



MINUTES

**Southern Nevada District Board of Health Meeting
CHIEF HEALTH OFFICER ANNUAL REVIEW COMMITTEE MEETING**

September 23, 2015 – 11:00 A.M.

**Southern Nevada Health District, 330 S. Valley View Boulevard, Las Vegas, NV 89107
Conference Room 2**

Bob Beers, Chair, called the Southern Nevada District Board of Health Chief Health Officer Annual Review Committee meeting to order at 11:01 a.m.

Annette Bradley, Attorney, noted a quorum was present at the start of the meeting with Members Beers, Dobyne, Nemec and Woodbury seated.

BOARD: Bob Beers, Chair – Councilmember, City of Las Vegas
(Present) Douglas Dobyne – At-Large Member, Regulated Business/Industry
Chris Giunchigliani - Commissioner, Clark County (*Arrived at 11:03 a.m.*)
Frank Nemec – At-Large Member, Physician
Rod Woodbury, Chair – Councilmember, Boulder City

(Absent): None

ALSO PRESENT:
(In Audience)

LEGAL COUNSEL: Annette Bradley, Esq.

EXECUTIVE SECRETARY: Joseph Iser, MD, DrPH, MSc, Chief Health Officer

STAFF: Karen Atkins, Richard Cichy, Andy Glass, Jeff Good, Shandra Hudson, Cassius Lockett, Sharon McCoy-Huber, Verallynn Orewyler, Mike Palmer, Jacqueline Reszetar, Jacqueline Wells

CALL TO ORDER

- I. **PUBLIC COMMENT:** A period devoted to comments by the general public about those items appearing on the agenda. Comments will be limited to five (5) minutes per speaker. Please step up to the speaker's podium, clearly state your name and address, and spell your last name for the record. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chairman or the Board by majority vote.

Member Giunchigliani arrived at 11:03 a.m.

Victoria Harding, SNHD, SEIU, noted Dr. Iser has received positive reviews from the community and believes that he does a good job forming partnerships in the community. Ms. Harding provided a document to the Board. **(Attachment 1)** Ms. Harding indicated some of the issues with Dr. Iser are lack of leadership within the organization and lack of presence. In regard to the strategic plan, the values address the community but not internally. The community is expected to be treated in a professional, courteous and prompt manner but this is not done within the District. The District is not prepared for any outbreak of Ebola and not a single person has received protective equipment or the training on how to use it. TB testing was restarted due to OSHA requirements. It would take over fifty hours to get Environmental Health employees fit tested for masks in case of an outbreak. Integrity is not happening appropriately within the District. The employees are disvalued and disregarded. Everything has been down-sized so Ms.

Harding does not understand how superior long-term performance can be accomplished. Intimidation should not be going on and Dr. Iser has said the difference between carrots and sticks, is we are to use carrots in the community and Ms. Harding has never seen Dr. Iser use a carrot with anyone here, it has been sticks. The Directors do an awesome job in turning the negativity around in a positive manner for the employees, as indicated by the survey which shows those that can and those that can't. Ms. Harding referenced the collateral damage that resulted from the EMRB meeting that she felt was unacceptable (page 3 of handout).

Norine Clark, stated one side of the story was heard and there are employees that are trying hard to make the District a wonderful place to work. Dr. Iser has gone above and beyond to help the employees. Ms. Clark is part of the Employee Events Committee of which Dr. Iser has allowed time to improve employee morale. He works with the committee regularly. Dr. Iser has an open door policy and she has often gone to see him unannounced and he has always been there. Ms. Clark stated that Dr. Iser is trying to get the District back in order and it is not fair that he came in to a horrible Administration, opinions were formed early and some have wanted him to fail from the very beginning. Regarding a petition that some nurses and employees were handed to sign, Ms. Clark does not see a problem with Managers being called Chief Nurses and having no Director of Nurses. Ms. Clark does not like the "bashing" and everyone is supposed to be working as a team. If there are bad employees that work at the District it is because management put them there in the first place and Dr. Iser is trying to clean up the house.

Ellen Spears has been with the District since 1982 and does not know about bashing, but thinks everyone is here to do public health. As a native Las Vegas and public health official of SNHD, Ms. Spears is concerned about being a public health official and is buying out her last year. She is taking the resources she has obtained over the last thirty years with her and is not "giving anymore blood" as she feels that she has been doing over the last couple of years. Ms. Spears hopes to find resolution and move forward to protect the public health of this community. With that, human resources, the first line of defense, is required, whether they feel good or bad. Personally, she does not feel good anymore. Ms. Spears reminded everyone that the employees are civil servants that serve the community first and "we don't take two and a half percent pay raises over the backs of overtime."

Seeing no one else, this portion of the meeting was closed.

II. ADOPTION OF THE SEPTEMBER 23, 2015 AGENDA (for possible action)

Chair Beers noted that Agenda Item III.2 should be corrected from September 14, 2014 to September 18, 2014

A motion was made by Member Dobyne seconded by Member Woodbury and unanimously carried to adopt the September 23, 2014 Agenda as corrected.

III. Report/Discussion/Action:

- 1. NOMINATION OF CHAIR OF THE CHIEF HEALTH OFFICER (CHO) ANNUAL REVIEW COMMITTEE; direct staff accordingly or take other action as deemed necessary *(for possible action)***

A motion was made by Member Giunchigliani seconded by Member Nemecek and unanimously carried to nominate Chair Beers as Chair of the Chief Health Officer Annual Review Committee.

- 2. APPROVE MINUTES/SEPTEMBER 18, 2014 CHO ANNUAL REVIEW COMMITTEE MEETING; direct staff accordingly or take other action as deemed necessary *(for possible action)***

Member Giunchigliani noted that the agenda indicated recommendations would be made to the Board on September 24, 2014 and this meeting has since been cancelled. Member Giunchigliani asked if the recommendation referred to the contract change and is not sure that contract change recommendations have occurred before the evaluation.

Chair Beers recommended October 9, 2015 after 10:00 a.m. as a potential date for rescheduling the September 24 meeting. District staff will query the full board to determine if a quorum is available.

A motion was made by Member Dobyne seconded by Member Nemec and unanimous carried to approve the minutes of the September 18, 2014 Annual Review Committee Meeting as presented.

3. RECEIVE AND DISCUSS THE CHO REPORT OF ACCOMPLISHMENTS AND DISCUSS PROPOSED GOALS FOR NEXT REVIEW PERIOD, direct staff accordingly or take other action as deemed necessary (*for possible action*)

Dr Iser discussed Chief Health Officer and District goals and accomplishments. (**Attachment 2**) Dr. Iser emphasized that accomplishment of the goals was a team effort and thanked everyone for their support. Despite the budget issues over the last two years, the District has done an outstanding job.

Member Giunchigliani asked for more information regarding the OSHA incident referenced by Ms. Harding at Public Comment. Heather Anderson-Fintak, Associate Attorney, explained that an expansive allegation was made against the District, however only two were found to be validated. 1) The TB prevention plan had not been updated in approximately two years and 2) the Eyewash station in the Battery Room was not appropriately monitored.

Some of the allegations that were found to be unsubstantiated were:

- Fire extinguishers had not been looked at by the Fire Marshalls
- Environmental Health Specialists did not have appropriate confinement training
- Lack of hearing conservation
- Janitorial staff were not appropriately trained to operate forklift
- Janitorial staff did not have access to appropriate knowledge about chemical spills

Each individual allegation was reviewed and proof and documentation was provided to OSHA.

