

#16

COMPLETE

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Page 1: Local Health Department/District Information

**Q1** Department Name

Torrington Area Health District

**Q2** Do you have a Board of Health? **Yes**

Page 2: Board of Health

**Q3** Please complete the Board of Health information below.

Chairperson	<b>Robert Collins</b>
Address	<b>194 Catlin Rd</b>
City/Town	<b>Harwinton</b>
State/Province	<b>CT</b>
ZIP/Postal Code	<b>06791</b>
Email Address	<b>rcollins5678@gmail.com</b>

**Q4** Board Function **Advisory & Policy Making****Q5** Number of Board Members

27

Page 3: Director of Health and Local Health Department Information

**Q6** Director of Health

Name	<b>Robert Rubbo</b>
Degree(s)	<b>MPH, B.S.</b>
Active CT License(s)	<b>R.S.</b>
Number of hours in Director of Health's average work week	<b>40</b>

<b>Q7</b> Please list salary figures as whole dollars per year.	Minimum Annual Salary	<b>86919</b>
	Maximum Annual Salary	<b>119224</b>
	Actual Annual Salary	<b>106438</b>

<b>Q8</b> An Acting Director of Health is defined as an approved individual covering for a Director of Health when he or she is absent, for example, due to a vacation, medical leave, conference, or position vacancy. See Connecticut General Statute Section 19a-200 or 19a-244. Do you have a staff person(s) who is the Acting Director of Health in your absence?	<b>Yes,</b>
	If yes, please provide the name(s) of the Acting Director of Health.: Thomas Stansfield

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**Q9** If no, how do you assure coverage when the Director of Health is absent? **Respondent skipped this question**

**Q10** Does your department include a Housing Department? **No**

**Q11** Does your department include a Social Services Department? **No**

**Q12** Does your department include additional non-public health programs? **No**

**Q13** Are there any collective bargaining units in your department? **No**

**Q14** Which of the following best describes your department with respect to participation in the Public Health Accreditation Board's national accreditation program? **My department has not decided whether to apply for accreditation**

**Q15** In what calendar year does your department anticipate registering in e-PHAB in order to pursue accreditation? **Have not decided on a target year**

Page 4: Local Health Personnel

**Q16** Administrative

	Full Time	Part Time	Contracted	Min. Salary-Hourly	Max. Salary-Hourly
Assistant or Deputy Director of Health	1	0	0	\$44	\$60
Environmental Health Supervisor	0	0	0	\$0	\$0
Nursing Supervisor	0	0	0	\$0	\$0
Office Manager	1	0	0	\$25	\$34
Bookkeeper	1	0	0	\$33	\$46
Secretary	1	2	0	\$15	\$29

**Q17** Medical

	Full Time	Part Time	Contracted	Min. Salary-Hourly	Max. Salary-Hourly
Dental Professional	0	0	0	\$0	\$0
Dietitian / Nutritionist	3	0	0	\$18	\$32
Lab Technician	0	0	0	\$0	\$0
Nurse* (RN, APRN)*Does not include School Nurse	0	1	0	\$37	\$55
Physician / Medical Advisor	0	0	1	\$100	\$100
School Nurse	0	0	0	\$0	\$0
Social Worker	0	0	0	\$0	\$0

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**Q18 Public Health**

	Full Time	Part Time	Contracted	Min. Salary-Hourly	Max. Salary-Hourly
Emergency Preparedness Coordinator	1	1	0	\$29	\$42
Environmental Health Inspector (e.g., food, lead, housing)	9	1	0	\$21	\$45
Epidemiologist	0	0	0	\$0	\$0
Health Educator	0	0	0	\$0	\$0
Outreach Worker	0	0	0	\$0	\$0
Other Paid Worker (Please describe below)	1	0	0	\$21	\$45

Other Paid Worker, please describe:

Public Health Specialist - Coordinates and assists with various community health programs as well as core functions. (ie: IAP program, Lead program, reportable disease follow-up,SPF-Rx, Diabetes self management, chronic disease self management, matter of balance, etc.)

**Q19 How many of your staff have the following licenses and/or certifications?**

	#
Dental Hygienist (RHD)	
Dentist (DMD/DDS)	
Food Inspector	9
Health Educator (CHES)	
Lead Assessor	2
Lead Inspector	6
Nurse (RN/APRN)	1
Pharmacist (RPh)	
Phase I SSDS	11
Phase II SSDS	9
Physician (MD/DO)	1
Registered Dietitian (RD)	2
Registered Sanitarian (RS)	7
Social Worker (LSW)	
Veterinarian (DVM/VMD)	
Other (Please describe below)	

Page 5: Public Health Department Revenue

<b>Q20 DPH funds - all regardless of source</b>	Amount \$	649236
<b>Q21 State funds - other than DPH</b>	Amount \$	34000
<b>Q22 Federal sources - direct</b>	Amount \$	0

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Q23 Licensure/Permit fees	Amount \$	500607
Q24 Local funds - city/town sources	Amount \$	737177
Q25 Medicaid	Amount \$	0
Q26 Medicare	Amount \$	11259
Q27 Other revenue	Amount \$	99878
Q28 Patient personal fees	Amount \$	0
Q29 Private foundations	Amount \$	0
Q30 Private health insurance	Amount \$	5761
Q31 What is your total operating budget?		
		2,044,918

Page 7: 10 ES - #1 Monitor health status to identify and solve community health problems

Q32 Requirement 1: My department has participated in or conducted a local community health assessment (CHA) within the last five years.	Yes
Q33 If yes, does the CHA include? (Select all that apply)	<p><b>Data and information from various sources and how the data were obtained</b></p> <p>,</p> <p><b>Demographics of the population</b></p> <p><b>Description of health issues and specific descriptions of population groups with particular health inequities</b></p> <p>,</p> <p><b>Description of factors that contribute to specific populations' health challenges</b></p> <p>,</p> <p><b>Description of existing community assets or resources to address health issues</b></p>
Q34 If yes, please upload the CHA or provide web link.	
CHH_CHNA_June_2018.pdf (1.4MB)	
Q35 Web link/URL	Respondent skipped this question
Q36 Requirement 2: My department shared the findings from the community health assessment with the residents in my jurisdiction and asked for their input.	Yes

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**Q37** If yes, what methods did you use to seek input from residents? (Select all that apply)

Publication on the health department's website ,  
Presentations and discussions at local meetings

**Q38** Requirement 3: My department routinely gathers information, collects data and/or conducts community dialogues specific to populations or geographic areas in the community where health inequities and poorer health indicators were identified in the community health assessment.

