
**Maricopa County
Office of the Deputy County Manager
Sandi Wilson**

FY 2016 First Quarter

Organization Report



November 2015

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Executive Summary

September 18th OMB and DCM employees attended our annual OMB/DCM Retreat. We have our retreat each year at an off-site County facility. This year Cindy Kolacynski helped us with reserving a conference room at the Southeast Regional Library in Gilbert. Sandi started off the retreat with a presentation on meditation and mindfulness. We received a tour of the library and then Cindy gave us an overview of the Library District and the recent strategic planning process they had been through with the Board of Supervisors. Our retreat was during the CCC so we had Ernie Ortiz from St. Mary's Food Bank come talk to us and we presented him with a food box overflowing with items we had collected. Alan Maguire was our last speaker and presented on the Expenditure Limitation.



On July 30th, 2015 Maricopa County Correctional Health Services was notified of their selection as Facility of the Year by the National Commission on Correctional Health Services. The National Commission on Correctional Health Care (NCCHC) is a national accrediting body for health care delivery in corrections. This award is the most competitive and perhaps the most prestigious correctional health care award. It is given to a correctional facility that has performed in an outstanding manner and/or has made significant contributions to the health and welfare of their entrusted patients.

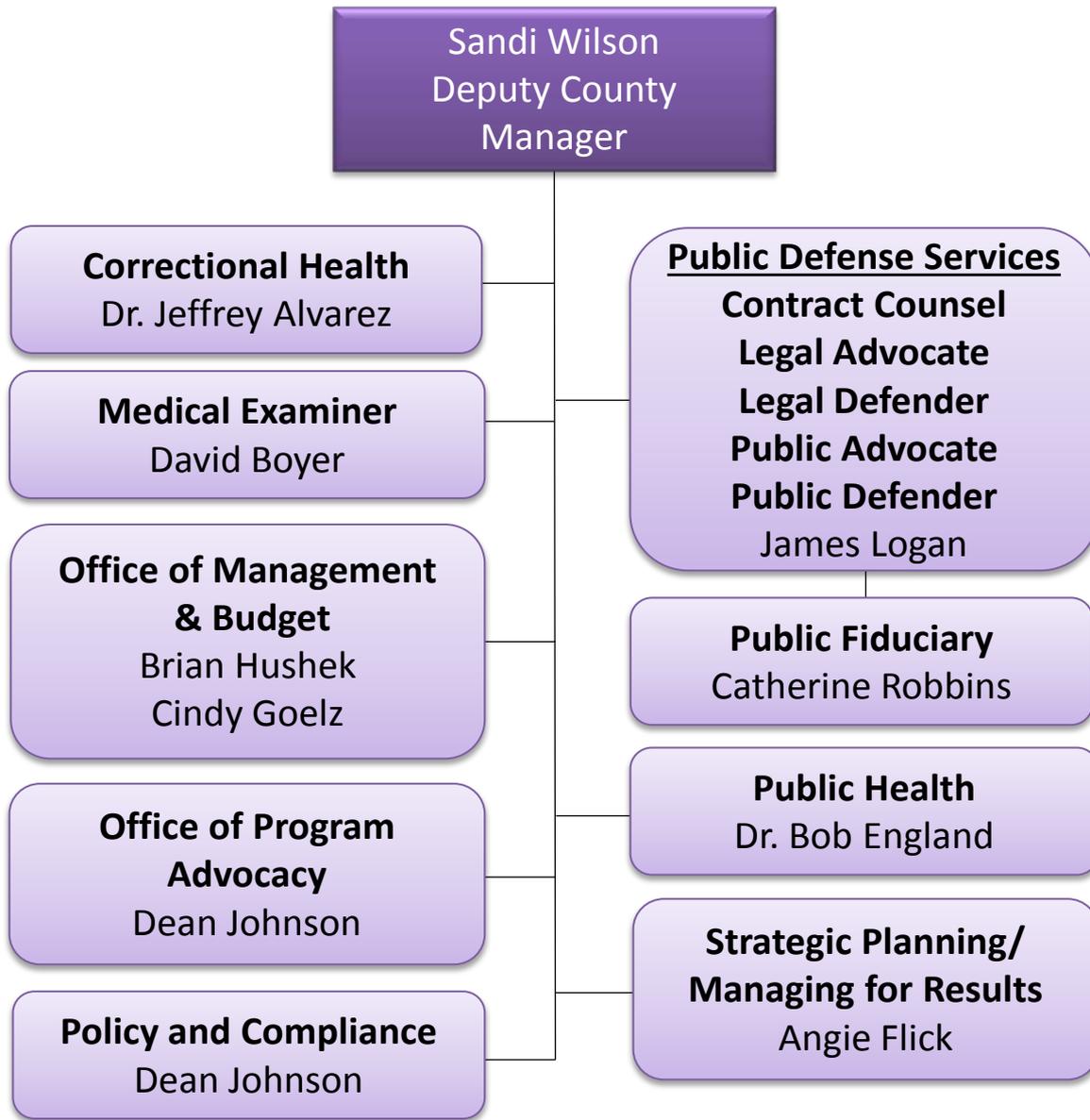


2015 NCCHC

R. Scott Chavez Facility of the Year Award.



NCCHC Facility of the Year presentation at the September 21, 2015 board meeting. Dr. Alvarez, Dr. Noggle from CHS, Brian Lee and Sheriff Arpaio from the Sheriff's Office were at the meeting to accept the award. Tracey Titus, NCCHC Director of Accreditation came from Chicago to present the award.



Office of the Deputy County Manager

Activity Purpose Statement:

The purpose of the Business Performance Management Activity is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

Business Performance Management

Strategic Planning

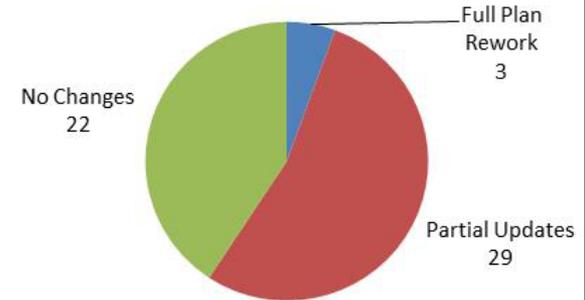
FY 2017... Ready, Set, Go!

Strategic plan updates were completed in the system in preparation for the FY 2017 budget development process. There are a handful of departments working to update strategic issues and goals for the FY 2017 resource discussions to come.