Member Giunchigliani referenced an email from Ms. Anderson-Fintak regarding the redacting of names, titles, specific groups of people who could be easily identified, curse words and specific employees performance or conduct from the Employee Satisfaction Survey. Member Giunchigliani obtained a copy of the survey before it was redacted and stated there were no curse words and does not want language used that taints or gives the image of tainting the process. Ms. Anderson-Fintak assured that the "s-word" was redacted three times from the survey.

Member Giunchigliani stated that today is the day that the Health District should become healthy again. She has a great deal of respect for Ms. Clark, Ms. Harding and Ms. Spears as it takes a lot to speak at a public forum. Member Giunchigliani does not want to see management that becomes defensive rather than working out the problems at hand. There is talented management and employees and the climate and culture for employees to feel comfortable while doing their jobs needs to be developed. Arbitrary and capricious behavior

is not appropriate. Member Giunchigliani hopes to hear acknowledgement about how there are workable problems in some of the departments that can help change the culture. She does not want to see emails that say "don't share with the Commissioner" or "I want to check your phone to see if you have talked to a particular Commissioner or politician" as that is inappropriate. Member Giunchigliani would like to hear a plan for creating empowerment versus fear. Dr. Iser advised that the Employee Satisfaction Survey was on the September 24, 2015 agenda and will be on the agenda when rescheduled for discussion with the full board by the new Human Resources Administrator. Dr. Iser clarified that he, nor management, has indicated that Environmental Health staff or anyone else is "at fault". There will be no retribution from Management; however, some employees may fear retribution from the Union or Board. When brought to his attention, he has promised these employees that they will be protected from any type of retribution, as it is his job to protect staff whether they are for or against him. Regarding the survey, there is currently a plan under development beginning with front line staff all the way up that has been discussed with the Board previously and will be summarized and updated at the next Board meeting.

Member Giunchigliani stated that she was still hearing from North Las Vegas regarding the lack of a clinic there and asked if there was a plan in place for providing assistance for those constituents. Dr. Iser advised there have been several meetings with City of North Las Vegas leadership, as recently as this week, and they are up to date. As discussed with North Las Vegas, the need is for primary care centers, a service not provided by the District. Both North Las Vegas Council members present at the meeting were pleased with the progress that has been made and the plan that is in place. Andy Glass, Director of Administration, confirmed that at the last meeting with the City of North Las Vegas leadership, which also included the Nevada Primary Care Association CEO, new data was provided, particularly on the location of primary care facilities and the demographic data for North Las Vegas. The locations originally requested for the District to provide services were the wrong locations relative to where the need is within that particular population. There is a lot of discussion going on with the City of North Las Vegas and a commitment to continue that discussion. There is also consideration of a mobile specialty service clinic. Dr. Iser added this same process is in place with the City of Henderson in looking at next steps when the Henderson Clinic lease terminates.

Member Giunchigliani asked Dr. Iser to clarify his position regarding sex trade. Dr. Iser explained that he was interviewed regarding adult immunizations. At the end of the interview, the reporter asked Dr. Iser if he could get immunizations for adults, which ones would he like to have. Dr. Iser's response was STDs and HIV. He was then asked if there were alternatives. His response was decriminalization of the sex trade would be helpful, as those counties that have legalized prostitution have a much better working environment and they are tested regularly. Dr. Iser added that his statement, as reported, was taken out of context.

Member Giunchigliani asked Dr. Iser if he practices in California or just maintains an office in California. Dr. Iser advised that he does not have a medical license in California however; he does not see patients anywhere. Member Giunchigliani stated that Google results list Dr. Iser's office in Bernal Heights, California. Dr. Iser explained that he owns a home in Bernal Heights, California, not an office, and asked why he was not called and asked that question in person rather than bring it to a public meeting. Member Giunchigliani advised that the information was just obtained that morning. Dr. Iser stated the problem with a lot of interactions is that the Union bring up allegations to the Board that may or may not be believed, however, by encouraging those, causes strife and morale problems. Dr. Iser acknowledged that he visits his home at 154 Gate St on some weekends and long weekends and he has not seen any private patients since 1984. Member Giunchigliani noted that it was not the Union who brought this to her attention.

In regard to staff reductions and the rumor that the District is less prepared because there is

not enough Environmental Health staff to respond, Dr. Iser noted the majority of the layoffs occurred in Administration, not clinical services or Environmental Health. Sharon Mc-Coy Huber, Financial Services Manager, indicated before the layoffs there were 562 budgeted positions, after the layoffs there were 499 budgeted positions, a difference of sixty-three. However of those, forty-eight were vacant. This year, thirteen more vacant positions have been eliminated. Also, some of the employees that were laid off have returned to work due to attrition.

Member Dobyne stated the Board has heard comments from the Union however; he has been contacted as well by non-Union employees to say that they are afraid of the Union. He has received no proof from either side and does not deal in innuendo. Member Dobyne was angered by the signs that were put up by employees regarding Ms. Reszetar the day after the last Board meeting. The rhetoric on both sides has to stop and leadership needs to lead both sides to work out the issues.

Member Giunchigliani left the meeting at 12:03 a.m. and did not return

Member Woodbury still hates this public process and does not think it is the most effective manner to resolve issues. Member Woodbury reviewed his comments from last year and still has generally positive reviews for Dr. Iser, although there are still some morale issues which are addressed in Dr. Iser's goals. Member Woodbury agrees that Dr. Iser has developed relationships within the community and encouraged him to continue as the image of the health district in the community is important. He is pleased with the budget improvements and understands that hard decisions were made to get the District out of deficit spending. Dr. Iser has made great strides in many of his goals. Member Woodbury has gladly met with the SEIU and Union representatives and hopes to facilitate better processes. Communication is always going to be a problem and leadership needs to find ways to improve within the District. Member Woodbury agrees with Ms. Harding that the grievances and arbitrations take too long and are not cost effective and leadership needs to work with the Union to create internal informal processes to resolve issues. He asked the Union and Dr. Iser to put the past behind and give everyone a blank slate, focusing on the future and not the past. He believes Dr. Iser is working hard, the District is making great strides and he hopes that Dr. Iser continues to find ways to improve the District.

Member Dobyne appreciates the work Dr. Iser has done and understands how difficult it is to come into a situation and affect cultural change. The improvements in the budget area have been outstanding. The challenges are morale and personnel issues, which are accomplishable. Member Dobyne likes the changes that have been made in Environmental Health and emphasized that uniform enforcement and consistency is vital.

Member Nemecek noted a testimonial to Dr. Iser's work and that of the District is the lack of outbreaks in the community. Member Nemecek hopes for better relationships between the Union and administration.

APPROVE RECOMMENDATIONS TO BE MADE TO THE SOUTHERN NEVADA DISTRICT BOARD OF HEALTH AT THE NEXT MEETING OF THE FULL BOARD REGARDING THE CHO'S ANNUAL REVIEW; direct staff accordingly or take other action as deemed necessary *(for possible action)*

Chair Beers reviewed the proposed Second Amendment to the Chief Health Officer Employment Agreement (Attachment 3) which consists of:

- Modification of language to synchronize with state law
- Extension of contract through September 22, 2017
- Increases compensation by 2.5%

Dr. Iser added that 2.5% is the normal step increase for any employee that is not topped out

A motion was made by Member Nemeec seconded by Member Woodbury and unanimously carried to approve proposed recommendations of the Second Amendment to the Chief Health Officer Employment Agreement as presented to the Southern Nevada District Board of Health at the next meeting.

- IV. **PUBLIC COMMENT:** A period devoted to comments by the general public, if any, and discussion of those comments, about matters relevant to the Board's jurisdiction will be held. No action may be taken upon a matter raised under this item of this Agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken pursuant to NRS 241.020. Comments will be limited to five (5) minutes per speaker. Please step up to the speaker's podium, clearly state your name and address, and spell your last name for the record. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chairman or the Board by majority vote.