Yes

**Q39** If yes, how is the data provided? (Select all that apply)

Participating in other local organizations' community meetings (e.g., church community meetings, school public meetings, community association meetings or assemblies, etc.) ,  
Conducting group discussions with specific populations (e.g., teenagers, young mothers, residents of a specific neighborhood, etc.)

Page 8: 10 ES - #1 Monitor health status to identify and solve community health problems

**Q40** Requirement 1: My department shared the results of the community health assessment with the partners/stakeholders and the public.

Yes

**Q41** If yes, how did your department share the results of the CHA? (Select all that apply)

Website

Page 9: 10 ES - #1 Monitor health status to identify and solve community health problems

**Q42** Requirement 1: My department has written processes and/or protocols used to collect surveillance data from multiple sources and to review and analyze the data.

Yes

**Q43** If yes, how are the data collected? (Select all that apply)

Fax,  
Emails,  
Web reports ,  
Electronic data,  
Phone calls

**Q44** Requirement 2: My department has written processes and/or protocols that (1) specify which surveillance data are confidential and (2) assure the confidential data are maintained and handled in a secure confidential manner.

Yes

**Q45** If yes, please upload the protocol.

TAHD Data Confidentiality Policy.docx (374.2KB)

**Q46** If no, is the protocol in development?

Respondent skipped this question

**Q47** Requirement 3: My department has a 24/7 contact system or protocol to collect data from those who report data to my department. **Yes**

**Q48** If yes, how does your department collect the data 24/7? (Select all that apply) **A designated telephone line (voice or fax),**  
**Email address,**  
**Health department's website,**  
**Designated contact person or a list of contacts**

**Q49** Requirement 4: My department regularly uses the state DPH surveillance systems. **Yes**

**Q50** If yes, which surveillance systems do your department use? (Select all that apply) **CTSITE (childhood lead),**  
**CTEDSS (reportable diseases),**  
**CTEPHT (private well, healthy homes),**  
**CTWiz (immunizations),**  
**Syndromic Surveillance (opioids),**  
 Other (please describe):  
 ODMAP

**Q51** How many staff have been trained to use any of the state surveillance systems?

5

Page 10: 10 ES - #1 Monitor health status to identify and solve community health problems

**Q52** Requirement 1: My department has been involved in the collection of primary quantitative data in addition to surveillance data. **Yes**

**Q53** If yes, how has your department collected primary quantitative data? (Select all that apply) **Surveys of target groups,**  
**Inspection data**

**Q54** Requirement 2: My department has been involved in the collection of primary qualitative data. **Yes**

**Q55** If yes, how your department has been involved in the collection of primary qualitative data? (Select all that apply) **Focus groups,**  
**Group interviews,**  
**Stakeholder interviews**

**Q56** Requirement 3: My department uses standardized data collection instruments to collect quantitative or qualitative data. **Yes**

Page 11: 10 ES - #1 Monitor health status to identify and solve community health problems

**Q57** Requirement 1: My department analyses various types of data and draws conclusions. **Yes**

**Q58** If yes, do the analyses of the data include the following? (Select all that apply)

- Comparison of the data to other local agencies, the state or nation** ,
- Time/trend analysis** ,
- Primary and secondary data from multiple sources**

**Q59** Requirement 2: My department shares data and data analyses.

**Yes**

**Q60** If yes, with whom does your department share the data and data analyses? (Select all that apply)

- Internal staff** ,
- Community groups,**
- Public Health Partners,**
- Elected officials** ,
- Department of Public Health or other state entities** ,
- Board of Health** ,
- Residents,**
- Media**

Page 12: 10 ES - #1 Monitor health status to identify and solve community health problems

**Q61** Requirement 1: My department has used data to develop policies, processes, programs or interventions or to revise or expand existing policies, processes, programs or interventions.

**Yes**

**Q62** If yes, how has the department used data? (Select all that apply)

- Licensing/Permitting Program** ,
- Health Promotion Programs**

Page 13: 10 ES - #1 Monitor health status to identify and solve community health problems

**Q63** Requirement 1: My department provides summaries or fact sheets of community health data.

**Yes**

**Q64** If yes, who are the summaries/fact sheets shared with?  
(Select all that apply)

- Residents,
- Public health partners,
- Community groups,
- Key stakeholders,
- Other local health departments,
- Elected officials,
- Board of Health,
- Media

Page 14: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q65** Requirement 1: My department has a written protocol that includes a procedure for conducting investigations of suspected or identified health problems and environmental and occupational public health hazards.

Yes

**Q66** If yes, for which of the following entities does the protocol delineate the assignment of responsibilities? (Select all that apply)

- Internal staff,
- Contractors/consultants,
- Other local health departments (MOU),
- DPH (Food, Asbestos, SSDS),
- Other state agencies (DEEP, DCP)

Page 15: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q67** Requirement 1: My department conducts audits or programmatic evaluations (e.g., After Action Report) of investigations to ensure capacity to respond to outbreaks of infectious disease.

Yes

**Q68** Requirement 2: My department has a written report or other documentation of a completed investigation of a non-infectious health problem or hazard.

Yes

Page 16: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q69** Requirement 1: My department has a tracking log or audit on investigations that includes reporting lab test results and investigation results.