Countywide Financial Planning

The County is poised to discuss some delicate and complicated issues in the next quarter. Preparation has begun for County-wide strategic planning surrounding financial issues such as the expenditure limitation and long-term financing options in December.

FY 2017 Departments with Strategic Plan Updates



Performance Budgeting Module of ERP – Integrating Maricopa County

Accomplishments

- Configuration is essentially complete.
- Data Conversion is nearly complete and FY 2013-2015 have been fully validated in all scenarios.
- Reporting and Interface efforts are well underway.

Challenges

- The vendor is challenged configuring the system to meet Maricopa County's business needs with respect to positions. Another customization is required to meet the County's needs.
- The reporting environment continues to be more challenging to utilize than expected.
- There are a few defects that remain unresolved.

Opportunities

- The CGI, Office of Enterprise Technology (OET) and the Office of Management and Budget (OMB) resources working on the project are gaining strength in numbers, morale, accomplishments and a general sense of teamwork.

Office of the Deputy County Manager Accomplishments

Office of the Deputy County Manager

Reporting Departments:

- Correctional Health
- Public Defense Services
 - Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Advocate
 - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
 - Business Performance Management
 - Communications
 - Office of Program Advocacy
 - Policy & Compliance
- Public Fiduciary
- Public Health
- Research & Reporting

Communications:

- Developed executive management brief to bring all management and elected officials up to date on upcoming issues and expectations during the CGI project implementation.
- OMB is now running regular content on Facebook - using information from budget reports and presentations to educate the public on the budget, strategic plans, capital improvements and other programs of interest.
- Published the final edition of Advantage Magazine in July that highlighted County programs, recognized employees for achievements, promoted benefits to employees, and helped familiarize them with other departments and programs. This communication vehicle was transferred over to the Communications Office for future publication.
- Transferred communication monitor publishing over to Communications Office. Ongoing help with system administration and technical issue resolution.
- Assisted various departments with online training modules. Write and run reports for departments on course usage.

Office of Program Advocacy:

- Completed successfully the facilitation, coordination, and tracking of the Graves v. Arpaio reports delivery to outside counsel and onto the courts.
- Completed a m Animal Care and Control (ACC) 'Big Idea' focus group to collect and initially evaluate several large operational changes that could be implemented.
- Completed a number of Health Care Integration (HCI) presentations to impacted County leaders (i.e. Sheriff's Office (MCSO) Adult Probation (APD) , Public Health, Correctional Health Services (CHS).
- Completed a number of process improvement efforts in CHS to streamline and formalize the Claims Dispute procedure.
- Participated in a number of national webinars highlighting Maricopa County's strong efforts and outcomes regarding HCI.

Office of Program Advocacy (continued):

- Coordinated with OET to build an updated CHS Information Technology (IT) Roadmap along with associated effort and initial timelines.
- Continued tracking and reporting overall progress to executive leadership for Animal Care and Control focusing on the new Stakeholder recommendations.
- Continued coordination with Public Health, Adult Probation, Correctional Health, MCSO, Courts, and Human Services to identify and execute efficient cross departmental health care integration opportunities ranging from data sharing, expanded billing opportunities, available grants, and Arizona Health Care Cost Containment System (AHCCCS) enrollment.
- Continued with effort on the Community Resource Website project along with Justice System Planning Information (JSPI).
- Continued facilitation and coordination for CHS' new Health Needs Request (HNR) and Utilization Management processes and applications.
- Held initial project kick-off for the Tobacco and Smoke Free implementation at the County. This effort is led by 4 subcommittees to target a go-live of March 2016.
- Held initial project kick-off with key Human Resources (HR) stakeholders for the upcoming Learning Management application.

Policy and Compliance:

- The following policies have been drafted and are in various stages of review for an upcoming Board action:
 - HR Personnel File (TBD)
 - Budgeting and Accountability (B1011)
 - Employee Compensation (B7000)
 - Pillars of Honor (TBD)
 - Rewarding Ideas (A1509)
 - Employee Recognition/Customer Service (TBD)
 - Alcohol and Drug Free Workplace and Substance Abuse Testing (TBD)
 - Public Use of Space (A1910)
 - Records Management (A2101)
- Continued working with internal policies for both CHS and ACC.
- Continued planning efforts with OET to expand the HIPAA policies to encompass Confidential Information for critical department.

Office of the Deputy County Manager

Significant Projects:

- CIP Financial Support
- CGI Implementation
- HIPAA Compliance
- Health Care Integration
- Strategic Planning and MFR

Office of the Deputy County Manager

Accomplishments:

- Developed executive management brief to bring all management and elected officials up to date on upcoming issues and expectations during the CGI project implementation.
- OMB is now running regular content on Facebook - using information from budget reports and presentations to educate the public on the budget, strategic plans, capital improvements and other programs of interest.
- Assisted various departments with online training modules. Write and run reports for departments on course usage.
- Completed successfully the facilitation, coordination, and tracking of the Graves v. Arpaio reports delivery to outside counsel and onto the courts.
- Participated in a number of national webinars highlighting Maricopa County's strong efforts and outcomes regarding HCI.
- Held initial project kick-off for the Tobacco and Smoke Free implementation at the County.
- Continued working with internal policies for both CHS and ACC.
- Continued planning efforts with OET to expand the HIPAA policies to encompass Confidential Information for critical department.
- All data collected for the Revised 4th Amended Judgment of Graves v. Arpaio litigation 180 days period collected and provided to the Court.
- Attended NCCHC conference where Maricopa County was awarded facility of the Year for 2015.
- CHS/MCSO coordinating all Graves lawsuit deliverables.
- In January 2015, the Chief Medical Examiner implemented a plan to reduce the significant number of Medical Examiner cases that had not been closed. As of the end of the FY2016 1st Quarter, backlog cases were reduced by 72%.
- On August 17, 2015, the Board of Supervisors adopted the FY 2016 Property Tax Rates.
- OMB worked with departments and the DCM to update department's FY 2017 Strategic Business Plans in preparation for the FY 2017 budget season.
- By 2015, 88% of County Department and District budgeted expenditures will directly support department specific programs and activities, from 85.8% in FY 2013. Achieved: 89.7%
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level. Achieved: 0.75%
- Public Defense Services (PDS) management sought and obtained approval to create six attorney positions and a minimal number of associated support positions (four).
- As part of the Casey "Safe Reduction Initiative" discussed at left, two of the PDS departments were instrumental in creating a new mediation protocol for dependency cases.
- Two PDS departments now conduct quarterly "In Defense of Parents" training for attorneys who represent parents in dependency/severance matters.
- Maricopa County Public Fiduciary (MCPF) went live with the new case management system, eGuardianship, on June 1, 2015. During this quarter, great strides were made in launching the Banking Operations features to ensure accurate reporting of banking data and reconciliation services.
- Three fiduciary trainees became "Arizona Licensed Fiduciaries" during the first quarter of FY 2016.