Member Nemeec left the meeting at 12:30 p.m. and returned at 12:32 p.m.

Ellen Spears, stated that the budget has been a big concern for her, especially when human resources are asked to make conciliations, but then a raise is given to someone who is making almost half million dollars including retirement. Ms. Spears stated "We haven't had had a raise in six years, but yet this leader has had two raises in the last two years, with this last recommendation, five percent raise." Ms. Spears does not think this is equitable and recommends that the Board not approve this raise as the human resources issues are not resolved no one else is getting raises.

Victoria Harding stated things went wrong beginning June 24, 2014 at an All Hands meeting. Dr. Iser asked for shared responsibility between the employees, union and everyone. The employees did their fair share, the contract gave up a lot of things and there were layoffs. One of the biggest complaints was when Dr. Iser got a raise right after the contract was signed. Ms. Harding asks Dr. Iser to turn down the proposed pay increase in the same vein as he talked to the employees about keeping the finances of the District under control.

Seeing no one else, the Chair closed this portion of the meeting.

XI. **ADJOURNMENT**

The Chair adjourned the meeting at 12:34 p.m.

Joseph P. Iser, MD, DrPH, MSc
Chief Health Officer/Executive Secretary

/jw

MISSION, VISION AND VALUES

MISSION:

To assess, protect, and promote, the health, the environment, and the well-being of Southern Nevada communities, residents, and visitors.

VISION:

Healthy People in a Healthy Southern Nevada

VALUES:

***People.** We will treat the people we serve in a professional, courteous and prompt manner.*

***Health.** We will craft and implement all programs, services and regulations with the overarching goal of promoting the health of the community we serve.*

***Integrity.** We will favour fairness and honesty in order to consistently apply all codes, rules and regulations.*

***Knowledge.** We will commit to share thorough information with all clients and stakeholders. The lines of communication will be kept open for receiving feedback in order to constantly improve and enhance our operations.*

***Excellence.** Based on evidence-based research and best practices, we will provide competent service and make available to our clientele all of benefits of our resources in order to provide superior long-term performance.*

***Consideration.** We will create an environment that recognizes and respects diversity and allows people to express their concerns without intimidation. Addressing the needs and problems of our patrons will be a priority for all staff members.*

Southern Nevada Health District SWOT Analysis

An internal analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) was conducted as an initial effort in developing our Strategic Plan. Twenty-six diverse SNHD members formed our Plan Development Team and participated in the SWOT exercise.

The table below summarizes what our Plan Development Team identified as key strengths, weaknesses, opportunities and threats affecting the Health District and its services over the next three years.

SWOT Analysis

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> • Highly trained/specialized workforce • Flexible and adaptable staff • Community integration and collaboration • Diversity of programs and services • Dedicated funding sources • National recognition and services • Independent agency • Good customer service • Well respected and recognized in the community 	<ul style="list-style-type: none"> • Insufficient funding • Understaffed • Lack of understanding of public health • Political Make-up of Board of Health • Aging infrastructure • Low employee morale • Leadership turnover/succession planning • Little support for workforce development • Resistance to organizational change
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • Community collaboration • Improving economic conditions • Accreditation • Ability to participation on national scene • Marketing • New technology • New leadership/new ideas (empowerment) • Reorganize & consolidate services for efficiency • Standardization of regulations • Branding/Marketing of public health • Staff training to promote upward movement • Capital Improvement – Technology and Innovation • Improvement of performance measurement • Data-Related - Informatics 	<ul style="list-style-type: none"> • Politicization of public health • Insufficient funding/increased costs of doing business • Large undocumented population • Low graduation rates • Affordable Care Act- loss of public safety net • Changing value systems • Staff turnover – retirement, replacement, poaching by industry • Changes to SNHD organizational/governance structure • Lack of stability



July 27, 2015

Dear Mr. Bassick and Health District Employees:

In June of last year, I held an "All Hands Meeting" to discuss the Health District's budget and other topics. A good number of employees attended and I am, of course, grateful that they took an interest in hearing what I had to say.

I was excited about our upcoming opportunities and challenges and was reminding everyone that the Health District, the employees, and the Union all needed to work together on these opportunities and challenges. In response to a question posed to me, I identified the questioner as a union steward and did so solely for the purposes of encouraging both union and nonunion employees to work with management for our mutual goal of a prosperous Health District.

My intent was not to intrude upon any rights of our employees attending the meeting. Upon reflection, I apologize if my presentation was perceived as unprofessional. I also recognize that my inquiries and questions regarding union affiliation were unnecessary.

I am sorry if what I said offended or made anyone uncomfortable and, rest assured, that the Health District and I are committed to the employees' right to join, support, or refrain from joining or supporting the Union without fear of retaliation, coercion or intimidation.

We have many challenges and opportunities ahead of us and I look forward to working together in meeting them.

Sincerely yours,

A handwritten signature in black ink that reads "Joseph P. Iser". The signature is written in a cursive style.

Joseph P. Iser, M.D., Dr.PH, MSc
Chief Health Officer



Chief Health Officer Accomplishments September 2014 – September 2015

- Continued cost saving measures to meet the BOH goal of no deficit within three years.
- Continued and increased proactive meetings with key officials in all jurisdictions within Clark County including city and county managers; Sheriff and Las Vegas Metropolitan Police Department officials; superintendent and Clark County School District officials; Las Vegas Convention and Visitors Authority president and CEO; Fire Chiefs and staffs; University Medical Center officials; Infection Control Managers; hospitals; others.
- In addition to finishing up tuberculosis investigations involving a young mother and her infants and two different high school contact investigations, directed another high school investigation last school year.
- Successfully collaborated with Clark County to co-locate our Laughlin staff with other agencies; worked to co-locate staff with Clark County on Russell Road without success. Moved HIV and Epidemiology to Valley View for cost savings. Completed laboratory renovations.
- Continued the Health District's public health accreditation process and just hired a replacement accreditation coordinator. The Community Health Assessment, while an ongoing work in progress, is complete for accreditation purposes. The Community Health Improvement Plan is well underway with numerous community partners. We are almost done with the Strategic Plan to accompany these other two efforts. In addition, we have developed an internal Health District Strategic plan.
- Working with the lobbyist hired last year, we held many briefings and provided testimony for the legislature. We will begin meetings with legislators during the interim and participate in the Southern Nevada Forum and the interim committee on health.
- Continued to maintain and strengthen the District's relationship with the Clark County Medical Society and the Nevada State Medical Association.
- Continued to build on the Health District's relationship with UNLV School of Community Health Sciences through routine meetings to maximize opportunities

for partnerships such as student placements, opportunities for evaluations and assessments, and grants. In addition, developed a good working relationship with the developing UNLV School of Medicine. We are currently now taking second and third year Internal Medicine residents from UNSOM.