Yes

**Q70** If yes, how does your department track investigations? (Select all that apply)

- State surveillance systems (CTEDSS, CTSITE, CTEPHT- also known as MAVEN)
- ,
- Other (please describe):  
Filemaker Pro



Page 17: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q71** Requirement 1: My department has written protocols for the containment/mitigation of health problems and hazards.

Yes

**Q72** If yes, does the protocol(s) include? (Select all that apply)

Mitigation,  
 Contact management,  
 Clinical management,  
 Use of prophylaxis and emergency biologics ,  
 Communication with the public health laboratory ,  
 Process for exercising legal authority for disease control

Page 18: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q73** Requirement 1: My department has infectious disease outbreak protocols that describe the process for determining when the EOP will be implemented.

Yes

**Q74** If yes, please upload the protocol.

**TAHD Emergency Response Operating protocols.docx (34.8KB)**

**Q75** If no, is the protocol in development?

Respondent skipped this question

**Q76** Requirement 2: My department has protocols that specifically address environmental public health hazards and that describe the process of determining when the EOP will be implemented.

Yes

**Q77** If yes, please upload the protocol.

**TAHD -Environmental Surety Plan.docx (433KB)**

**Q78** If no, is the protocol in development?

Respondent skipped this question

**Q79** Requirement 3: My department has cluster evaluation protocols describing the process for determining when the EOP will be implemented.

Yes

**Q80** If yes, please upload the protocol.

**PHERP.docx (15.2MB)**

**Q81** If no, is the protocol in development?

Respondent skipped this question

Page 19: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q82** Requirement 1: My department has a written description of how it determines if an event has risen to the level of significance requiring an AAR.

Yes

**Q83** If no, is the documentation in development? Respondent skipped this question

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**Q84** How many drills and exercises did your department conduct or participate in the last fiscal year?

5 + 4 communication drills

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**Q85** How many real world public health events did your department respond to in the last fiscal year?

3

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**Q86** How many were significant that required the development of an AAR?

5

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Page 20: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q87** Requirement 1: My department has policies and procedures outlining how the department maintains 24/7 access to support services in emergencies. Yes

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**Q88** If no, are the policies and procedures in development? Respondent skipped this question

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**Q89** Requirement 2: My department has a call down list that is used to contact epidemiological and environmental local public health resources. Yes

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**Q90** If yes,

When was the call down list last tested?

**June 27, 2019**

What was the response time?

**1 minute - 1 hour**

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**Q91** Requirement 3: My department has a written policy or procedure to assure 24/7 access to laboratory services. Yes

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**Q92** If yes, please upload the protocol.

**PHERP.docx (15.2MB)**

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**Q93** If no, is the policy/procedure in development? Respondent skipped this question

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**Q94** Requirement 4: My department has protocols for handling and submitting of specimens. Yes

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**Q95** If yes, please upload the protocol.

**PHERP.docx (15.2MB)**

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**Q96** If no, is the policy/procedure in development? Respondent skipped this question

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Page 21: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community

**Q97** Requirement 1: My department has a protocol, procedure or policy that identifies support personnel (within or outside the department) who will be called on to provide surge capacity. Yes

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<b>Q98</b> If no, is the protocol/procedure/policy in development?	Respondent skipped this question
<b>Q99</b> Requirement 2: My department has staffing lists for surge capacity which includes both the staffing needed for a surge response and how staff will fill those needs.	Yes
<b>Q100</b> If yes, how are staff notified if they are needed for surge capacity? (Select all that apply)	Email, Call down, Text, Other (please describe): Region 5 ESF8 Communication protocol
<b>Q101</b> Requirement 3: My department has a document detailing the availability of equipment (transportation, field communications, personal protective equipment (PPE), etc.) to support a surge.	Yes
<b>Q102</b> If no, is the document in development?	Respondent skipped this question
<b>Q103</b> Requirement 4: My department has a schedule for training or exercises to prepare personnel who will serve in surge capacity (e.g., ICS or PPE).	Yes
<b>Q104</b> If no, is the schedule in development?	Respondent skipped this question
<b>Q105</b> Requirement 5: My department has a list and description of contracts, MOAs/MOUs, and/or mutual assistance agreements providing addition staff and services, including laboratory services, for surge capacity.	Yes
Page 22: 10 ES - #2 Diagnose and investigate health problems and health hazards in the community	
<b>Q106</b> Requirement 1: My department has a communication protocol to contact staff, health care providers, response partners, the media and others, 24/7.	Yes
<b>Q107</b> If yes, please upload the protocol.	
Communication Plan.docx (1.1MB)	
<b>Q108</b> If no, is the protocol in development?	Respondent skipped this question
<b>Q109</b> Requirement 2: My department provides information to partners and the public about how to contact the health department to report a public health emergency, risk, problem, or environmental or occupational public health hazard.	Yes

**Q110** If yes, how does your department inform partners and the public? (Select all that apply)

- Web page,
- Press release/media ,
- Social media,
- Distribution of printed materials (brochures, flyers, factsheets) ,
- Automated call systems,
- Email listservs

**Q111** Requirement 3: My department's partners and the public can contact the health department 24/7.

Yes

**Q112** If yes, how does the public and partners contact your department 24/7? (Select all that apply)

- Police dispatch ,
- Web site,
- 24/7 phone number,
- Email,
- Staff call down list

**Q113** Requirement 4: My department has established or participates in a Health Alert Network (HAN) or similar system that receives and issues alerts 24/7.

Yes

**Q114** If yes, how often does your department test the system?

Weekly

**Q115** Requirement 5: My department provides information to the public and uses the media to communicate information to the public during a public health emergency.

Yes

**Q116** If yes, how does your department provide information and use the media to communicate information to the public? (Select all that apply)

- Web page,
- Social media,
- Distribution of printed materials (brochures, flyers, factsheets) ,
- Automated call systems,
- Email listservs,
- Press release ,
- Media packets,
- Press conference,
- Public service announcement

Page 23: 10 ES - #3 Inform, educate, and empower people about health issues

**Q117** Requirement 1: My department has provided information to the public on health risks, health behaviors, disease prevention, or wellness.