Office of the Deputy County Manager

Significant Projects:

- CIP Financial Support
- CGI Implementation
- HIPAA Compliance
- Health Care Integration
- Strategic Planning and MFR

Office of the Deputy County Manager

Accomplishments:

- The Office of Tobacco & Chronic Disease Prevention (OTCDP) received a HEMMY Award (a health education award) from the Arizona Public Health Association (AzPHA) for materials designed for the Women, Infants and Children (WIC) program and other partners.
- The Office of Preparedness & Response (OPR) collaborated with the Departments of Air Quality and Emergency Management to respond to the Queen Creek hay fire, which caused smoke so severe it closed a school, yet demonstrated that such a fire, which is often allowed to burn for more than a week, can be extinguished within one day of putting equipment on the fire.
- Epi worked with the Center for Disease Control (CDC), Arizona Department of Health Services (ADHS), and County Environmental Services to investigate simultaneous outbreaks of West Nile Virus and St Louis Encephalitis, both mosquito-borne diseases.

Challenges:

- Recruitment and retention challenges have plagued the Medical Examiner's department particularly the Medical Examiner positions.
- An on-going funding source needs to be identified to pay for the costs from the State of Arizona shifted in FY 2016.
- The large unfunded liability with the Public Safety Personnel Retirement System (PSPRS) and contribution rate increases will continue to drain resources.
- The cost of compliance and legal costs associated with the Graves, Melendres and Department of Justice (DOJ) matters put a strain on the General and Detention funds.

- Growth in expenditures in the Detention Fund are outpacing the growth in the Jail Excise Tax and Maintenance of Effort contribution, resulting in an increasing burden on the General Fund to provide the resources needed for detention operations.
- Maintain ongoing compliance with NCCHC and Graves v. Arpaio.
- Manage an increasing Rule 11 evaluation population and Return to Competency initiatives.
- Manage ongoing overtime in regards to CHS staff as well as the MCSO Power Squad working in the MHU to address Graves compliance issues.
- Increasing hourly rates for expert witnesses challenge PDS to retain and utilize necessary experts, while still remaining within budget.
- Three Fiduciary vacancies (2 Fiduciary vacancies and 1 Fiduciary Investigator vacancy) have resulted in caseload ratios rising into the seventies (1:72), negatively impacting staff's effectiveness and the timeliness of intake investigation due diligence.
- The Office has an inexperienced workforce (lacking in institutional knowledge) that is required to handle complex cases with high demand and high volume caseloads.
- Despite opportunities afforded by the Affordable Care Act, navigating the health care system to effectuate efforts by the health care system directed toward population health remains a major challenge.
- The Nurse Family Partnership (NFP) program is struggling with funding uncertainties and recruitment issues within their prescribed geographic limitations.
- Healthy Start is unclear whether carry-over funding will be allowable to the next year, making planning and budgeting difficult.

Correctional Health Services

The mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, evidence based, integrated health care services, competency evaluations and restoration services to patients in the County jails so they can proceed through the judicial process

*Jeffrey Alvarez, MD, CCHP
Acting-Director*

Inpatient and Outpatient Programs

Correctional Health

Strategic Goals:

- By 2016, 90% of Correctional Health Services patients will have their medications within 72 hours of booking, as a result of electronic patient health records.
- By 2016, 80% of Correctional Health Services patients will receive specialty or hospital care within the provider requested timeframe.
- By 2016, the turnover rate for direct patient care will be no greater than 12%, which will benefit patient care.
- By 2016, the at risk Serious Mentally Ill (SMI) offenders recidivism rate will decrease by 1-5% depending on the ascending risk category as based on data provided by the Smart Justice Committee.
- By 2017, 90% of our patients will be offered the option to receive remaining medications or receive a new prescription upon discharge.

Maricopa County Jail System Earns 2015 Facility of the Year Award!



Background Information:

- Strategic Goals are directly linked to National Commission on Correctional Health Care (NCCHC) accreditation and Graves v. Arpaio (GvA) compliance.

Analysis:

- During the 1st Quarter, demand for clinical and mental health services has held steady and the demand continues to impact the budget. CHS continues to deliver quality patient care while maintaining a balanced budget.

Action Steps:

- Continue to closely monitor and track compliance measures.
- Continue work to develop metrics to monitor provider productivity for the outpatient visits by provider and hold medical and mental health providers accountable.
- Continue to collect data and refine reports for Legal Representation to demonstrate compliance with the GvA Revised 4th Amended Judgment.

Current Initiatives:

- Continue to refine the e-HR program and maximize use.
- Maintain low vacancy and turnover rates in the clinical areas.
- Implement new nursing schedules.
- Develop a nursing pool plan.
- Maintain accreditation.
- Secure e-HR incentive funding.
- Add new educational partnerships.
- Continue to work on GvA Revised 4th Amended Judgment.

Correctional Health

Key Result Measures:

- Percent of health assessments completed at central intake vs. the general population post housing.
- Percent of patients triaged within 24 hours.
- Percent of prescriptions written that are given within three days.
- Percent of scheduled appointments kept.
- Percent of screened inmates booked.
- Percent of patients referred to the Mental Health Unit to account for appropriate levels of service.
- Percent of complete medical records provided to external requestors within 7 days.
- Percent of Rule 11 evaluations performed within 30 days.
- Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency.
- Percent of inmates found not restorable within 15 months of determination of incompetence.

Correctional Health Services

Accomplishments:

- All data collected for the Revised 4th Amended Judgment of Graves v. Arpaio litigation 180 days period collected and provided to the Court.
- CHS hosted a State Correctional Conference with multiple attenders, organizers, and partners and was a wonderful success.
- Attended NCCHC conference where Maricopa County was awarded facility of the Year for 2015.