- Purchased a home for SNHD and set to occupy it in December 2015.
- Continue to work to incorporate more tests into the public health laboratory to better manage public health issues and help increase revenue.
- Continue active involvement with the Las Vegas Medical District.
- We have conducted an employee survey and are actively working on plans to address concerns identified.
- Re-initiated the Facilities Advisory Board to provide communications and involvement of all hospitals, acute and behavioral health.
- Provided support, assistance, and effective collaboration with the Clark County School District
 - Provided assistance in the area of immunization compliance and identification of additional resources for students without access to immunization resources.
 - Provided support in regard to accessing WebIZ information to assist in ensuring CCSD immunization compliance was complete.
 - Worked regularly with epidemiology staff to address identifiable cases of measles and pertussis, provide information regarding classroom immunization compliance and contacts, and worked together to communicate information to students, parents, and CCSD school staff.
 - As a collaborative effort, developed a new form that is required for parents requesting religious exemption to ensure that parents are fully informed regarding the fact that their students may need to remain at home during outbreaks of communicable diseases for which they are not immunized.
 - Held meetings to enhance the education and awareness of CCSD staff regarding Tuberculosis cases, as well as develop procedures that are followed in the instances of identified active, untreated cases of students who are attending school.
 - Presented to all CCSD nurses information and risk assessment for Ebola.
 - These have led to substantial improvements in school-based public health changes.
- Worked closely with Clark County Department of Air Quality on several matters, including solid waste and compost management and related complaints, naturally

occurring asbestos, odor complaints and odor control, and desert dumping causing soil disturbance and dust on vacant land parcels

Southern Nevada Health District Accomplishments September 2014 – September 2015

Environmental Health:

- Re-established quarterly Restaurant Association Meetings
- Coordinated a two week session with PBS to establish industry communication and relations with Small Businesses (Mom and Pop shops) - introductory meetings were successful and well received; quarterly meetings will begin January 2015
- Re-established community and county relations with the Laughlin Community; EH is now actively engaged with the community; established quarterly industry meetings; collaboration with the Chamber of Commerce; co-locating EH operations within the government center to establish a more active role with the county and community and to become more accessible to clients
- On- going collaborative efforts with industry to complete necessary pool and retail food draft regulations; coordinating with state and other local health jurisdictions on these regulations
- Established industry meetings with Recycling Centers and MRFs
- Working with Mt. Charleston, US Forest Service, and Girl Scouts to improve EH compliance regarding food and sanitation issues
- Worked with county and Commissioner Kirkpatrick on sanitation issues connected with Roos-n-More in Moapa to public health issues
- Coordinated with NDEP to disengage the nitrate removal systems within a Bunkersville sub division to protect homeowners
- On-going development of Envision Connect Remote – due to size of EH operations, the process to implement is rather complex; EH and IT are working closely with LA County to rectify common issues with the software and to expedite the implementation; expected functionality of Food Ops is scheduled for November 2015 followed by solid waste and vector programs
- Staff meetings – Division Director meets with senior EH staff every Monday; managers conduct weekly staff meetings, as do the supervisors; quarterly EH staff meetings are now held with all EH staff, with each section responsible for coordinating and conducting EH topics
- Managers now have – weekly staff meeting
- Supervisor’s weekly staff meetings
- Monday Morning staff meetings – Director’s Brief
- A fair and equitable process for all promotions has been implemented, assuring access to all who are qualified

- There have been five HR supported and coordinated strategic Director Meetings with staff and supervisors – enhancing working relationships
- Updated 100% personnel evaluations- over 50% of staff had outdated evaluations (over three years)
- All staff passing the REHS exam are awarded official badges; mirroring other public service entities within the county and other health jurisdictions throughout the US
- As of June 2015, food staff is 35% Standardized to the new FDA food standards; our goal by Jan 15 is to standardize 75% of the Food Ops Staff
- We have received new grants to support EH:
- AFDO - \$2,000 to help build our Training Department
- FDA Cooperative Agreement Grant \$70,000 per year for 4 years (assist in training)
- Voluntary National Retail Food Regulatory Program Standards Mentorship Program - NACCHO Mentorship Grant \$10,000
- Realigned the HACCP program (which tests for critical safety points in the manufacturing process); collaborative industry meetings addressing concerns
- Developing programs allowing staff to receive in house CEUs
- Revised supervisory managerial conferences with industry; this provides extended support to failing food establishments; as a result, EH Food Ops saved over 60 food establishments since spring of 2014; this process prevents an immediate revocation was done with past management
- Implemented policy for Dogs on patios – dog friendly concept eliminating health issues – food facilities can have dogs based on Colorado and California Models – Lazy Dog is the industry model for food establishments
- Developed draft polices to adopt the FDA Food Code – draft is in holding pattern in collaboration with the state; three month working group meetings with industry; these were developed in a collaborative process with industry and staff efforts – much needed regulation to streamline regulatory compliance
- Implemented a Food Safety Assessment Meeting (FSAM) – a new initiative developed to assist new owners in opening a food establishment; allows immediate work with food ops and plan review to work with new owner; this ensures the owner understands regulatory standards and smooth transition into operation; about 80 FSAMs have been conducted since the development phase began in October; feedback from meeting participants has been positive, and anecdotal evidence from Food Operations inspectors indicates the process has improved the initial grading inspection results; reporting methods have been developed to track outcomes
- Special Event fees – conducted an analysis to provide fairness for customers operating small, medium, and large events, such as at Horsemen's Park

- In emergency response, EH had active community involvement in Moapa and on the reservation related to West Nile Virus and WNV and drinking water boil orders; EH also had active community involvement in Laughlin during and after this year's flooding event, including boil order and enhanced WNV surveillance mosquito
- Development and implementation of the first ever consolidated solid waste regulations
- Development and implementation of the first ever comprehensive used mattress regulations
- In solid waste, developing with industry risk categories for inspection priorities
- We have written pool regulations based on CDC recommendations; these are at the state now for increased collaboration among all health jurisdictions
- We have reimplemented the growth of mosquito fish to mitigate mosquito swarms in standing water; this is a cost effective approach to prevent development of mosquitoes which harbor West Nile Virus

Administration:

- Reviewed, assessed, and eventually discontinued implementation of the Electronic Health Records project due to inadequacy of the provider; currently actively investigating other EHRs.
- Implemented of a remote electronic application for field implementation of Environmental Health inspections.
- Reviewed, assessed, and developed a Request for Proposals with timeline and plan implementation for a district wide Enterprise Resource Program; this will link and tie all HR and Finance programs into one system. We have now selected a vendor and are working on timeframes and work orders.
- Reorganization of the HR Department, including recruitment of a new HR Administrator.
- Development, implementation, and follow through of an Employee Survey.
- Reorganization of the Finance Department, including the recruitment of a new Finance Manager.
- Resumption of JLMC meetings with resultant employee input.
- Activation of the Safety Committee.
- Successful OSHA inspection.
- Development of a district wide Safety Plan; developed Safety Orientation for new hires; publish a monthly safety newsletter for employees.
- Presented several staff presentations, including benefit program updates, estate and probate workshop, social security/PERS intersection, and others.
- Organized and exercised evacuation plan.
- Development and implementation of an Employee Service Awards and Recognition program following a 5 year hiatus.