Yes

**Q118** If yes, how has your department provided information to the public? (Select all that apply)

Public presentation,  
 Press release,  
 Media communications,  
 Brochure,  
 Social media,  
 Public service announcement

**Q119** Requirement 2 Yes

**Q120** If yes, were the health promotion strategies? (Select all that apply)

Evidence-based, rooted in sound theory, practice-based evidence, and/or promising practice,  
 Developed with input of the community (focus groups, key informant interviews, town meetings, advisory groups),  
 Focused on social and environmental factors,  
 Marketed using various platforms (social media, newspaper, etc.),  
 Implemented in collaboration with stakeholders, partners, and the community

**Q121** If yes, what types of health promotion strategies were developed and implemented or sustained? (Select all that apply)

Biking pathways,  
 Immunizations,  
 Walking clubs,  
 Media campaigns,  
 Radon test kits

Page 24: 10 ES - #3 Inform, educate, and empower people about health issues

**Q122** Requirement 1: My department has assessed health inequity across the jurisdiction within the last five years. Yes

**Q123** If yes, does the assessment include? (Select all that apply)

Analysis of factors that contribute to higher health risks and poorer health outcomes of specific populations,  
 The use of health equity indicators,  
 Plans and/or efforts to address social change, social customs, community policy, level of community resilience, or the community environment,  
 Internal policies and procedures to ensure programs address specific populations at higher risk for poor health outcomes

Page 25: 10 ES - #3 Inform, educate, and empower people about health issues

**Q124** Requirement 1: My department has a policy, plan or strategy for branding. **Yes**

**Q125** If yes, does the branding policy, plan or strategy? (Select all that apply)

- Ensure that staff have a clear understanding and commitment to the brand of the department**
- ,
- Communicate the department's brand in a variety of ways to different stakeholders (public, Board of Health, elected officials, policy makers, the media)**
- ,
- Use a common visual identity (logo) to communicate the community health board's brand**
- ,
- Include signage inside and outside the department's facility**

**Q126** If no, is the policy, plan or strategy in development? **Respondent skipped this question**

Page 26: 10 ES - #3 Inform, educate, and empower people about health issues

**Q127** Requirement 1: My department has external communication procedures or protocols. **Yes**

**Q128** If yes, does the external communication procedures or protocols include? (Select all that apply)

- The process for dissemination of accurate, timely, and appropriate information for different audiences**
- ,
- Coordination with community partners for the communication of targeted and unified public health messages**
- ,
- A contact list of media and key stakeholders**
- ,
- The responsibilities and expectations for positions interacting with the news media**
- ,
- A designated staff position as the public information officer – please provide the staff person's name below.:  
Tom Stansfield

**Q129** If yes, please upload the procedure or protocol.

**Risk Communication Plan.docx (1.6MB)**

**Q130** If no, is the protocol in development? **Respondent skipped this question**

Page 27: 10 ES - #3 Inform, educate, and empower people about health issues

**Q131** Requirement 1: My department has a risk communication plan, protocol or procedure. **Yes**

**Q132** If yes, does the risk communication plan, protocol or procedures? (Select all that apply)

Address how information is provided 24/7  
 Delineate roles, responsibilities and chain of command  
 Describe how information will be disseminated if disruption in communication technologies  
 Address how message clearance will be expedited  
 Describe on the health department will work with media  
 Address preventing public alarm by addressing with misconceptions or misinformation

**Q133** If yes, please upload the plan, protocol or procedure.

Risk Communication Plan.docx (1.6MB)

**Q134** If no, is the plan, protocol or procedure in development?

Respondent skipped this question

Page 28: 10 ES - #3 Inform, educate, and empower people about health issues

**Q135** Requirement 1: My department maintains a website or web page to inform the public about public health issues.

Yes

**Q136** If yes, my department's website or web page has the following information: (Select all that apply)

24/7 contact number for reporting health emergencies  
 Notifiable/reportable conditions link or contact number,  
 Health data,  
 Links to public health-related news  
 Information and materials from program activities  
 Links to CDC and other public health-related federal, state, or local agencies, as appropriate  
 The names of the Director of Health and leadership team

Page 29: 10 ES - #3 Inform, educate, and empower people about health issues

**Q137** Requirement 1: My department has demographic data defining ethnic distribution and languages in the jurisdiction.

Yes

**Q138** Requirement 2: My department has access to staff or contractors who provide interpretation, translation or specific communication services.

Yes

**Q139** If yes, how does your department provide interpretation, translation or specific communication services? (Select all that apply)

Bi-lingual or multi-lingual staff ,  
 Language telephone services,  
 Other (please describe):  
 Sign Language Interpreter on staff, Pictograms

Page 30: 10 ES - #4 Mobilize community partnerships and action to identify and solve health problems

**Q140** Requirement 1: My department has been an active member of a community partnership(s) or coalition(s) to improve the health of the community.

Yes

**Q141** If yes, what sectors of the community do the members of the partnership(s) or coalitions(s) represent? (Select all that apply)

School systems,  
 Hospitals/Community Health Centers,  
 Social service organizations ,  
 Local government agencies ,  
 Not-for-profit organizations,  
 Faith institutions,  
 Community members ,  
 Youth organizations

**Q142** If yes, which health issue(s) are being addressed in the community partnership(s) or coalition(s)? (Select all that apply)

Maternal and child health ,  
 Chronic disease prevention ,  
 Obesity,  
 Anti-tobacco,  
 Health equity ,  
 Housing,  
 Transportation,  
 Parks and recreation ,  
 Substance abuse

**Q143** Requirement 2: My department has made a change in a policy or created or revised a program that was implemented through the work of the partnership(s) or coalitions(s).

