

**Florida Department of Health**  
**Escambia County Health Department**  
**2010 Organizational Profile**



**DECEMBER 2010**

## **ORGANIZATIONAL PROFILE**

**The Escambia County Health Department (ECHD)**, under the auspices of the Florida Department of Health (DOH), is the county health department located in the Florida Panhandle at the western gateway to our state. It is bordered by Alabama to the north and west, the Gulf of Mexico to the south, and Santa Rosa County, Florida to the east. The county has two cities, Century in the far north, and Pensacola in the south where most of the population is centered. Escambia is the 15<sup>th</sup> largest of Florida's 67 counties by population and the 38th largest by landmass. The ECHD provides services to the Escambia County's (FL) 310,000 residents and over 1.4 million annual visitors.

The history of the ECHD dates back to 1821. At over 189 years in continuous operation, the ECHD is one of the oldest health departments in the world. It endeavors to continue leading the State of Florida in providing public health services to our citizens, and its services are built on the foundations of: "Tradition-Service-Leadership-Protecting You Since 1821."

### **Organizational Description of the Escambia County Health Department**

The Escambia County Health Department provides most of the public health services in Escambia County and provides additional environmental health, communicable disease, public health preparedness, and engineering services to its neighboring Florida counties. Public health is a fundamental element of the quality of life available to residents and visitors in Escambia County. The ECHD currently employs approximately 406 staff and has an annual budget in excess of \$22 million.

### **Nature of Services**

In order to achieve its mission and vision, the organization is divided into a number of program areas that focus on the surveillance, prevention, detection, and treatment of the most significant public health and public environmental health issues within Escambia County and its Florida neighbors. The major services provided by the ECHD include:

#### **Disease Control and Prevention**

- HIV/AIDS Prevention
- Immunizations (approximately 50% of immunizations given in the county to almost 16,000 children 2009-10)
- Sexually Transmitted Disease (STD) (includes 736 teens in 2009-2010)
- Tuberculosis Control (TB) (included 15 minors, prior to TB investigation at high school)
- Epidemiology (Disease Prevention and Surveillance)
- Health Promotion/Education
- Tobacco Prevention—targeted at youth, including Students Working Against Tobacco (SWAT) and Healthy Environments Are Tobacco-free Coalition

#### **Health Services to Targeted Populations**

- Healthy Start (pregnant women and children age 0-3) (1,855, 0-5 year old, and 615 parenting teens)
- Public Health Nurse-in-Every-School program (numbers provided are July 1, 2009-June 30, 2010). Total cost: \$5,209,754.

- ECHD provides 129 staff and \$2,074,094 for school health.
- The Escambia School District provides six staff members and \$2,679,293, including the ESE program. The Early Learning Coalition provides \$221,893 and Head Start \$234,474.
- 60 public school sites with nurse and health support tech.
- 40,277 public school students, 11,060 of whom have health conditions specified
- 4,153 procedures and medications
- 291,010 health room visits
- 291,956 referrals (641 for dental care, 390 for KidCare, 119 for substance abuse counseling, 346 for guidance counseling, 3,067 for medical care)
- 2,613 health education classes for 158,967 students, 2,880 parents & 10,711 staff.
- Public health nutrition program for Women, Infants and Children (WIC) (over \$9.8 million for the community)
- Family planning (1,495 teens)
- Early detection of breast and cervical cancer for women 50-65 years old
- Dental health (17,631 visits)—26 operatories in four facilities; partnerships with one not-for-profit partner and one private partner
- Comprehensive child health services (3,740 visits for 3,008 children)
- Adult health services for Medipass
- AIDS Drug Assistance Program (\$1.26 million for medications)
- Escambia County We Care Program (in 2010 over \$10.2 million in care services)
- Adolescent health specialty clinics

#### **Environmental Health Services**

- Food inspections of schools and other licensed institutional facilities
- Limited use public water systems.
- Biomedical waste disposal, storage, transportation and treatment in Escambia, Santa Rosa, Okaloosa and Walton Counties
- Beach bacteriological water quality monitoring
- Public pool inspections in Escambia County