- Establishment of a Job Review Committee to determine the need for additional new employees.
- Organization and development of an accreditation plan involving all levels of employees, including the recruitment of an Accreditation Coordinator.
- Successful purchase of property and buildings for a new district location.
- Plan, develop, and begin construction of a new 120,000 square foot facility
- Recruitment of a new Facilities Manager.
- Completion of an overall county wide Community Health Assessment.
- Plan and development of a community wide Community Health Improvement Plan involving community leaders and organizations from throughout the county.
- Successful development, implementation, and conclusion of a district legislative agenda.
- Development and final draft of a three year Strategic Plan.
- Development of an Employee Events Committee, which has become very active in planning employee events.
- Released 3 Mobile Apps for the public which have been downloaded by more than 10,000 users
 - Neon 2 Nature
 - Partnership with OCDPHP
 - SNAP Recipes
 - Partnership with OCDPHP
 - Restaurant Inspections
 - Partnership with EH
- Enhanced the southernnevadapod.com web site and Medical Screening Form for OPHP
 - This site will be vital in the upcoming Operation Rabbit's Foot exercise
 - We mapped out PODs for all of the valley zip codes for use in a real emergency
- Upgraded and enhanced the Vital Statistics Birth & Death Certificate ordering process
 - Decreased overall transaction time for many customers by allowing them to complete the transaction at the window without going to the cashier
 - Survey showed high level of customer satisfaction with the new process
- Implemented EnvisionConnect Remote for EH Food Plan Review
 - This will eliminate the paper forms from the inspection process
- Acquired and began implementation of Socrata Open Data Portal
 - This will allow for data transparency throughout the District
- Began process for data-sharing of restaurant inspection results with Yelp
 - Working with Socrata on this
- Redesigned Public Record Request business processes
 - More streamlined, all electronic
 - Allows for online payment of fees
- Updated Physician Disease Reporting section of the SNHD website to pass online reports directly to Trisano, partnering with Informatics

- The Public Information Office worked with Office of Emergency Medical Services and Trauma System to launch the www.SouthernNevadaTraumaSystem.org micro site in March 2015. The site is designed to raise awareness of the local trauma system by educating the public and stakeholders about the components of the system and importance of a trauma system to the community. The site features the trauma system logo that was developed by the Public Information Office in conjunction with the Regional Trauma Advisory Board.
- The Public Information Office worked with staff to promote public health observances, program activities including the development of in-house mobile apps, emerging public health issues, outbreak responses, and additional public health issues resulting in approximately 512 news stories related to the Health District, its programs, and partners running in print, web, and broadcast media outlets.
- The Public Information Office and Health District programs increased social media activities during this past fiscal year by promoting specific campaigns and events. This resulted in significant gains in social media traffic. A total of 25 videos were posted to the Health District's YouTube channel, including in-house videos and videos produced by vendors and partners. Views on the agency's channel increased by 825 percent during FY15. During this same time period Facebook likes on the main SNHD site have increased by 288 percent, and Twitter followers on the main site have increased by 50.63 percent.
- The Public Information Office coordinated a "Wall-breaking" Ceremony to preview its future home at 280 S. Decatur Blvd. The event was attended by board members, stakeholders, and staff. Local media outlets covered the event which was taped and broadcast live by staff using the Periscope app.
- Public Information staff is currently working on a complete redesign of the main Health District website using the content management system WordPress. A site review, traffic pattern studies, initial planning, and reviews with staff have been completed in order to complete a timeline for the project. A responsive design and template have also been created.
- Public Information staff worked with various program staff to conduct a focus group of Health District community volunteers. The volunteers provided insight into customer service areas, identified areas to improve access to information provided to customers, and suggested solutions to client concerns.
- Community Outreach staff coordinated an Education Fair for staff and clients in conjunction with Roseman University. Approximately 11 educational institutions participated, including the College of Southern Nevada and Nevada State College. The participating facilities are part of the Southern Nevada Higher Education Consortium and serve as an educational resource to the community by providing information and educational opportunities in Southern Nevada.

- The Public Information Office worked with Information Technology and Facilities staff members to install electronic bulletin boards in the employee break rooms of the public health centers. The new internal communication monitors are used to relay accreditation information, updates on internal and external events, and information about programs and services to Southern Nevada Health District employees.
- Opened cashier station at 333 Rancho facility to provide additional support with Body Art and Pool cards, and other clerical duties
- Worked with programs to reduce cashier wait time
 - Vital Records – Credit card transactions no longer being sent to cashier
 - E.H. (Envision) – Invoices processed through E.H. clerical, not by cashier; able to keep line moving
 - Food Handling – Card process completed by F.H. staff; no need to access additional system by cashier to keep line moving
- Updated credit card processing hardware in advance of changes coming October 2015 regarding “chip” embedded credit/debit cards
- Updated credit card ID policy to be more in-line with Bank of America Merchant Agreement in order to capture as many Nursing sales as possible; fewer “gratis” services as a result
- Outsourced Medical Billing for clinical reimbursements
- Created and Standardized Patient Registration Form
- Establish costs and fees for all of Nursing Division services
- Created internal Superbill for Immunizations
- Added more contracts with Insurance Companies
- Established Accounts Receivable for Environmental Health and Medical Billing
- Moved to a fully funded governmental pool for Workers Compensation Insurance

Community Health:

- Launched the Healthy Southern Nevada website to compliment the Accreditation process. The website went live on April 17, 2015. The objective of the website is to increase epidemiological data transparency with community partners. The website also supports the community health improvement collaboration. www.healthysouthernnevada.org
- OPHP-purchased the platform called Socrata to support the SNHD open data initiative. This data portal will function as a data warehouse allowing the community to create queries and download data from a variety of sources. Our IT program has taken the lead on this project since the data will be cross-cutting across data types and will take several years to reach maturity.
- Southern Nevada Public Health Laboratory hired a new Laboratory Director who will oversee SNHD laboratory services and expand reimbursable testing. We

also executed a contract for an analyzer to conduct CT/NG testing internally. Tests previously being sent to Long Beach. Internal testing has the potential to increase revenue for the lab. We are researching bring QFT (a TB screening test) in house.

- The Office of Health Informatics received a grant in April from the State Department of Public and Behavioral Health to host a statewide application called ESSENCE on SNHD virtual servers. The amount allocated was approximately \$104,000. This grant will allow the State of Nevada to detect outbreaks early and monitor the order of magnitude of these events.
- In collaboration with the Directors and the CHO worked with the University of Nevada School of Medicine to start a public health residency for 2, 3 students. Rotations began July 1, 2015.
- Office of Epidemiology and the Office of Informatics had several abstracts accepted to the Council of State and Territorial Epidemiologist Conference.

Clinical Services:

- Reapplied and received funding for the next five years of the Teen Pregnancy Prevention grant (\$3.75 M).
- Reapplied and received funding through 2017 from the State for the Maternal Infant Early Childhood Home Visiting Program.
- Reapplied and received funding for the SAPTA grant for the next year.
- Secured funding to hire a billing consultant to begin developing the capacity to bill insurance companies.
- Began the second year of the first ever Healthy Start grant for the State of Nevada.
- Convened a Community Action Network (CAN) to support the activities of the Healthy Start grant and the Nurse Family Partnership program using the concept of "Collective Impact."
- Held a summit and educational presentation on Teen Pregnancy Prevention at the Springs Preserve highlighting the drop in Teen Pregnancy rates in Nevada by 11%.

Chief Health Officer Goals

September 2014 – September 2017

- 1) Establish a billing system for clinical services and the public health laboratory
 - a. The District has worked to establish these billing systems. While we have contracts in place with several insurers, including NHP and the Culinary Union, including Medicaid, for services reimbursement, we need an effective Electronic Health Record on line to assist us. The previous system did not allow that capability.
 - b. We increased fee for service revenues by 22% (~\$600K) over last year, and we increased Family Planning revenues by 58% (~\$340K).
 - c. We similarly need to establish this process with billing for the laboratory.
 - d. We are actively investigating other EHRs for purchase and implementation.

- 2) Balance the SNHD budget with an end fund balance equal to 16.6% (as per BOH wishes) by the end of FY 2017.
 - a. The Board of Health approved decreasing our required end fund balance to 10%
 - b. As we provided to the last Finance Committee and full Board of Health, we are now projecting an end fund balance of 18.12% for this current fiscal year, significantly improved from our original budget.
 - c. For next fiscal year, we are projecting an end fund balance of 18.68%, and for the following year 18.78%
 - d. As projected, we will fully meet this goal.