Yes



**Q144** If yes, what policy change or revision was implemented?  
(Select all that apply)

Increase the number and types of tobacco free locations ,

Improvement of neighborhoods and the physical environment (e.g., increase in the number of bike path miles, parks, playgrounds, green spaces)

,

Access to Healthy food (e.g., removal of soda machines in schools, expansion of farmers' markets)

,

Other, please describe:  
Diabetes Self management program, Matter of Balance programs, Chronic disease self management programs

Page 31: 10 ES - #4 Mobilize community partnerships and action to identify and solve health problems

**Q145** Requirement 1: My department engages with the community as a whole or with specific populations that will be affected by a policy or strategy. **Yes**

**Q146** If yes, which sectors of the community has your department engaged? (Select all that apply)

Senior Citizens,

School-age groups,

Parent/Teacher groups,

Service providers, i.e., tattoo artists, salon owners, nail technicians, massage therapists, food establishment owners and workers

,

Advisory groups

**Q147** Requirement 2: My department communicates and collaborates with the governing entity, advisory board and/or elected officials concerning public health policy or strategy at least quarterly. **Yes**

**Q148** If yes, how does your department communicate and collaborate? (Select all that apply)

Meetings,

Reports,

Fact sheets,

Emails

Page 32: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q149** Requirement 1: My department monitors and tracks the public issues being discussed by my department's governing entity, elected officials, individuals and/or other entities that set policies and practices that impact the health department or public health. **Yes**

**Q150** If yes, how is your department monitoring and tracking issues? (Select all that apply)

- Meeting agendas and minutes
- Log of legislation
- List-serves, Newsletters,
- Legislative Reports/Summaries
- Professional organizations (CADH, CEHA)

Page 33: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q151** Requirement 1: My department has contributed to the formal discussions concerning public policy and practice and its impact on public health.

Yes

**Q152** If yes, how has your department contributed to the discussions? (Select all that apply)

- Media statements
- Fact sheets,
- Official public testimony
- Participation in an advisory or work group

Page 34: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q153** Requirement 1: My department has informed policy makers and/or the public about potential health impacts of policies that are being considered or in place.

Yes

**Q154** If yes, how has your department informed policy makers and/or the public? (Select all that apply)

- Impact statements (science based) or fact sheets that address current or proposed policies
- Distribution of emails, briefing statements or reports on policy impacts
- Meetings/discussions of policy issues and impacts
- Verbal or written testimony

Page 35: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q155** Requirement 1: My department has a community health improvement plan (CHIP) dated within the last five years.

Yes

**Q156** If yes, does the CHIP include the following? (Select all that apply)

- Community health priorities
- Measurable objectives,
- Improvement strategies,
- Activities with time-framed targets,
- Policy changes,
- Designation of individuals or organizations responsible for implementing strategies
- Consideration of national or state health improvements priorities

**Q157** If yes, please attach the CHIP or provide the web link.

Community Health Improvement Plan 2016-2019 FINAL.docx (1014KB)

**Q158** Web link/URL

Respondent skipped this question

**Q159** If no, where is your department in the process? (Select one)

Respondent skipped this question

Page 36: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q160** Requirement 1: My department has a tracking process to document actions taken toward the implementation of the CHIP.

Yes

**Q161** Requirement 2: My department and/or my partners have implemented some areas of the CHIP.

Yes

**Q162** If yes, what area has been implemented and by whom? (Provide one example)

Increased physical activity and healthy eating habits so that rates of obesity are below state averages, we rank as the highest county for percentage of adults meeting recommended exercise requirements, and we have the highest percentage of County residents consuming fruits and vegetables.

Increased public awareness of opioid use/ misuse. Increased Narcan training, Increased proper disposal of medications

Increased access to chronic disease self management programs

Page 37: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q163** Requirement 1: My department has a strategic plan dated within the last five years.

Yes

<b>Q164</b> If yes, does the plan include? (Select all that apply)	Mission, Vision and Value Statements Strategic Priorities, Measurable and time-framed goals and objectives Capacity for enhancement of information management, workforce development, communications and financial sustainability Identification of external trends and events impacting public health Analysis of Strengths and Challenges Links to the department's Health Improvement Plan and Quality Improvement Plan
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**Q165** If no, where is your department in the process? (Select one) Respondent skipped this question

Page 38: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q166** Requirement 1: Since the strategic plan's adoption, my department has reviewed the plan and has monitored and assessed progress towards reaching the goals and objectives. **Yes**

Page 39: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q167** Requirement 1: My department participates in preparedness meetings with other government agencies, local health departments and health care providers. **Yes**

**Q168** Requirement 2: My department has conducted drills or exercises or responded to real events that tested components of the All Hazards EOP within the last five years. **Yes**

**Q169** If yes, did your department develop an AAR after the emergency or drill/exercise? **Yes**

**Q170** Requirement 3: As a result of an exercise, drill or real event, my department has revised the All Hazards EOP. **Yes**

Page 40: 10 ES - #5 Develop policies and plans that support individual and community health efforts

**Q171** Requirement 1: My department has a public health emergency response plan that is dated within the last five years. **Yes**

**Q172** If yes, does your department's public health EOP include? (Select all that apply)

- The health department staff responsible for coordinating a response
- The roles and responsibilities of the health department and its partners
- A health department communication network that addresses communication with other members of emergency networks or organizations that are also responders; or an emergency communication plan.
- How the health department will manage continuity of operations during an emergency

**Q173** Requirement 2: Within the last five years, my department has tested the public health EOP through drills and exercises. **Yes**

**Q174** If yes, did your department complete an AAR the drills or exercises? **Yes**

**Q175** Requirement 3: My department has revised the public health EOP based on AARs. **Yes**

Page 41: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q176** Requirement 1: My department reviews regulations, statutes, and ordinances for their public health implications. **Yes**

**Q177** If yes, when reviewing laws, does your department? (Select all that apply)

- Consider evidence-based practices, promising practices
- Consider the impact on health equity
- Use model public health laws, checklists, templates or some other standard outline or guide
- Solicit input from key partners and stakeholders
- Collaborate with other municipal departments, Tribes, state health department

**Q178** Requirement 2: My department has access to legal counsel as needed. **Yes**

Page 42: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q179** Requirement 1: My department provides advice and recommendations to the governing entity and/or elected officials on the public health impact of new laws and changes to current laws. **Yes**

**Q180** If yes, how does your department provide advice and recommendations? (Select all that apply)

Issue briefs,  
Talking points,  
Fact sheets,  
Official public testimony ,  
Presentations,  
Meetings

Page 43: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q181** Requirement 1: My department's staff have been trained in laws related to their job responsibilities within the past two years.