- Public pool engineering and construction oversight in Escambia, Santa Rosa, Okaloosa, Walton, Bay, Holmes, and Washington counties
- Group care facility inspections
- Mobile home & recreational park inspections
- Sanitary nuisance and enforcement
- Septic tank inspections and permitting
- State Underground Petroleum Environmental Response (SUPER) Act Program
- Environmental Assessment Program (EAP)
- Petroleum cleanup in Escambia, Santa Rosa, Okaloosa, and Walton counties
- Storage tank compliance inspections in Escambia, Santa Rosa, Okaloosa, Walton and Bay counties
- Protocol for Assessing Community Excellence in Environmental Health (PACE) project

#### **Other Public Health Services**

- Individual nutrition counseling
- Regional Public Health Preparedness/Disaster Response
- Special Needs Sheltering
- Vital Records (birth and death certificates)
- Public health training program for health-oriented professionals and students

A wide variety of professional and paraprofessional staff provides services within the noted program areas: two Board-certified pediatricians including an Adolescent Health specialist, three Board-certified Family Practice physicians, five dentists (plus 4 contract dentists), master's-level public health professionals, certified environmental health specialists, Registered Sanitarians, a Professional Engineer, a Professional Geologist, Registered Nurses, Advanced Registered Nurse Practitioners, Registered Dietitians, epidemiologists, social workers, disease intervention specialists, a Dental Hygienist, dental assistants, and a certified Dental Technician.

#### **Organizational Context and Culture**

The organization's culture is as old as the concept of community public health. Its employees work together in the spirit of public service to prevent and resolve many of the significant public health concerns that impact the community.

The ECHD's Mission, Vision, and Values are those developed by the Florida Department of Health for all county health departments and are as follows:

#### **Mission**

**Promote, protect, and improve the health of all people in Florida.**

#### **Vision**

**A healthier future for the people of Florida.**

#### **Values**

- **Excellence – We achieve and maintain quality results and outcomes through continuous performance improvement and learning.**
- **Commitment to Service – We dedicate ourselves to provide services unconditionally and without partiality.**
- **Empowerment – We create a culture that encourages people to exercise their judgment and initiative in pursuit of organizational goals.**
- **Integrity – Our guide for actions-which incorporates our commitment to honesty, fairness, loyalty, and trustworthiness-is in the best interests of our customers and employees.**
- **Respect – We recognize and honor the contributions of one another in our daily activities and create an environment where diversity is appreciated and encouraged.**
- **Teamwork – We encourage active collaboration to solve problems, make decisions, and achieve common goals.**

As one of the oldest health departments in the country, we are based on the following foundations:

**Tradition** – Honoring the history of public health in our county, state, and country.

**Service** – Serving the needs of our community through the science and essential services of public health.

**Leadership** – Meeting the challenges of the future and safeguarding our community's health.

In addition, we have developed our signature slogan: "Protecting You since 1821."

#### **Profile of Employee Base**

The ECHD has a staff of approximately 406 employees, including OPS. This number fluctuates due to grants and contracts that employ individuals on a short-term basis. Approximately 84% of employees are classified as Career, Selected Exempt, or Senior Management Service under the state's civil service system and 16% are Other Personnel Services (OPS) employees (hourly employees). Our workforce is comprised of 70% white, 21% black, 2% Hispanic, and 7% other, which approximately reflects the county's ethnic mix.

Many of the services provided by the ECHD are mandated and funded by the Florida State Legislature, although a significant number of services are also funded through grants and contracts provided by various sources including the county, state and federal government, and via fees collected from providing services. In addition, other resources include many state

and local agencies and individuals via the offering of both in-kind and volunteer services.