Current Partnership Initiatives:

- Working to develop a partnership with a community based mental health group to advance reentry initiatives and achieve 340b discounted drug pricing on mental health medications.
- CHS/Sheriff's Office (MCSO) has been successful in increasing services in mental health inmate transportation for face-to-face confidential visits.
- CHS/MCSO coordinating all Graves lawsuit deliverables.
- Working with County Office of Procurement Services (OPS) to update multiple patient care contracts that are coming to an end of term.

Challenges:

- Manage a structurally sound and fiscally responsible budget while continuing to meet the demands of inmate movements and increased population to include the mental health unit.
- Monitor protocols linked to utilization of the 4th Ave Rapid Response Mental Health Team.
- Maintain ongoing compliance with NCCHC and Graves v. Arpaio.
- Work with the County Risk Management Department on ongoing legal claims.
- Manage an increasing Rule 11 evaluation population and Return to Competency initiatives.
- Manage ongoing overtime in regards to CHS staff as well as the MCSO Power Squad working in the Mental Health Housing Unit (MHU) to address Graves compliance issues.
- Continue to proceed with initiatives to achieve the 340b pricing on the mental health medications.
- Manage turnover.
- Develop a more robust functional nursing float plan.
- Increase the recruiting efforts for clinical staff.
- Complete a structurally balanced budget for FY 2017.

Medical Examiner

The Mission of the **Medical Examiner** is to provide professional death investigations, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

David Boyer
Director

Medical Examiner

Strategic Goals:

- By July, 2017, 25% (from 17.3% as of September, 2015) of jurisdictional cases will be released directly to the family's funeral home of choice.
- The Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (21.2% as of September 30, 2015) of cases closed within 45 days and 90% (67.5% as of September 30, 2015) of cases closed within 90 days.

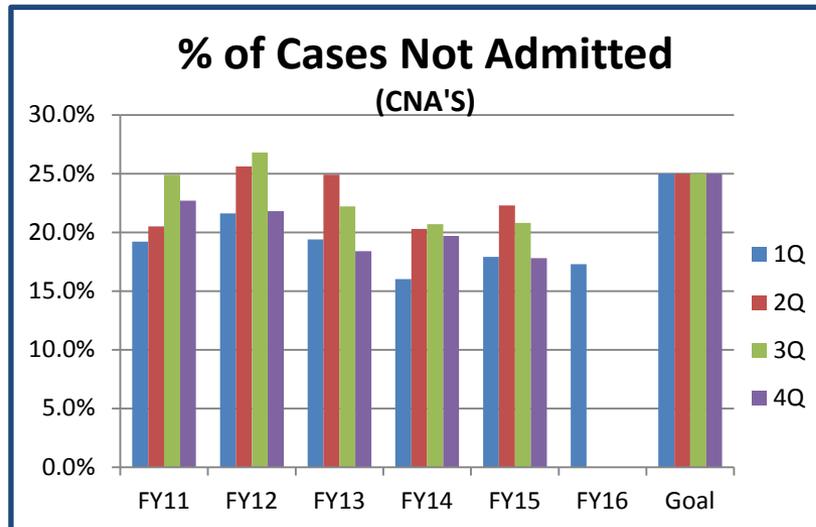
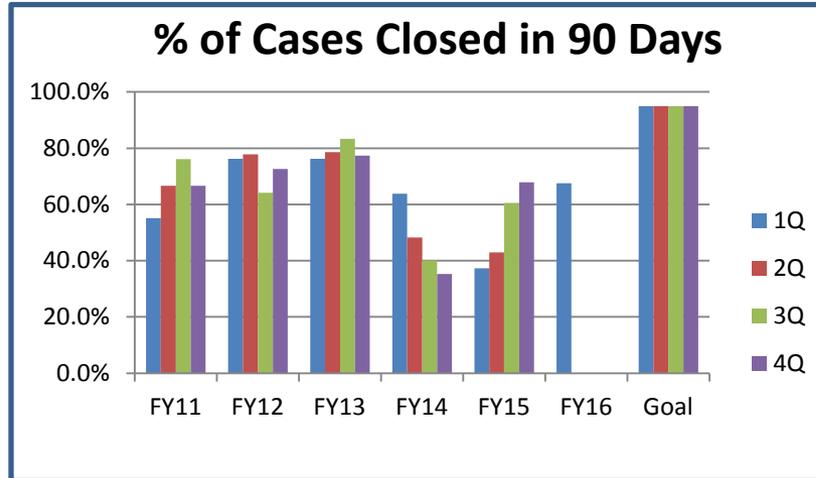
Key Result Measures:

- Percent of cases completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

Medical Examiner Program

FY 2016, 1st Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	1065
•Number of cases not admitted (CNA's):	223
•Number of Medical Examiner cases closed:	1248



Background Information:

- Medical Examiner Program examines/ investigates all jurisdictional cases to determine cause and manner of death.
- Cases Not Admitted (CNA's) are jurisdictional cases that are non-suspicious, with no trauma and have an extensive and documented medical history. The decedent is released directly to the Next of Kin's selected funeral home; bypassing transportation to the Medical Examiner for an examination.

Analysis:

- During the 1st Quarter, caseload increased 5.3% from the FY 2015 4th Quarter.
- During the 1st Quarter, the CNA % decreased 2.4% from the FY 2015 4th Quarter.

Action Steps:

- Continue the in-house training for all Medicolegal Death Investigators.
- Extensive in-house respiratory training for the Exam, Investigation and Admitting sections has been completed.

Medical Examiner

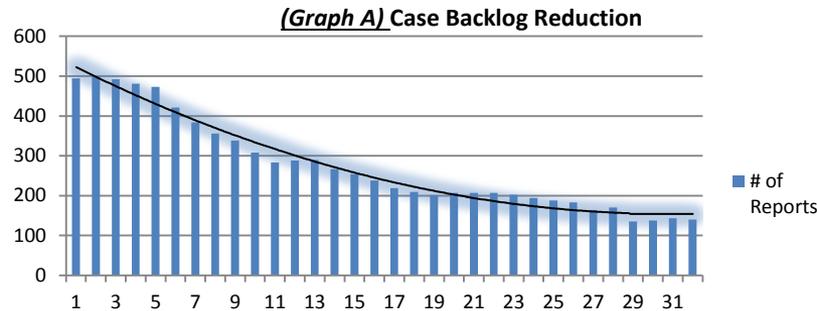
Current Initiatives:

- Implemented plan to reduce the number of backlog cases that have not been closed.
- Transport Service pilot program was begun to compare response times pre and post implementation to scenes, hospitals and funeral homes. This is an effort to reduce time spent by our law enforcement partners at these locations awaiting our arrival. It is our belief that this process will allow law enforcement personnel back to duty at a considerable reduction in time while providing more timely and accurate first-hand information.
- NAME (National Association of Medical Examiner) accreditation will continue with intent to apply by December 31, 2015.
- Mass Fatality Plan continues to move forward in partnership with state and county Emergency Management. We have been working with the Facilities Management Department (FMD) to design and estimate the cost of an additional body storage cooler for surge capacity and mass fatality.