Yes

**Q182** If yes, on which laws have staff received training? (Select all that apply)

Food,  
Lead,  
Infectious disease (e.g., TB, STD, immunizations) ,  
Subsurface sewage disposal systems ,  
Housing, hoarding, blight,  
Uniform relocation Act ,  
Opioid/naloxone,  
Legal orders ,  
Disaster response/emergency preparedness,  
Vector control,  
Surveillance/outbreak investigations,  
Health care – ACA, HIPPA, insurance claims

**Q183** Requirement 2: My department ensures consistent application of public health laws.

Yes

**Q184** If yes, how does your department ensure the consistent application of public health laws? (Select all that apply)

Internal audits ,  
Enforcement documents or logs,  
Communications with other agencies

Page 44: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q185** Requirement 1: My department has information concerning public health related laws available to the public.

Yes

**Q186** If yes, how is your department providing information concerning public health related laws? (Select all that apply)

Website,  
 Flyers/Brochures,  
 Information/training session,  
 Email or ,  
 fax  
 Regular mail,  
 Phone  
 conversations

**Q187** Requirement 2: My department has information about permit/license applications available to the public.

Yes

**Q188** If yes, how is your department providing information about permit/license applications? (Select all that apply)

Website,  
 Flyers/Brochures,  
 Information/training session,  
 Email or ,  
 fax  
 Regular mail,  
 Phone  
 conversations

Page 45: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q189** Requirement 1: My department provides information or education to regulated individuals or entities about their responsibilities related to public health laws.

Yes

**Q190** If yes, how is your department providing information or education to regulated individuals or entities? (Select all that apply)

Website,  
 Flyers/Brochures,  
 Information/training session,  
 Email or ,  
 fax  
 Regular mail,  
 Phone  
 conversations

Page 46: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q191** Requirement 1: My department has local ordinances/regulations for conducting enforcement actions.

Yes

**Q192** If yes, what types of ordinances/regulations? (Select all that apply)

Food,  
 Hair Salon,  
 Public Pool,  
 Private ,  
 wells  
 Septic systems,  
 Lead

**Q193** Please provide a link to where these ordinances can be found:

www.tahtd.org

**Q194** Requirement 2: My department has a written procedure or protocol (e.g. decision tree) for enforcement program areas. **Yes**

**Q195** If yes, please upload the protocol.

**Complaint Investigation Enforcement Protocol.doc (90.5KB)**

**Q196** If no, is the protocol in development? **Respondent skipped this question**

Page 47: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q197** Requirement 1: My department maintains a database or log of inspection reports with action taken, current status, follow-up, return inspections, and final results/closure. **Yes**

**Q198** If yes, what is/are the database(s) or log(s)? (Select all that apply)

**Infectious disease (CTEDSS - MAVEN)** ,

**Childhood Lead (CTSIT - MAVEN)** ,

Other (please describe):  
Filemaker pro

Page 48: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q199** Requirement 1: My department has a database or log of actions related to investigations and complaints. **Yes**

**Q200** If yes, does the database or log document? (Select all that apply)

**An analysis of the situation** ,

**Actions taken** ,

**Meetings,**

**Hearings,**

**Official communications** ,

**Notice of violations** ,

**Legal orders** ,

**Compliance plans**

Page 49: Copy of page: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q201** Requirement 1: My department analyzes the information in the database or log of investigations and complaints. **Yes**



**Q202** If yes, does your department analyze the data for? (Select all that apply) **Statutory requirements,**  
**Patterns and trends,**  
**Performance improvement for the enforcement program,**  
**Development of a summary annual report**

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**Q203** Requirement 2: My department conducts debriefings or other methods to evaluate what worked well, to identify problems and recommends changes in the investigation/response procedure to the enforcement protocols or procedures. **Yes**

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Page 50: 10 ES - #6 Enforce laws and regulations that protect health and ensure safety

**Q204** Requirement 1: My department has a protocol for notifying other agencies and the public of enforcement activities. **Yes**

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**Q205** If yes, how does your department notify other agencies and the public of enforcement activities? (Select all that apply) **Posting on a website,**  
**Minutes from public meetings,**  
**Conference calls,**  
**Emails,**  
**Correspondence,**  
**Press release,**  
**Public presentation,**  
**Reports,**  
**MOUs and MOAs with other agencies for sharing information on enforcement activities**

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**Q206** If no, is the protocol in development? **Respondent skipped this question**

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Page 51: 10 ES - #7 Link people to needed personal health services and assure the provision of health care

**Q207** Requirement 1: My department participates in a collaborative process to assess the availability of health care services to the population. **Yes**

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**Q208** If yes, with whom does your department collaborate to assess the availability of health care services? (Select all that apply) **Health care providers,**  
**Social service organizations,**  
**Private sector employers,**  
**Community based organizations,**  
**Mental/behavior health organizations,**  
**Local Coalitions,**  
**Specific populations who may lack health care and/ or experience barriers to service (e.g., disabled, non-English speaking)**

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**Q209** If yes, do you maintain documentation (agendas, minutes, rosters) of the collaborative process/meetings? **No**

**Q210** Requirement 2: My department shares public health data for assessment and planning purposes. **Yes**

**Q211** If yes, how does your department share the data? (Select all that apply) **Reports, Emails, MOUs or contracts, Data sharing agreements**

**Q212** Requirement 3: My department assesses emerging issues that may impact access to care. **Yes**

**Q213** If yes, please provide an example of an emerging issue.

TAHD Collaborates with the CT office of Rural Health and the DOH sits on the CT ORH board. One issue that our residents face is transportation to access health care.