Employee job categories include Environmental Health Staff (9%), PH Communicable Disease Staff (3%), PH Clinical Staff (29%), PH Professional Staff (24%), PH Technical & Support Staff (25%), and other (10%). Average length of employment with the DOH/ECHD is 10 years. Staff higher education levels are as follows: AA (22%), BS/BA (22%), MS/MA/MPH (10%), PhD/MD/DMD/DDS (4%), Vocational/Technical (10%), and other (15%). Collective bargaining organizations representing employees include the Florida Nurses Association (FNA), the Federation of Physicians and Dentists, and the American Federation of State, County and Municipal Employees (AFSCME). All managers, supervisors, and staff have access to the DOH Bureau of Human Resources Labor Relations section for technical assistance, when needed. One employee serves as EEO representative and is available to all staff. A DOH-trained mediator is on staff.

Excellent performance and a learning environment are fostered at the ECHD. Each quarter, one day-long training day is held for all staff. ECHD "Non-Negotiables" include:

- Come to work on time
- Work Hard
- Be nice
- Do the right thing
- Respect the chain-of-command
- Respond to disasters
- Be a life-long learner

### Major Equipment, Facilities, and Technology

The organization has special safety needs and requirements. We operate clinics, laboratories, motor vehicles, inspection tools, and environmental digging equipment. Therefore, we must take appropriate safety precautions for these operations.

The ECHD has facilities located in several areas of the county. These include the following four full-time locations: the Molino Clinic, the Northside Clinic, the Fairfield (main) office, and the "downtown center". Limited services are available in three locations: Northside (Ensley), WIC locations at Naval Hospital Pensacola and in the community of Warrington, and dental and WIC services in Century. We also utilize two mobile vans to provide school-based dental screenings and two additional vans (a shot mobile and a medical van) to provide immunization and disaster response services. Environmental Health (EH), Epidemiology, and the Fiscal Division are located in the Downtown Center in Pensacola. Field service workers also serve specific areas such as school health staff located in 64 locations in our public schools. The ECHD maintains 24-hour on-call coverage for public health emergencies.

Additional major equipment operated by the ECHD includes various transportable units (a SWAT trailer and a public health preparedness trailer), various medical and laboratory equipment, Global Positioning System monitors, a motor pool, environmental surveillance and testing equipment (used by EH), soil excavation and analysis equipment, telecommunications equipment (including NEXTEL mobile handsets, satellite phones), and information systems.

#### Facilities

##### **1295 West Fairfield Drive**

**47,280 square feet– completed 1996**

**County owned building (built with state FCO funds)**

**Services:** Administration (CHD Director/Associate Director; Business Manager, IT, facilities management, public information, human resources); Health promotion and Tobacco; We Care volunteer physician program; WIC; Nursing administration; Healthy Start; Dental administration and clinic; Vital Statistics (all services); Clinical services (STD/HIV, family health, Immunization); ADAP; Regional immunization staff; Fleet maintenance. Open Mon – Friday, some Saturday's for specialty dental services.

##### **8390 North Palafox**

**Clinical Services Building**

**13,090 square feet— completed 2000**

**County owned building (built with CHD trust fund)**

**Services:** 2 private vendor dental clinics for a total of 13 operatories; immunization clinic; WIC; offices of regional Public Health Preparedness staff. Open Monday – Friday.

##### **School Health Building**

**3,000 square feet – completed 2008**

**County owned building (built with CHD trust fund)**

Administrative offices for school health program. Open Monday – Friday.

##### **1300 West Gregory Street (Down Town Center)**

**Environmental Health/Bulk storage**

**17,638 square feet**

**State owned building leased from DEP (renovated in 2003 with CHD trust funds)**

Full range of Environmental Health services; conditioned and un-conditioned storage space; covered parking for 4 mobile units and 3 trailers. Open Monday – Friday.

##### **Finance and Accounting/Epidemiology**

**4,500 square feet**

**State owned building leased from DEP (second floor added in 2006)**

Offices for Finance & Accounting Director and entire fiscal staff; offices for Epidemiology unit. Open Monday – Friday.