- 3) Increase the laboratory revenues to total 30% of the lab expenditures
 - a. We currently receive approximately 35% of expenses for the laboratory from two grants.
 - b. Another 7% of income relates to a third capacity grant and testing revenue.
 - c. Our plan is to increase testing revenue to total approximately 10% of our expenses.

- d. While this goal has been met, we will continue to work on enhancing revenue.
- 4) Purchase a building and effect a move into that building. Alternatively, negotiate long term leases that are cost-effective for SNHD.
- a. The District purchased a building at 280 S. Decatur in December 2014.
 - b. Modifications are in process and should be completed for move in late November through early January.
 - c. Information Technology is thoroughly upgrading IT lines and hardware to accomplish this move.
 - d. Staff is currently going through their personal and professional belongings to accomplish this move.
 - e. Movers are being contracted
 - f. The effort to digitize all files needing saving is underway, allowing the effective transition to a digital District for most work related aspects.
 - g. We plan an open house in January 2016.
 - h. We are on track to completely meet this goal within the next few months.
- 5) Improve employee morale
- a. We conducted an employee satisfaction survey, the results of which have been analyzed and reported to the BOH several times
 - b. We have developed and are working towards each program, at the front line staff level, to develop communication plans and 1-2 other plans pertinent to that program and Division
 - c. Employee morale remains an issue, but we are working on this for this three year goal
- 6) Make strides towards accreditation
- a. The HD completed the Community Health Assessment, one of the three main deliverables for accreditation
 - b. We are almost complete with the Community Health Improvement Plan that was developed from data in the CHA with extensive community involvement
 - c. We have begun work on the Strategic Plan to identify time framed goals to implement the CHIP

- d. Other required accreditation pieces are under good development, such as the Workforce Development Plan and QA/QI plans
- e. We expect to begin uploading documents by late 2015 or early 2016 with a goal of a site visit for accreditation by late 2016



620 Shadow Lane • Las Vegas, NV 89106 702-388-4000 • www.valleyhospital.net

September 21, 2015

Southern Nevada Health District
Board of Health
330 S. Valley View Blvd.

RE: Joseph P. Iser, MD, Chief Health Officer,
Southern Nevada Health District

To Members of the Board of Health:

I am pleased to write you today to express my appreciation for the relationship Valley Hospital Medical Center (VHMC) has with the Southern Nevada Health District (SNHD) and to share my experience with Dr. Iser, the SNHD Chief Health Officer. Dr. Iser has been a supportive, strategic and valued community partner to VHMC, one of the largest and clinically more complex hospitals in the Valley, a key health care resource in the Las Vegas Medical District.

Dr. Iser has supported VHMC with his vast experience and expertise - whenever we have called, no matter what the issue or concern - Dr. Iser has assisted us in working through complex public health problems and emergency preparedness situations. Working with Dr. Iser and his team during Ebola preparedness gave us the science based support as well as technical and functional direction we needed to develop a comprehensive preparedness response and perfect our teams' skill through PHEP exercises which SNHD directly participated in.

Dr. Iser and the SNHD's infection prevention team has become a collaborative and valued partner in our hospitals effort to prevent the spread of infectious disease; going forward, VHMC with our Antimicrobial Stewardship Pharmacist is pleased to be a part of the SNHD strategy to work with CCMS and providers on the antibiotic stewardship program in the attempt to decrease the development of antibiotic resistance.

VHMC is a member of the newly reconstituted Facilities Advisory Board and Dr. Iser and I have actively participated and collaborated on the efforts involved in the continued planning with the medical district. Dr. Iser has taken a leadership role in times of crisis, convening coordination efforts to assist the Valley's hospitals with communication, planning and organization during times of extended emergency room closures.



Page Two
Joseph P. Iser, MD, Chief Health Officer

With the upcoming influenza season, VHMC will rely on SNHD for partnership, support and guidance as we all work toward the prevention of influenza in our community.

Dr. Iser's leadership skills, his extensive knowledge, experience and expertise, his commitment to public health and his willingness to play an active role in our community as it relates to overall public health, PHEP and infection prevention make him an excellent Health Officer. Las Vegas is a complex market for public health with unprecedented numbers of visitors from all over the world - we face many challenges that other cities do not experience - Dr. Iser's talents are well suited for our market and we look forward to continued collaboration with Dr. Iser and the SNHD, only to further enhance our community involvement and partnership - to protect the public's health.

Thank you all for the support of the SNHD.

Sincerely,



Elaine Glaser
CEO/Managing Director

EG/ts



University of Nevada
School of Medicine

September 14, 2015

Southern Nevada District Board of Health
330 S. Valley View Blvd.
Las Vegas, NV 89107

Dear Board of Health Members:

I am writing this letter in support of Dr. Joseph Iser.

I have known Dr. Iser for five years and have worked closely with him on a number of projects, including most recently the Nevada County Health Rankings project and the Southern Nevada Health District's public health accreditation efforts. As such, I can attest to his effectiveness as a public health leader.

Dr. Iser's leadership style has been one of active engagement with community and statewide stakeholders. In both of the aforementioned projects, I can attest to Dr. Iser's willingness to engage community public health and health care partners to ensure the successful development and implementation of project activities. Indeed, in both projects, Dr. Iser has demonstrated an interest to also work with "non-traditional" public health partners, in sectors such as transportation and education, to improve efforts to promote and protect the public's health.

In conclusion, I look forward to continued collaboration with Dr. Iser and his staff on strategies to improve the public's health and well-being in southern Nevada.

Sincerely,

A handwritten signature in black ink that reads "John Packham". The signature is written in a cursive style.

John Packham, PhD
Director of Health Policy Research
Office of Statewide Initiatives

Office of Statewide Initiatives
University of Nevada School of Medicine
411 West Second Street
Reno, Nevada 89503-5308
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(702) 455-5942 • Fax (702) 383-9994
Lewis Wallenmeyer Director

September 15, 2015

District Board of Health
Southern Nevada Health District
330 S. Valley View Blvd.
Las Vegas, NV 89107

Re: Dr. Joseph Iser, MD

Dear Board of Health Members:

I am writing on behalf of Dr. Iser in order to provide input for your consideration in his evaluation.

I have found Dr. Iser to be extremely outgoing and cooperative regarding collaboration between my department and the Southern Nevada Health District. We have met numerous times to coordinate on matters of public health for which we jointly share responsibilities. Dr. Iser organized meetings with managers and supervisors from Air Quality and the Health District to foster increased knowledge of each other's responsibilities and concerns. This approach has greatly improved communication between us and has facilitated improved access to the Health District for my staff.

Specifically, we have cooperated closely on several matters, including solid waste and compost management and related complaints, naturally occurring asbestos, odor complaints and odor control, and desert dumping causing soil disturbance and dust on vacant land parcels.

The level of communication and coordination between the Health District and the Department of Air Quality is stronger now than it has been for many years, and I attribute this to the active community participation efforts of Dr. Iser.

If you should have any questions, please do not hesitate to contact me. Thank you.

Sincerely,

A handwritten signature in black ink that reads "L. Wallenmeyer".

Lewis Wallenmeyer, Director
Clark County Department of Air Quality

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Office of the Deputy Superintendent

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September 15, 2015

To Whom It May Concern:

I am pleased to write this letter of support for Dr. Joseph Iser.

The Clark County School District (CCSD) has received support from the Southern Nevada Health District (SNHD), under the leadership of Dr. Joseph Iser, during the past year. This support and enhanced communication included Dr. Iser's request in the fall of 2014 to establish quarterly meetings with our administrative staff to help enhance communication and working relations. Those meetings were implemented last school year and proved to serve as a very beneficial mechanism for maintaining current information and problem-solving regarding a multitude of shared projects. During those meetings we have been able to exchange information regarding both challenging areas that require our collaboration to address, as well as long-range planning regarding shared needs.