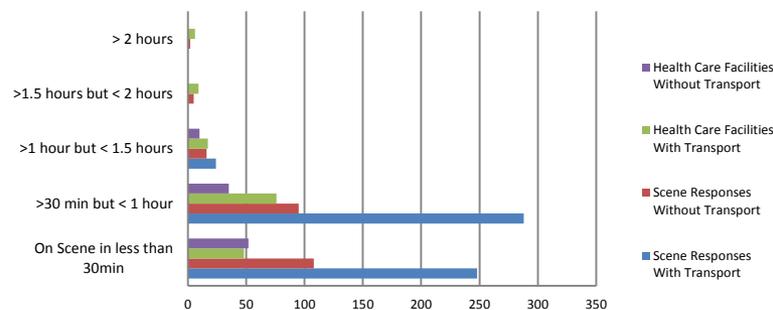
Medical Examiner

Accomplishments:

- In January 2015, the Chief Medical Examiner implemented a plan to reduce the significant number of Medical Examiner cases that had not been closed. As of the end of the FY2016 1st Quarter, backlog cases were reduced by 72%.



(Graph B) Pre and Post Pilot Response Times Percentages for Hospitals and Scenes



- The Family Liaison position continues to provide an invaluable service as a single point of contact for the Next of Kin. During the 4th quarter, we have seen a decrease in the number of complaints received.

Challenges:

- The department currently has funding for 13 Medical Examiner positions (1 Chief, 1 Deputy Chief and 11 Medical Examiner's). On November 14, there will be three vacant Medical Examiner positions. The recruitment process is ongoing throughout the 1st Quarter. Nationally, there are only 500 Board Certified Forensic Pathologists at any given time and as a result, a heavy demand for their services. The department will continue its effort to attract applicants in a challenging economic environment with competition from other Medical Examiner/ Coroner systems vying for these limited resources.
- With the department conducting examinations seven days a week, this places a strain on the ten available pathologists and related support staff conducting examinations. As a result of increased exam frequency, there is a decrease in available paper days to complete pending cases. The desired goal of 90% of cases completed in 90 days is based on a caseload of 250 cases a year per doctor. The department is currently projecting a yearly caseload per doctor of 319. As a result of this increased caseload, the projected timeline for case completion increases from 90% in 90 days to 90% in 120 days. The remaining 10% of cases which will be the complex homicide, infant, etc. can enter the 240+ day timeline.
- Recruitment and retention challenges have plagued the department particularly the Medical Examiner positions. We are currently working with Compensation for review of the Market Range Title (MRT).

Office of Management & Budget

The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

Sandi Wilson
Deputy County Manager

Management & Budget

Strategic Goals:

- By June 30, 2019, Maricopa County will keep the growth of operational expenditures subject to the expenditure limit under the growth of the expenditure limit.
- By June 30, 2022, the Maricopa County budgeted mandated payments to/cost shifts from the State of Arizona will be 10.7% overall compared to the 11.6% in the FY 2016 Adopted budget of \$2,234,405,833.
- By the end of FY 2022, Maricopa County's General Fund Operating reserves will equal two months of the prior year's operating expenditures.

Planning & Budgeting Program

FY 2015 Key Result Measures (Annual Actuals):

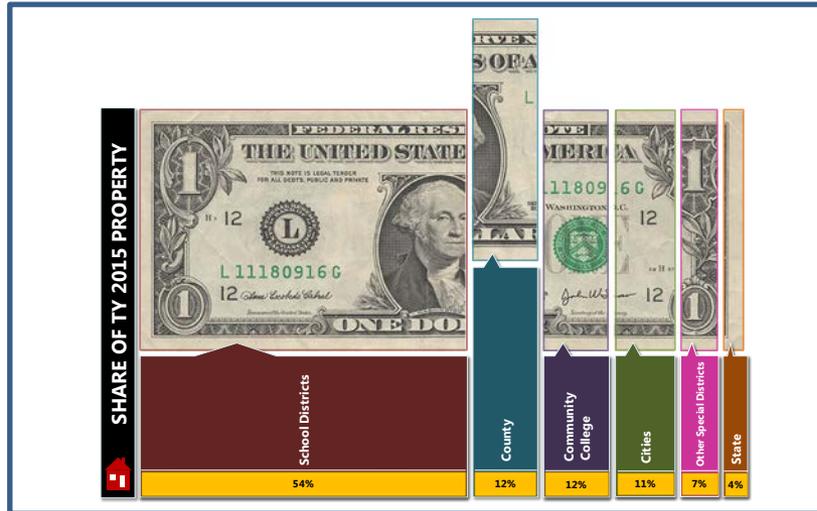
- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year: 99.7%
- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast: 49.3%

Background Information:

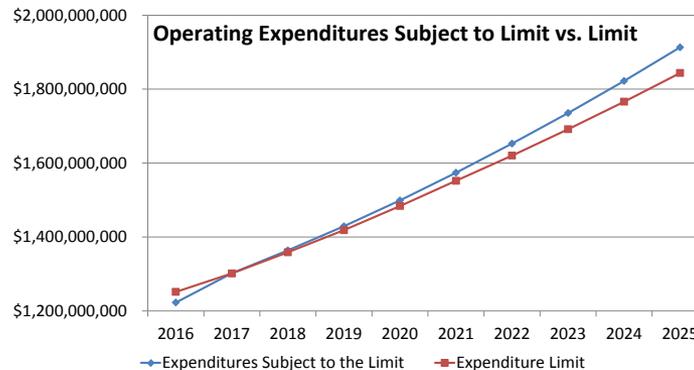
- State-shared sales tax, state-shared vehicle license tax, and jail tax collections are growing at a steady pace, at or above the budgeted rate .