##### **3636 North L Street Unit C-2 (Warehouse)**

**7,000 square feet of floor storage, 1,000 square feet of mezzanine storage, 1,000 square feet of office space**

**Privately owned, county leased space for exclusive use of ECHD**

Space is used to store surplus furniture, computers and supplies by all ECHD entities; storage of special needs shelter supplies and equipment; storage of records; offices of HIV/AIDS program staff. Offices open Monday – Friday.

**6000 Highway 98 (WIC Navy)**

**Offices at the Naval Hospital Pensacola provided at no charge**

WIC services exclusively for active military and dependents. Services on Monday, Tuesday, and Thursday.

**3960 Navy Blvd Unit 1 (Warrington WIC)**

**2,480 square feet of county leased space for exclusive use of ECHD WIC program**

WIC services for clients residing in the west side of Escambia County. Open Monday – Friday.

**2470 Highway 29 North, Cantonment (Molino Clinic)  
6,873 square feet of county owned building - built in 1989**

Nursing services provided every Wednesday and first Thursday of month; WIC services on Monday, Wednesday, Thursday and Friday; Dental services Monday – Friday; county also maintains a buildings inspections office at this location.

**511 Church Street, Century (Century Clinic)**

**Clinical/Dental Services Building  
5,172 square feet – completed 1978  
County owned building**

**Services:** Dental services Monday – Friday.

**WIC Annex**

**3,000 square feet – completed 1998  
County owned building**

WIC services every Tuesday.

**Panama City**

We also have 2 full time Environmental Health staff working from their homes in the DEP gasoline storage tank program.

All ECHD sites are linked via information networks with Internet capability, e-mail access and an Intranet system that links the ECHD with the Florida Department of Health. The ECHD currently has over 400 desktop computers with most linked via information networks to the DOH Intranet. Most computers support the DOH standard desktop software packages, DOH Health Management System (HMS), the DOH standard EH

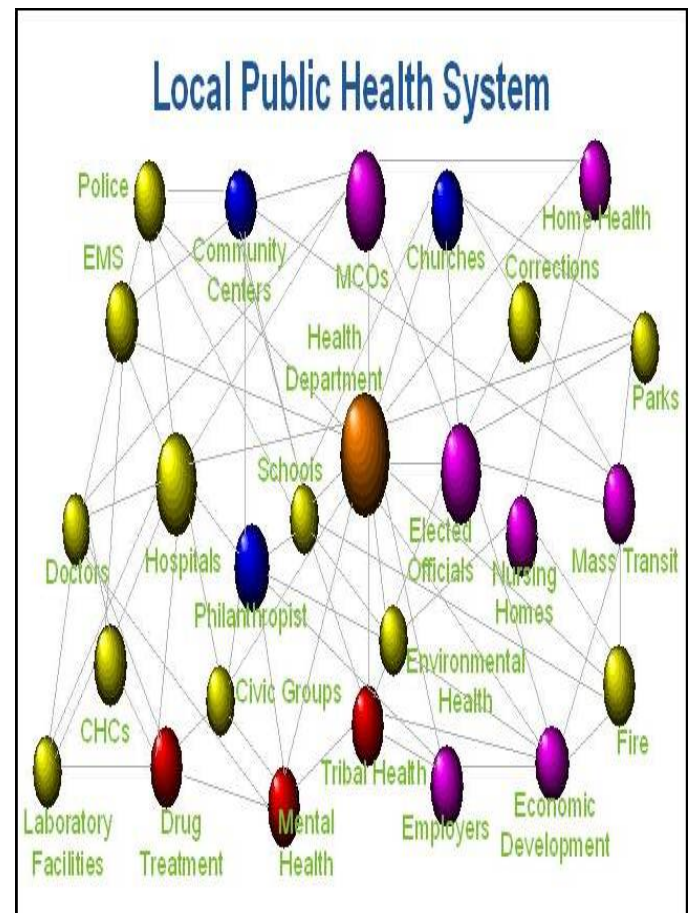
tracking system (REHOST) and various program specific systems shared with other state and local agencies such as the WIP (WIC) system on applicable computers. The ECHD has been a leader in providing the latest in information technology for staff including a computer training center at its Pensacola main facility.