Last school year proved to be one of the busiest for CCSD in regard to the need for support from the staff of the SNHD. Not only did we receive support and assistance in the area of immunization compliance and identification of additional resources for students without access to immunization resources, but we also received additional support in regard to accessing WebIZ information to assist in ensuring CCSD immunization compliance information was complete. It was also a year during which several communicable diseases were active in our community, which meant that we worked regularly with nursing and epidemiology staff to address identified cases of measles and pertussis, provide information regarding classroom immunization compliance and contacts, and work together to communicate current information to students, parents, and CCSD school staff. Those efforts continued through the spring of 2015 and are on-going this fall. In each instance we worked together toward shared goals. Dr. Iser ensured that staff was available to assist and maintained communication with District administration. As a collaborative effort we developed a new form that is required for parents requesting religious exemption to ensure that parents are fully informed regarding the fact that their students may need to remain at home during outbreaks of communicable diseases for which they are not immunized.

Several meetings have been held to enhance our education and awareness regarding Tuberculosis cases in our county, as well as to develop procedures that are followed in the instances of identified active, untreated cases of students who are attending school. The SNHD has worked with us through several instances to develop a plan for identifying students and staff who are at risk and making resources available for TB testing, including on-site when indicated. We continue to communicate regarding the need for on-going joint planning in this area.

Letter of Support for Dr. Joseph Iser
Page 2
September 15, 2015

Lastly, at Dr. Iser's invitation, CCSD administrative staff were involved in both the SNHD Community Health Assessment Steering Committee and now as a partner in the Community Health Improvement Planning process for our community, which allows us to ensure that the needs we have identified for our students are included in the thought process and planning as we identify needs with other community partners.

It has been a pleasure to have the opportunity to work with Dr. Iser, and the areas identified above are only a few examples of the on-going, shared responsibility we have for the children of our community. The opportunity for enhanced communication and problem-solving Dr. Iser established has served both the SNHD and CCSD very positively as we move forward to address the daily challenges faced by both organizations.

Sincerely,



Kim Wooden
Deputy Superintendent



Fire Department

575 East Flamingo Road • Las Vegas NV 89119
(702) 455-7311 • Fax (702) 734-6111



Greg Cassell, Fire Chief
Erik Newman, Sr. Deputy Fire Chief
Kelly Blackmon, Deputy Fire Chief • Jon Klassen, Deputy Fire Chief
John Steinbeck, Deputy Fire Chief • Roy Session, Deputy Fire Chief • Jeff Buchanan, Deputy Fire Chief
"Responding with Integrity – Serving with Compassion"

September 11, 2015

Joseph P. Iser, MD, Dr.PH, MSc
Chief Health Officer
Southern Nevada Health District
PO Box 3902
Las Vegas, NV 89127

It is my privilege to write a letter in support of Dr. Joe Iser for his leadership to the Southern Nevada Health District.

Dr. Iser and I met two years ago through the course of our occupations. As a professional, it was clear he was thoughtful, intelligent, and had many years of experience. What was more impressive was his sincere desire to build meaningful and strong community partnerships. Through the time we have known each other, he has continued this commitment.

His background and accomplishments make him ideal for his designation as Chief Health Officer (CHO); however, it is in combination with who he is as a person that makes him special. There are many who check the boxes that qualify them for such credentials, but few who exemplify the best in their chosen jobs. He has demonstrated the strong acumen necessary to handle high-pressure situations like the Ebola outbreak, while patiently offering guidance to community partners as they strived to keep the citizens reassured that we were prepared. His equanimity is a strength few possess.

While certainly Southern Nevada is fortunate to have concrete governance, there are few that define leadership as Dr. Iser. He is an ambassador to health care providers everywhere and his dedication to the community provides comfort we are in solid hands.

Very Respectfully,

Jeff Buchanan
Deputy Fire Chief

:jb

ROBERT S. FREYMULLER
CEO/Managing Director

September 15, 2015

Southern Nevada District Board of Health
PO Box 3902
Las Vegas, NV 89127

Re: Dr. Joseph Iser, MD, Chief Health Officer, SNHD

To Whom It May Concern:

As Chief Executive Officer of Summerlin Hospital Medical Center, I have had the pleasure of being acquainted and working with Dr. Joe Iser, Chief Health Officer for the Southern Nevada Health District, since 2013.

I have found Dr. Iser to be extremely knowledgeable about both the community disease specific issues impacting all of us and the proper operations of a community health district such as SNHD. Dr. Iser has a keen understanding of the resources and support needed to address these issues and support the local health providers.

Most recently, Dr. Iser has headed up the local Community Health Improvement Plan (CHIP) initiative engaging providers and organization across the city to address major health related issues and improve the quality of life in our city. As well, Dr. Iser reached out to the provider community to seek our opinion on re-establishing the Medical Advisory Board (MAB) to bring together the acute care and emergency providers to ensure the city is prepared to handle unexpected events. I think these are just two examples of Dr. Iser's leadership and proactive involvement in ensuring the SNHD is taking a lead role in the healthcare delivery system in Las Vegas.

In summary, I have enjoyed working with Dr. Iser and have found him to be honest, responsive and always exhibiting a sincere attitude/commitment to do the right thing and put the quality and safety of patient care first. I think he has been a valuable addition to SNHD and is the right person to be leading the organization. I am happy to answer any questions or provide more information. Thank you.

Sincerely,



Robert S. Freymuller
CEO/Managing Director



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City of Las Vegas

September 22, 2015

Southern Nevada Board of Health
P.O. Box 3902
Las Vegas, NV 89127

Dear Members of the Board of Health,

I am honored to be writing a letter of support to acknowledge Dr. Joseph Iser's invaluable contributions while he has served our community as the Chief Health Officer of Southern Nevada for the past two years.

Dr. Iser's most important contribution has been his visible leadership and engagement in all areas under his watch. Dr. Iser's initial message that he delivered shortly after his arrival that "there is a new sheriff in town" certainly rings true with all that he has accomplished and the decisive actions he has taken in his short tenure. Dr. Iser's effectiveness as a leader is directly related to who he is as a person: I find him kind, responsive, humble, empowering and most important, genuine in all that he does.

I feel that Dr. Iser's strong character and his true leadership qualities were revealed when our nation, state, and community responded to the potential threat of the Ebola virus outbreak. The Ebola outbreak in West Africa was declared an international public health emergency by the World Health Organization (WHO) in August 2014. As the number of cases and resultant deaths far exceeded resources to contain the disease, concerns about individuals traveling to the US mounted. As the U.S. experienced its first Ebola patient on our soil, it was clear that the CDC, state and local health authorities, public safety agencies, as well as the entire healthcare system, were not adequately prepared to effectively manage an outbreak of this disease. As many of you know, the media coverage, the furious rate of spread, and the high death toll influenced the emotion and, in particular, the public and medical system's fear with regard to this epidemic. Dr. Iser's calm manner, his ability to lead diverse groups of people, his poise, and his insistence on using data for all decision-making proved to be highly effective in calming the fears. I vividly remember one of the special meetings he held at the health district, the emotion and fear in the room

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City of Las Vegas

was palpable. Many in the room were very worried about how we would protect our first responders and our health care workers and facilities. The emotion and the level of angst quickly dropped as Dr. Iser spoke to the group. His calm, reassuring manner bolstered by his thoughtful strategic plan and keen sense of humor, immediately reassured the group. This ability to keep the "crisis" in perspective allowed Dr. Iser to effectively work with community stakeholders to develop a plan for surveillance, response, and management of patients with suspected Ebola Virus disease. It is also important to note that Dr. Iser and his team at the Health District did a wonderful job of bridging our community with the resources at the CDC and our state Health Division. Dr. Iser was able to distill the massive amounts of fragmented information coming from the state and Centers for Disease Control into concise and meaningful direction to the public safety and healthcare system in Southern Nevada. As the writing of this letter, the threat of Ebola has not been eliminated, but I am confident that our community is maximally prepared and in good hands thanks to Dr. Iser.