Page 52: 10 ES - #7 Link people to needed personal health services and assure the provision of health care

**Q214** Requirement 1: My department has a process for identifying populations who lack access to health care. **Yes**

**Q215** If yes, how are the populations identified? (Select all that apply) **Analysis of secondary or health care data, Coalitions, Public Health Partners**

**Q216** Requirement 2: My department has a report or has developed a report that identifies populations who experience barriers to health care services. **Yes**

**Q217** If yes, in the report, are the populations who experience barriers identified by the following? (Select all that apply) **Age, Geographic location, Health insurance status, Mental or physical disabilities, Special health needs**

Page 53: 10 ES - #7 Link people to needed personal health services and assure the provision of health care

**Q218** Requirement 1: My department has a process used to identify gaps in health care services and barriers to health care services. **Yes**

**Q219** If yes, how are the gaps in health care services and barriers to care identified? (Select all that apply)

Community Health Assessment,  
Sector ,  
maps  
Analysis of hospital admissions or emergency department data ,  
Focus groups,  
Studies of groups or populations

**Q220** Requirement 2: My department has a report or developed a report of analysis of data from various sources that identify and describe gaps in access to health care services and barriers to health care services in my jurisdiction.

Yes

**Q221** If yes, does the report include? (Select all that apply)

Assessment of capacity and distribution of health care providers ,  
Assessment of the availability of health care services, for example, clinical preventive services, EMS, emergency departments, urgent care, occupational medicine, ambulatory care (primary and specialty), inpatient care, chronic disease care (e.g., diabetic care, HIV health services), dental, and other health care services.  
,  
Assessment of cause(s) for lack of access to services and barriers to access to care  
,  
Results of data or information gathered concerning access

Page 54: 10 ES - #7 Link people to needed personal health services and assure the provision of health care

**Q222** Requirement 1: My department participates in a collaborative process for developing strategies to improve access to health care.

Yes

**Q223** If yes, what strategies has the coalition developed to improve access to health care services and reduce barriers to care? (Select all that apply)

Linking individuals with needed and convenient services ,  
Establishing systems of care in partnership with other members of the community  
,  
Addressing transportation barriers

Page 55: 10 ES - #7 Link people to needed personal health services and assure the provision of health care

**Q224** Requirement 1: My department has collaboratively implemented strategies to improve access to health care services for those who experience barriers.

Yes

**Q225** If yes, what strategies have been implemented to improve access to health care services? (Select all that apply)

Coordination of service programs to optimize access (e.g., WIC, immunizations, and lead testing)  
,  
Contractual arrangements with local VNA services  
Cooperative system of referrals between partners that shows the methods used to link individuals with needed health care services  
,  
Case management

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Page 56: 10 ES - #7 Link people to needed personal health services and assure the provision of health care

**Q226** Requirement 1: My department has initiatives to ensure that access and barriers are addressed in a culturally competent manner and take into account cultural, language and low literacy barriers. **Yes**

**Q227** If yes, what are some of the initiatives? (Select all that apply)

Informational materials developed for low literacy individuals  
,  
Culturally competent initiatives developed with members of the target population  
,  
Language/interpretive services,  
Collaboration with other municipal departments (e.g., schools, social services)  
,  
MOA with community based organizations, community health centers, VNAs

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Page 57: 10 ES - #8 Assure competent public and personal health care workforce

**Q228** Requirement 1: My department actively promotes public health as a career choice. **Yes**

**Q229** If yes, how? (Select all that apply)

Collaboration with a school or college of public health to host interns/volunteers  
,  
Making presentations to students about public health and public health careers  
,  
Working with organizations such as AmeriCorps

---

Page 58: 10 ES - #8 Assure competent public and personal health care workforce

**Q230** Requirement 1: My department has a workforce development plan. **Yes**

**Yes**

**Q231** If yes, does the workforce development plan? (Select all that apply)

Address the collective capacity and capability of the department workforce

,

Address gaps in capacity and capabilities and include strategies to address them

,

Acknowledge the changing environment and include consideration of areas where the technology advances quickly, such as information management and (digital) communication science

,

Acknowledge the changing environment and include considerations of areas where the field is advancing; for example, emergency preparedness training, health equity, and cultural competence

,

Include an assessment of current staff competencies against the adopted core competencies

,

Include training schedules and a description of the material or topics to be addressed in the training curricula to address gaps in staff competencies

,

Include a description of barriers/inhibitors to the achievement of closing gaps or addressing future needs in capacity and capabilities and strategies to address those barriers/inhibitors

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**Q232** If no, is the plan in development? Respondent skipped this question

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**Q233** Requirement 2: My department has implemented its workforce development strategies. Yes

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**Q234** If yes, what workforce development strategies have been implemented? (Select all that apply)

Completed assessment of current staff competencies ,

Developed training schedules

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Page 59: 10 ES - #8 Assure competent public and personal health care workforce

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**Q235** Requirement 1: My department ensures a competent workforce. Yes

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**Q236** If yes, how does your department ensure a competent workforce? (Select all that apply)

- Documented process for recruitment of qualified staff
- Policies for recruitment of individuals who reflect the demographics of the population served
- Staff retention activities (e.g., employee satisfaction survey results, needs assessments of work environment, reward and recognition programs, career ladders, promotion opportunities, and supervisor mentoring programs)
- Job descriptions and requirements for specific certifications, skills, training, experience and education
- Protocol/process to verify staff qualifications
- Documents that the qualifications have been verified for all staff hired in the past 2 years
- Annual performance reviews

Page 60: 10 ES - #8 Assure competent public and personal health care workforce

**Q237** Requirement 1: My department documents staff's completion of their professional development activities. **Yes**

**Q238** If yes, what types of professional development activities? (Select all that apply)

- Continuing education for certifications/licenses
- Training opportunities (e.g., HIPAA, emergency response, methods for the presentation of data, health equity, and communications)
- Mentoring,
- Job shadowing,
- Learning by teaching
- Tuition reimbursement/time-off for classes

**Q239** Requirement 2: My department provides leadership and/or management development training programs. **Yes**

**Q240** If yes, what type of leadership and/or management development training programs? (Select all that apply)

- Executive management seminars or programs
- Meetings and conferences

**Q241** Requirement 3: My department provides an environment in which employees are supported in their jobs. **Yes**

-

**Q242** If yes, how does your department provide a supportive environment? (Select all that apply)

- Supporting staff's regulatory work, which can be met with resistance
- ,
- Seeking staff input on professional development goals
- ,
- Providing professional development opportunities
- ,
- Providing tuition reimbursement,
- Maintaining institutional memory, the transfer of knowledge, succession planning
- ,
- Providing collaborative learning opportunities (e.g., participation on boards, committees, and task forces in community, collaborative planning sessions, shared reviews of program evaluations, etc.)