**Regulatory Environment**

The ECHD operates in a highly regulated and political environment. The Department's functions and funding levels are determined by the state legislature. There are federal, state and county regulations that affect virtually all aspects of services provided. These include OSHA requirements, licensing standards for various healthcare and other professionals, and Medicare and Medicaid regulations.

**Organizational Relationships**

The ECHD provides the governmental backbone to the local public health system. The ECHD alone cannot make lasting community public health changes. The other members of the public health system are myriad and key players include our health delivery system (hospitals, etc.), employers and businesses, the media, academia, and communities:

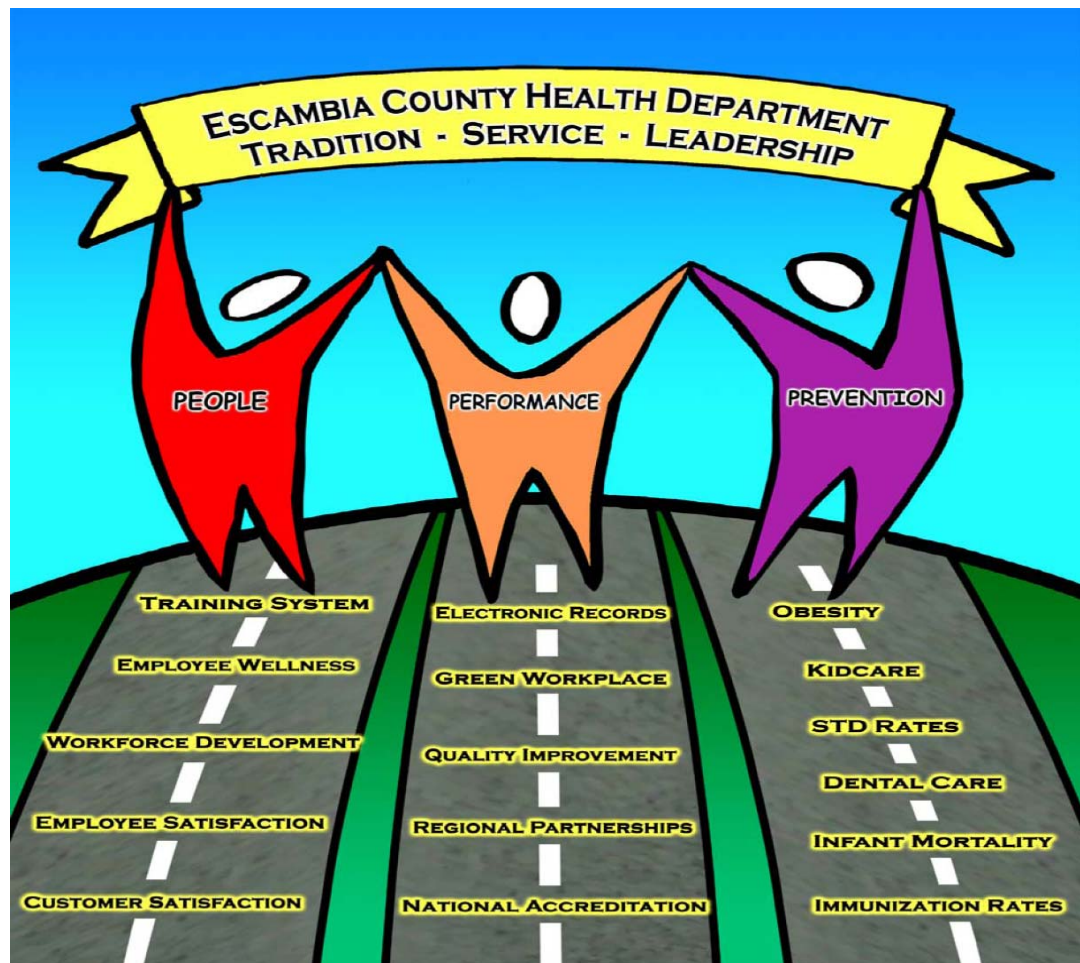


## Strategic Planning 2008-2011

### Background—History

In July 2008, the Executive Management Team (EMT), along with key leaders from across the ECHD conducted a comprehensive strategic planning process that included a self assessment using the “Local Health Department Self-assessment Tool” developed by the National Association of County & City Health Officials (NACCHO). This represents the organization’s third consecutive strategic planning cycle.

The “Roadmap” shown below serves as our “annual plan” and is used to communicate that plan to employees and the public. Each “road” lists ECHD’s areas with the greatest need for improvement (also called objectives). The roadmap does NOT represent everything the ECHD does, but illustrates the key areas felt most in need of improvement to provide the best public health services to our community.



Escambia CHD Roadmap  
2008-2011

1.0 PEOPLE	2.0 PERFORMANCE	3.0 PREVENTION
<p align="center"><b>1.1 Improve Customer/Partner Satisfaction</b></p>	<p align="center"><b>2.1 Expand Use of Electronic PH Records</b></p>	<p align="center"><b>3.1 Reduce Obesity</b></p>
<p align="center">V. Turner</p>	<p align="center">McCullough</p>	<p align="center">White/S. Turner</p>