Analysis:

- Through the end of the first quarter, State-Shared Sales Tax receipts are above the budgeted level by 4.7% or \$5.4 million, which is 8.1% ahead of FY 2015.
- State-Shared Vehicle Licenses Tax is \$1.5 million (4.2%) ahead of budget through the first quarter. Overall, receipts are 6.7% above last year.
- Jail Excise Tax receipts are exceeding the FY 2016 budget by \$533k or 1.5% and are 5.6% above FY 2015.
- The FY 2016 Expenditure Limit increased only 3.56% and as a result, the FY 2016 operating budget is within 2.3% (\$29 million) of the Expenditure Limit.



Expenditure Limitation Forecast



Action Steps:

- OMB will need to be vigilant in monitoring revenue and expenditures throughout FY 2016, particularly in the detention fund, alerting the Board and recommending corrections as issues arise.
- OMB will work with the Department of Finance to develop strategies to address the Expenditure Limit issue.

Management & Budget

Current Initiatives:

- Review and revision of budget policies is underway which will better align them to current practices.
- Long-term financial strategic planning to address capital and IT needs and the expenditure limitation.
- Continued work on the implementation of the new Performance Budgeting System for the County.

Management & Budget

Accomplishments:

- On August 17, 2015, the Board of Supervisors adopted the FY 2016 Property Tax Rates.
- Throughout the quarter, OMB participated in the County Manager's weekly Budget Briefing sessions with the Board's Chiefs of Staff.
- OMB updated the goals and issues in their strategic plan.
- OMB worked with departments and the DCM to update department's FY 2017 Strategic Business Plans in preparation for the FY 2017 budget season.
- OMB's annual retreat was held on September 18, 2015. Staff were updated on the pressing issue of the expenditure limit as well as economic and other issues that will influence the immediate and long-term future in Maricopa County. In addition, staff celebrated the success of the past year.
- By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level. Achieved: 19.7%
- By 2015, 88% of County Department and District budgeted expenditures will directly support department specific programs and activities, from 85.8% in FY 2013. Achieved: 89.7%
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level. Achieved: 0.75%

Challenges:

- An on-going funding source needs to be identified to pay for the costs from the State of Arizona shifted in FY 2016.
- The State of Arizona's fiscal condition continues to be a concern as they anticipate resolution of their K-12 lawsuit. Additional cost shifts to Maricopa County are expected in the area of Juvenile Corrections.
- The large unfunded liability with the Public Safety Personnel Retirement System (PSPRS) and contribution rate increases will continue to drain resources.
- The cost of compliance and legal costs associated with the Graves, Melendres and Department of Justice (DOJ) matters put a strain on the General and Detention funds.
- Growth in expenditures in the Detention Fund are outpacing the growth in the Jail Excise Tax and Maintenance of Effort contribution, resulting in an increasing burden on the General Fund to provide the resources needed for detention operations.
- Funding sources for both capital and operating costs for jail and court master plans need to be identified.
- Special revenue funds will need to be monitored due to structural balance issues.
- As the operating budget increases and fund balances are depleted, the County is nearing the constitutional expenditure limitation. Strategies and recommendations are being developed to address this concern.
- Demands for service, particularly in the criminal justice and public safety areas, are outpacing growth in population and inflation, resulting in budget increases that exceed the growth in the constitutional Expenditure Limit.

Public Defense Services

The mission of **Public Defense Services** is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

James L. Logan
Director

Public Defense Services

Strategic Goals:

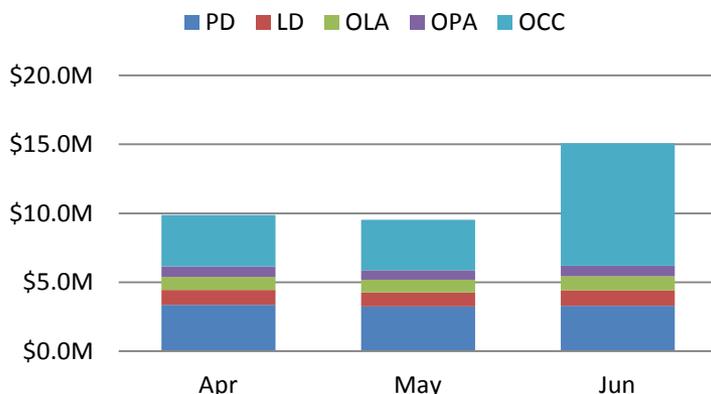
- By July 2019, 100% of capital trial and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 80% or more of all clients in non-capital cases and non-dependency cases, will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 25% or more of all dependency matters (1 child & 1 parent), will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

Public Defense Constellation Totals

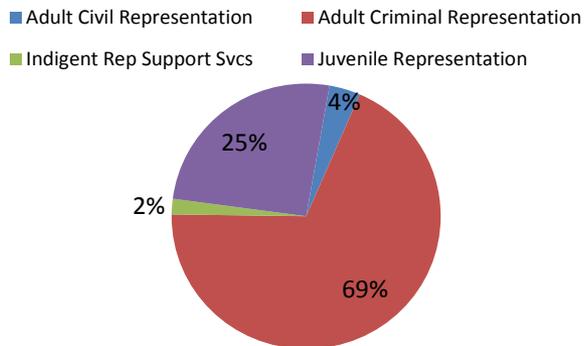
FY 2015, 4th Quarter Constellation Highlights:

•Number of Departmental Activities:	20
•General Fund Expenditures:	\$34,013,215
•Other Fund Expenditures:	\$483,300
•Total Demand (Case Net Assignments):	22,230
•Total Output (Case Resolutions):	23,207

Public Defense Expenditures by Month



FY 2015, 4th Quarter Expenditures by Program



Background Information:

- Beginning in May 2007, Public Defense Services Administration was consolidated to facilitate the coordination of business and financial planning.
- Public Defense Services' data reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.

Analysis:

- Spending in June reflects two months of payments in the Office of Contract Counsel. This is due to the required payment lag for that department.
- General Fund spending in FY 2015 through the fourth quarter was 9.2% higher than the prior fiscal year. This is largely attributable to significant spending in Capital and Dependency activities, as further explained on the following pages.
- As a result of the budget increases implemented for FY 2015, PDS ended the fiscal year 2.65% under budget. It should be noted that the majority of the savings was in the early months in the fiscal year, so the same savings is not anticipated for FY 2016.