Page 61: Copy of page: 10 ES -#9 Evaluate effectiveness, accessibility, and quality of personal and

**Q243** Requirement 1: My department has adopted a performance management system with input from staff and leadership. **Yes**

**Q244** If yes, does the performance management system include? (Select all that apply)

- Performance standards, including goals, targets and indicators, and the communication of expectations
- ,
- Progress reporting including analysis of data, communication of analysis results, and a regular reporting cycle
- ,
- A process to use data analysis and manage change for quality improvement and towards creating a learning organization

**Q245** If no, is the department in the process of adopting a system? **Respondent skipped this question**

Page 62: 10 ES -#9 Evaluate effectiveness, accessibility, and quality of personal and population-based health

**Q246** Requirement 1: My department has a committee or team that is responsible for implementing the performance management system. **Yes**

**Q247** If yes, does the committee or team? (Select all that apply)

- Set goals and objectives with identified timeframes
- ,
- Monitor performance to meet the goals and objectives and timeframes
- ,
- Document performance to meet the goals and objectives and timeframes
- ,
- Document performance results, opportunities for improvement and next steps

**Q248** If yes, for which area(s) has the performance management system been implemented? (Select all that apply)

Inspection services,  
 Licensing/permitting program,  
 Staff professional development (i.e., career related skills) ,  
 Workforce development (i.e., job related skills) ,  
 Financial management system

Page 63: 10 ES -#9 Evaluate effectiveness, accessibility, and quality of personal and population-based health

**Q249** Requirement 1: My department collects, analyzes, and draws conclusions from feedback from different customer groups. **Yes**

**Q250** If yes, what groups have you surveyed? (Select all that apply)

Governing entities,  
 Food establishment owners,  
 General public ,  
 Clients of programs ,  
 Volunteers

**Q251** Requirement 2: My department has implemented changes/improvements based on the customer feedback. **Yes**

**Q252** If yes, what is one (1) change that your department has implemented?

Food Service licensing procedures have changed to better accommodate the food service establishments based on their feedback.

Page 64: 10 ES -#9 Evaluate effectiveness, accessibility, and quality of personal and population-based health

**Q253** Requirement 1: My department provides staff development in performance management. **Yes**

**Q254** If yes, how does your department provide staff development in performance management? (Select all that apply)

Webinars,  
 Trainings/presentations

Page 65: 10 ES - #9 Evaluate effectiveness, accessibility, and quality of personal and population-based health

**Q255** Requirement 1: My department has a written quality improvement (QI) plan that is dated within five years. **Yes**



**Q256** If yes, does the QI plan address the following? (Select all that apply)

- Quality improvement terms to create a common vocabulary and a clear, consistent message
- ,
- Culture of quality and the desired future state of quality in the organization
- ,
- Key elements of the quality improvement effort's structure (e.g., organization structure, roles and responsibilities, staffing, budget and resource allocation)
- ,
- Types of quality improvement training available and conducted within the organization
- ,
- Quality improvement goals, objectives, and measures with time-framed targets

**Q257** If no, where is your department in the process? (Select one)

Respondent skipped this question

Page 66: 10 ES -#9 Evaluate effectiveness, accessibility, and quality of personal and population-based health

**Q258** Requirement 1: My department has documentation of implemented quality improvement activities based on the QI plan.

Yes

**Q259** If yes, did the documented QI activities include the following? (Select all that apply)

- How staff problem-solved and planned the improvement
- ,
- How staff selected the problem/process to address and described the improvement opportunity
- ,
- How staff determined all possible causes of the problem and agreed on contributing factors and root cause(s)
- ,
- How staff developed a solution and action plan, including time-framed targets for improvement
- ,
- What the staff did to implement the solution or process change

Page 67: 10 ES - #10 Research for new insights and innovative solutions to health problems

**Q260** Requirement 1: My department has incorporated an evidence based or promising practice in a process, program or intervention.

Yes

**Q261** If yes, what is/are the source(s) of the evidence-based or promising practice? (Select all that apply)

- Local agencies/departments,
- State agencies/departments,
- Community-based organizations

**Q262** If yes, please upload or describe one promising practice implemented.

Respondent skipped this question

**Q263** Promising practice description

Our Food Inspector Training Officer (FITO) has implemented a training program / certification program for our certified staff based on the FDA Code.

Page 68: 10 ES - #10 Research for new insights and innovative solutions to health problems

**Q264** Requirement 1: My department has communicated research findings and their public health implications to stakeholders, other health departments, other organizations, and/or the public. **Yes**

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**Q265** If yes, describe the research.

Opioid related overdose data within our catchment area.

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**Q266** If yes, with whom did your department communicate the research findings? (Select all that apply)

- Governing entity,**
  - Elected/appointed officials** ,
  - Local agencies/departments,**
  - State agencies/departments,**
  - Community organizations,**
  - Health care providers,**
  - General public**
- 

Page 69: 10 Essential Services Certification

**Q267** The Director of Health ensures that the provisions of a basic health program, as per CGS Section 19a-207a, are being provided to the community and that the information included in this report is accurate and true to the best of his/her knowledge. **Yes**

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