establishment of a cross-district planning team.
- Achieved 98.9% NIMS (National Incident Management System) compliance within the district with 89% of staff completing ICS 100/195/200 training, 93 employees trained to ICS 300 level and 62 employees trained to ICS 400 level.
- Received more than \$5 million from diverse funding sources to continue to develop and maintain public health emergency prepared capabilities.
- Partnered with Nevada Tobacco Users Help-line (NTUH) to promote the use of "brief interventions" smoking cessation strategies among community health care providers, resulting in a four-fold increase in calls received by NTUH following implementation.
- Redirected community nursing activities to more effectively reach "pocket of need" areas in the community focusing on congregate settings such as child-care facilities and programs, low-income housing projects, faith-based organizations, schools and community based organizations.
- Provided clinical experiences for 146 health profession education students
- Partnered with University of Southern Nevada to assign faculty member to serve as health district pharmacist to oversee and consult on district pharmacy activities and supervise pharmacy students.
- Partnered with UNLV School of Public Health faculty to organize NCIAA Evaluation Project in collaboration with Nevada Cancer Institute, Nevada Tobacco Prevention Coalition, and state and local public health agencies.
- Received awards and/or recognition for various programs including:
  - National Association of City and County Health Officials (NACCHO) 2007 Model Practice Award for the Office of Chronic Disease Prevention and Health Promotion's "Nutrition Challenge" project
  - 2007 American Advertising Federation Award (ADDY) for the Office of Chronic Disease Prevention and Health Promotion's "Viva Saludable" Spanish language multimedia health education campaign developed in partnership with Telemundo television station and El Tiempo newspaper
  - 2007 Public Health Leader of the Year Award from the UNLV School of Public Health for the health district's contributions to support successful passage of the perinatal HIV bill during the 2007 legislative session
  - For the fourth consecutive year, the finance department received the Government Finance Officers Association Certificate of Achievement Award for the health district's 2006 audit, with no audit findings reported in its comprehensive annual financial report
  - Division of Nursing Family Planning Program received recognition during its annual federal Title X audit for the quality of its electronic medical record system, Information and Education Committee, and quality assurance program
- HD-tv, the health district television program, was recognized with three different media awards:
  - "Award of Distinction" presented by the international Communicator Awards group in recognition of exceeding industry standards in both production and communication skills

- A bronze “Telly” award for outstanding achievement
- The “Platinum Best of Show,” by the Aurora Awards, a first place honor in the news magazine category recognizing excellence in program content, creativity and execution

## **GOALS 2008-2009**

- Establish and develop Mesquite Public Health Center
- Initiate Nurse-Family Partnership Project
- Continue development of health district safety program and promoting awareness of workplace safety polices and procedures
- Implement replacement of VAX system to support Environmental Health Division operations
- Implement new health card and POS systems
- Continue to produce annual health status reports and/or supplements
- Continue to respond to community needs resulting from the hepatitis C outbreak and assist with restoring trust in the local health care system
- Continue implementation of Childhood Lead Poisoning Elimination Plan and expanding project statewide in collaboration with the state and local health authorities
- Complete development of COOP
- Continue to exercise, evaluate and update public health preparedness plans
- Address health disparities through analyzing and reporting health status data, focusing on “pocket of need areas” and partnerships with appropriate community based organizations and service agencies
- Develop and implement regulations related to massage parlors, child-care facilities, inspection of body art facilities, and food
- Develop and implement Environmental Health Specialist standardization program.

**Employment Agreement**  
3/24/2007 – 6/30/2010

## EMPLOYMENT AGREEMENT

THIS AGREEMENT is entered into by and between **SOUTHERN NEVADA DISTRICT BOARD OF HEALTH**, hereinafter referred to as **EMPLOYER**, and **LAWRENCE K. SANDS, D.O., M.P.H.**, hereinafter referred to as **EMPLOYEE**.

WHEREAS, **EMPLOYER** does hereby offer and **EMPLOYEE** does hereby accept, employment as Chief Health Officer for the Southern Nevada Health District (SNHD) and as Executive Secretary for **EMPLOYER** subject to the terms and conditions set forth herein.

1) **DUTIES**: **EMPLOYEE** shall serve as Chief Health Officer for SNHD and Executive Secretary for **EMPLOYER** with all duties, powers and authorities provided by law, and as may hereafter be specified by **EMPLOYER** during the term of this Agreement.

2) **TERM**: The term of this Agreement is from 12:01 a.m. on March 24, 2007 through June 30, 2010 unless sooner terminated pursuant to provisions of Paragraph 5 herein. **EMPLOYER** shall have the right to extend this Agreement annually thereafter, subject to negotiation with and acceptance by **EMPLOYEE** of the terms and conditions of such continued employment.

3) **COMPENSATION**: **EMPLOYER** authorizes payment to **EMPLOYEE** biweekly as compensation for his services in an amount equal to \$225,000.00 per annum in base salary during the term of this Agreement.

**EMPLOYER** also authorizes payment to **EMPLOYEE** of cost-of-living adjustments, if any, equal to those paid to other SNHD employees during the term of this Agreement.

**EMPLOYER** may also provide an annual merit salary increase of up to 5% of gross base salary.

**EMPLOYEE** may participate in membership and continuing education activities of professional organizations relevant to **EMPLOYER'S** public health function and as required for annual renewal of professional licenses, and **EMPLOYER** also authorizes payment of **EMPLOYEE'S** membership fees in such organizations, as well as **EMPLOYEE'S** professional medical licensure fees, and fees and expenses associated with continuing education activities.

4) **BENEFITS**: **EMPLOYER** authorizes the following benefits in addition to the

compensation specified above and benefits provided to other SNHD employees, including without limitation:

- a) **Annual Leave:** 20 days per year.
- b) **Sick Leave:** 15 days per year.
- c) **Health Insurance:** 100% of employee and dependents' paid premiums.
- d) **Retirement:** Contributions paid by **SNHD** into State of Nevada Public Employees Retirement System (PERS) in accordance with Nevada Revised Statutes.
- e) **Automobile:** A monthly automobile allowance of \$600.00
- f) **Longevity:** Upon completion of five years service at SNHD, calculated at the rate of 0.057% times base salary times the years of service at SNHD.

5) **TERMINATION OF AGREEMENT:** Notwithstanding the provisions of paragraph 2, **EMPLOYEE** may terminate this Agreement at any time prior to its expiration date upon providing 6 months written notice to **EMPLOYER**. **EMPLOYER** may terminate this Agreement without cause, upon 6 months written notice to **EMPLOYEE**. In the event **EMPLOYER** terminates this Agreement without cause prior to its expiration date, **EMPLOYEE** shall receive:

- a) normal compensation for the days worked by mutual agreement after any such notice of termination;
- b) an amount equal to current salary for 60 working days as severance pay; and
- c) all accrued annual and sick leave at current salary.

6) **EMPLOYER** shall indemnify and defend **EMPLOYEE** against any claims alleging professional errors and/or omissions arising out of the performance of his duties as Chief Health Officer and Executive Secretary to the extent provided by law and in particular Nevada Revised Statutes Chapter 41.

**EMPLOYEE:**

**EMPLOYER:**

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**Lawrence K. Sands, D.O., M.P.H.**

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**Chair**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

APPROVED AS TO FORM:

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Stephen R. Minagil, Esq.  
Attorney for **EMPLOYER**