Dr. Iser influenced several pieces of legislature that have important and positive effects on our community. He was able to influence improvement in the State's infrastructure to support a state trauma registry. In addition, he was instrumental in supporting the development of a registry for acute stroke care which promises to provide the data and surveillance for our state so that we can decrease the burden and increase the level of care for patients suffering from devastating strokes. Finally, he and his office helped bring various stakeholders together to successfully pass the Community Paramedicine bill which represents a historic moment in EMS legislative history.

On a national level, beyond his coordination with the CDC, Dr. Iser's leadership was instrumental in the Southern Nevada Health District being chosen by the American Heart Association to be the recipient of an Accelerator Grant. This highly competitive grant partners our healthcare community with the AHA and experts from Duke University. It provides funding and support for development in systems of care for heart attack victims and this accomplishment promises to help further improve the care for heart attack patients in our community.

Dr. Iser also has demonstrated the courage to take on difficult and complex problems in our community. He has been highly supportive of finding unique solutions to the psychiatric emergency crisis in Southern Nevada. Dr. Iser lent his full support for the Medical Advisory Board to develop a protocol for psychiatric patients who don't have any injury or illness. EMS providers now have an alternative protocol for patients who they encounter with mental illness who do not need an emergency department and can be transported directly to a psychiatric facility. In the future, this has the potential to decrease the burden on emergency departments and better align the patient's needs with the best place of care. Dr. Iser demonstrates an unyielding



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commitment to finding solutions for our overburdened 9-1-1 system and our beyond capacity emergency departments. His support, commitment, and flexibility will be instrumental for our City as we look to find innovative and cost-effective ways to match a patient's needs with the right resource, and as we tackle the complex problems leading to our vulnerable homeless patients and serial inebriate individuals getting pushed into the 9-1-1 and emergency care system.

In closing, I respectfully offer the board my highest level of appreciation for Dr. Iser's leadership, vision, and commitment in his role as the Chief Health Officer for Southern Nevada.

Respectfully,

A handwritten signature in blue ink that reads "David E. Slattery MD". The signature is written in a cursive style and is positioned above the printed name.

David E. Slattery, MD, FACEP

Deputy Chief and EMS Medical Director

City of Las Vegas, Las Vegas Fire & Rescue

Associate Professor

Department of Emergency Medicine

University of Nevada School of Medicine



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city of las vegas

September 24, 2015

Southern Nevada Board of Health
P.O. Box 3902
Las Vegas, Nevada 89127

Dear Members of the Board of Health,

Thank you for the opportunity to offer this letter on behalf of Dr. Joseph Iser in his role as Southern Nevada Health District Chief Health Officer.

My name is Willie McDonald and I am the Fire Chief of the City of Las Vegas, Nevada, and have served in the position since August 2013. Dr. Iser contacted me shortly after I arrived to introduce himself, schedule an in-person meeting, and begin the development of a very positive working relationship. I have appreciated his open and objective approach to leading the Southern Nevada Health District and the inclusiveness in collaborating on matters of mutual importance.

Over the past two years, Las Vegas Fire & Rescue has focused on evaluating our prehospital care delivery system to determine if it supports the needs and desires of our community. The Department initiated a pilot program in March 2014. Our goal was to assist in assessing system capacity and to obtain practical experience in order to determine how we could best serve our community given the significant changes in the provision of health care over the past ten years, and those expected in the future. Through this process, along with the consult and support of the Southern Nevada Health District, significant enhancements, innovation, and improvements have been recommended and implemented. Dr. Iser's leadership, objectivity, and impartiality were critical to our success and provided outcomes that were otherwise not considered independently.

Dr. Iser partnered with Southern Nevada EMS providers proposing Mobile Integrated Health Care to the state Legislature. As earlier mentioned, the manner in which residents access and receive health care has evolved significantly over the past 15 years. While the scope of field Paramedics would allow for Department Medics to treat patients and administer care on a non-emergency manner, state statute restricted prehospital care providers to only provide services in emergency situations. Dr. Iser facilitated the collaboration of all Southern Nevada EMS stakeholder agencies in the development of a bill that was successfully authored and successfully carried through the 2015 Nevada state Legislative Session by State assembly member James Oscarson. He continues to lead through the rule making and regulation process with the expectation to launch local programs in 2016.

When the lethal Ebola Virus was confirmed in the U. S., the Southern Nevada Health District, through Dr. Iser's strong and calming leadership, organized local



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500 N. CASINO CENTER BLVD.
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/city of las vegas

EMS providers, the medical community, and area hospitals in the response. Equipment, training, policy and procedure development, dispatch and response protocols, transportation and decontamination guidelines and community education will be identified and put into place within a matter of days and weeks. Dr. Iser's decisive and visionary oversight created comfort and confidence on our residents, care givers, and receiving facilities as a result. We are all appreciative.

I have been a member of the public safety community for more than 30 years and in a leadership role since 1993. I have enjoyed very positive and meaningful professional relationships throughout my career and across three states, including cities that I represent and partner agencies. I am honored and very privileged to serve our community with Dr. Iser and greatly appreciate his support, guidance, counsel, and partnership. Through his vision, the residents of Clark County as well as the State of Nevada are receiving the high level of services available.

Respectfully,

A handwritten signature in blue ink that reads "William L. McDonald".

William L. McDonald, Fire Chief
City of Las Vegas, Nevada

**SECOND AMENDMENT
TO
CHIEF HEALTH OFFICER
EMPLOYMENT AGREEMENT**

This Second Amendment is with reference to the September 12, 2013 Chief Health Officer Employment Agreement between the Southern Nevada District Board of Health ("Employer") and Joseph P. Iser, hereinafter referred to as Employee, as amended September 22, 2014 (collectively referred to as "Parties").

The Parties hereto agree to amend said Agreement as follows:

- 1) Paragraph 1, Employment, replace the first paragraph in its entirety with the following language:

"Employer hereby employs Employee, and Employee hereby accepts employment by Employer to serve as District Health Officer for SNHD and Executive Secretary for Employer with all duties, powers and authorities provided by law, and to perform such executive, managerial, and administrative duties as Employer may specify during the term of this Agreement. Employer further designates Employee as the Chief Medical Officer for SNHD until such time as a Chief Medical Officer is officially appointed."

- 2) Paragraph 2, Term, replace "September 23, 2014 through September 22, 2016" with the following language:

"September 23, 2015 through September 22, 2017."

- 3) Paragraph 3, Compensation, will be replaced in its entirety with the following language:

"As compensation for services, Employer authorizes payment by the Southern Nevada Health District ("SNHD") to Employee in an amount equal to \$246,897.39 per annum in base salary; less required and/or requested withholdings, payable in biweekly installments consistent with SNHD's customary payroll practices for its employees during the term of this Agreement."

- 4) All other terms and conditions of the Agreement remain unchanged.
5) This Amendment becomes effective upon execution by all Parties.

IN WITNESS WHEREOF, Employer and Employee have caused this Agreement to be executed on October __, 2015.

Employee:

Employer:

Southern Nevada Health District Board of Health

By: _____
Joseph P. Iser

By: _____
Chair, Bob Beers