<p>•# Divisions making change based on survey</p>	<p>•Each division pick a program to make records electronic</p>	<p>•% normal BMI grades 1, 3, 6, 9</p>
<p align="center"><b>1.2 Improve Employee Satisfaction</b></p>		<p align="center"><b>3.2 Decrease Minority Infant Mortality</b></p>
<p align="center">Gilmore</p>	<p align="center"><b>2.2 Implement QI Agency-wide</b></p>	<p align="center">Dunn</p>
<p>•Overall % Employees Satisfied</p>	<p align="center">Merritt/White</p>	<p>•Nonwhite infant death rate</p>
	<p>•Committee meeting</p>	
	<p>•Policy &amp; Procedure completed</p>	
<p align="center"><b>1.3 Improve Employee Wellness</b></p>		<p align="center"><b>3.3 Improve Immunization Rates</b></p>
<p align="center">V. Turner/White</p>		<p align="center">Carter</p>
<p>•% reporting increased PA &amp; Nutrition</p>	<p align="center"><b>2.3 Be More "Green"</b></p>	<p>•Community 2YO immunization rates</p>
	<p align="center">Lanza/Merritt</p>	
<p align="center"><b>1.4 Improve Leadership/Workforce Development</b></p>	<p>•Document current "green" initiatives</p> <p>•Implement ≥ three more</p>	<p align="center"><b>3.4 Reduce STD Rates</b></p>
<p align="center">Webb</p>		<p align="center">Carter</p>
<p>•% Employees participating in tuition reimbursement</p>	<p align="center"><b>2.4 Prepare for Accreditation</b></p>	<p>•15-24 YO chlamydia rate</p>
	<p align="center">S. Turner</p>	
<p align="center"><b>1.5 Employee Training System</b></p>	<p>•Increase self-assessment scores on items with scores &lt; 2</p>	<p align="center"><b>3.5 Expand Dental Care for the Lowest Income</b></p>
<p align="center">Webb/McCullough</p>		<p align="center">Rogers</p>
<p>•% Training system implemented</p>		<p>•# Children with Medicaid seen in ECHD dental clinics</p>
	<p align="center"><b>2.5 Optimize CHD Consortia</b></p>	
	<p align="center">Lanza</p>	<p align="center"><b>3.6 Promote KidCare Agency-wide</b></p>
<p>Escambia County Health Department December, 2010</p>	<p>•# ECCHO projects involving ECHD staff</p>	<p align="center">Capps</p>
		<p>•# ECHD programs promoting KidCare</p>