Reporting Departments:

- Public Defender (PD)
- Legal Defender (LD)
- Legal Advocate (OLA)
- Public Advocate (OPA)
- Contract Counsel (OCC)

Public Defense Services

Activities & Descriptions:

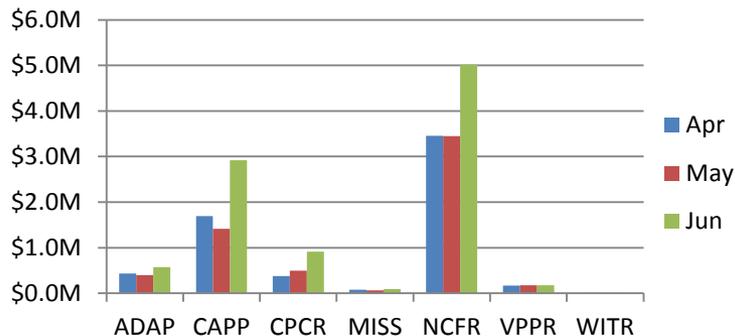
- **Appeal and Post-Conviction Relief (ADAP)** is representation of adults in appeal and post-conviction relief matters.
- **Capital (CAPP)** is representation of adults charged with capital offenses.
- **Capital Post-Conviction Relief (CPCR)** is representation of adults in capital post-conviction relief proceedings.
- **Misdemeanor (MISS)** is representation of adults charged with misdemeanors.
- **Non-Capital Felony (NCFR)** is representation of adults charged with non-capital felonies.
- **Probation (VPPR)** is representation of adults in Probation Violation Courts.
- **Witness (WITR)** is representation of witnesses as ordered by the court.

Key Result Measures:

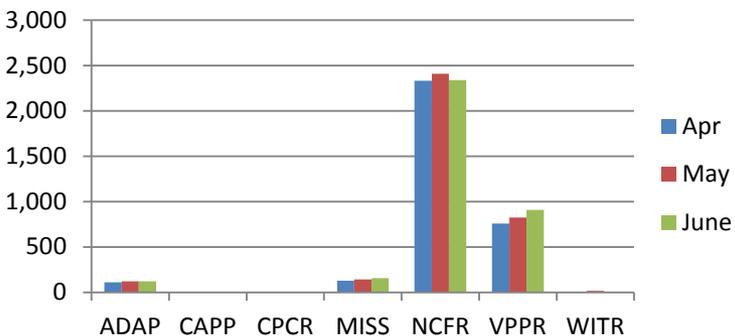
- Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in Which the Outcome is Beneficial to the Client.
- Percent Of Capital Cases with Disposition Less than Capital.
- Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts.

Adult Criminal Representation Program

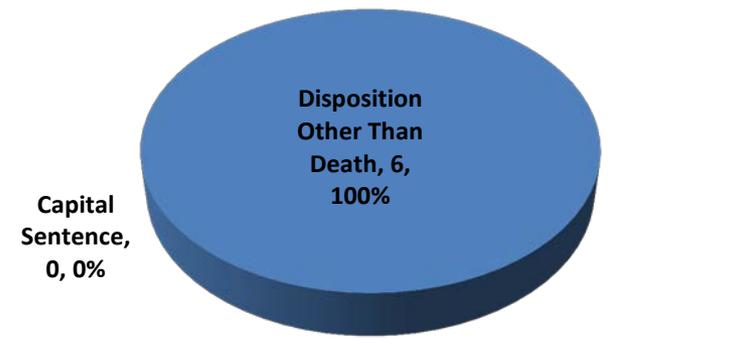
Expenditures by Month



Net Demand by Month



Capital Cases Resolved to Conclusion – FY 2015 4th Quarter



Background Information:

- The majority of the representation for this program is provided by attorneys in one of three staffed offices (PD, LD, and OLA). Conflict and excess capacity cases are assigned to private attorneys by the Office of Contract Counsel.

Analysis:

- Spending in June reflects two months of payments in the Office of Contract Counsel. This is due to the required payment lag for that department.
- The number of Capital Post-Conviction Relief cases open currently is in line with the amount anticipated. However, due to a lack of historical information for expenses, costs of this magnitude were not anticipated. Spending for this activity ended the year \$1.34 million over budget (30%). This was the only significant budgetary concern for PDS, and it was a direct result of the backlog of cases still working through the system that are now at their most highly-active (i.e., expensive) phase.

Action Steps:

- Savings in other programs and activities in PDS were sufficient to cover the overruns for Capital Post-Conviction Relief in FY 2015.

Public Defense Services

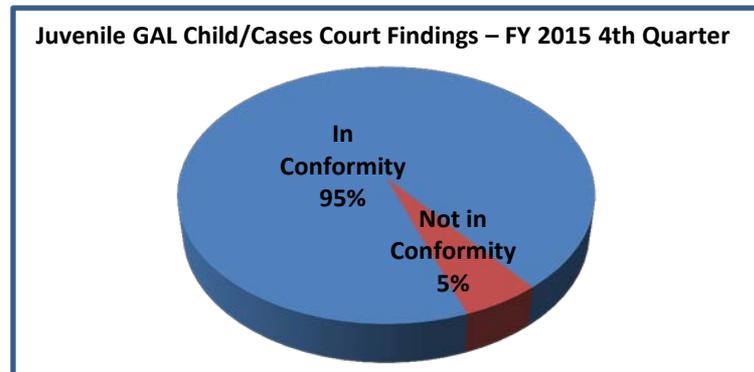
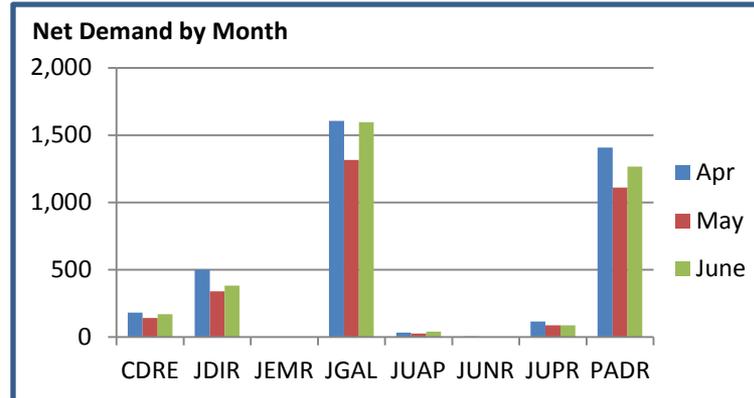
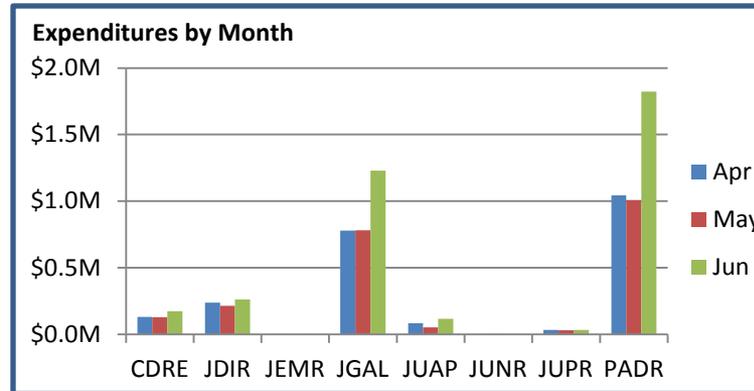
Activities & Descriptions:

- **Child Dependency (CDRE)** is representation of children in dependency/severance matters.
- **Juvenile Delinquency and Incurribility (JDIR)** is representation of juveniles charged with incorrigible or delinquent acts.
- **Juvenile Emancipation (JEMR)** is representation of juveniles pursuing legal emancipation.
- **Juvenile Guardian ad Litem (JGAL)** is representation of the best interests of individuals assigned by the Juvenile Court.
- **Juvenile Appeal (JUAP)** is representation of persons appealing Juvenile Court matters.
- **Juvenile Notification (JUNR)** is representation of juveniles with abortion rights issues.
- **Juvenile Probation (JUPR)** is representation of juveniles in probation matters.
- **Parental (PADR)** is representation of parents in dependency/severance matters.

Key Result Measures:

- Percent Of Juvenile Guardian ad Litem Matters (1 child & 1 parent) in Which the Court Finds in Conformity with GAL's Position
- Percent Of Parental Dependency Matters (1 child & 1 parent) in Which the Court does Not Grant the Petition
- Percent Of Juvenile Delinquency and Incurribility Cases with Disposition to Lesser Charges or Fewer Counts.

Juvenile Representation Program



Background Information:

- Representation for this program is provided by a mixture of staffed office attorneys (LD, OLA, and OPA) and private attorneys contracted by the Office of Contract Counsel.

Analysis:

- Spending in June reflects two months of payments in the Office of Contract Counsel. This is due to the required payment lag for that department.
- Dependency demand (CDRE, JGAL Dep, and PADR) has been increasing dramatically over the last five to ten years. Dependency demand increased more than 117% from FY 2010 to FY 2014. Demand for FY 2015 increased another 4.1% over FY 2014. Fortunately, the growth funding included for dependency was sufficient for FY 2015.

Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify other possible means of mitigating demand/financial impacts.

Public Defense Services

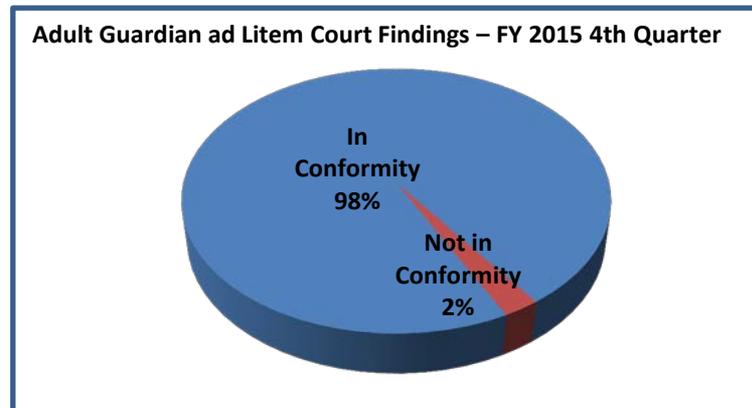
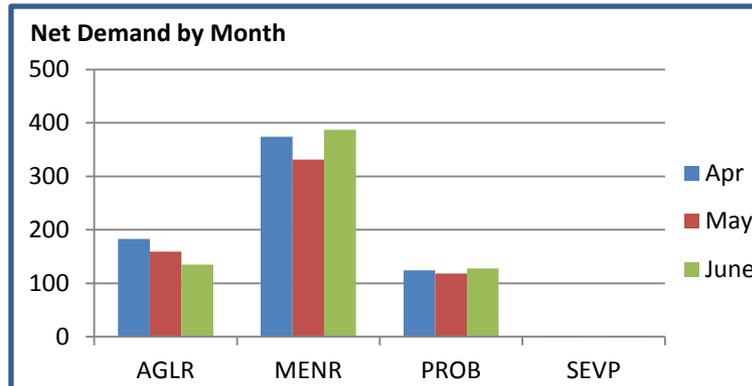
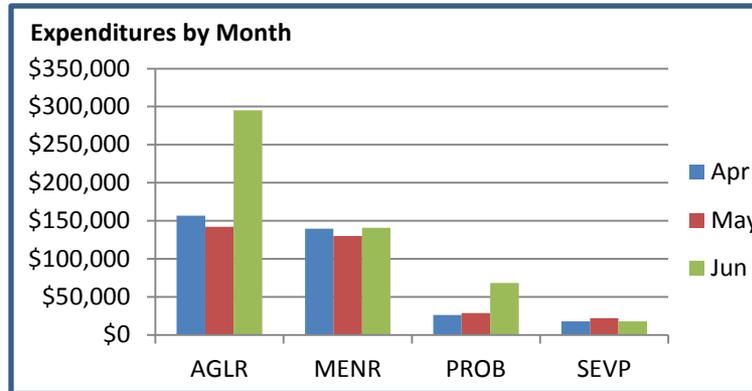
Activities & Descriptions:

- **Adult Guardian ad Litem (AGLR)** is representation of the best interests of various individuals assigned to us by the Adult Court.
- **Mental Health (MENR)** is representation of persons at risk of loss of liberty in civil mental health matters.
- **Probate (PROB)** is representation of persons with matters pending in probate court.
- **Sexually Violent Persons (SEVP)** is representation of persons who are at risk of loss of liberty in sexually violent person matters.

Key Result Measures:

- Percent of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated.
- Percent of Mental Health Cases in which a Determination is Made as to Commitment within 30 Days.

Adult Civil Representation Program



Background Information:

- Adult Guardian ad Litem and Probate representation are provided by private attorneys contracted for these services through the Office of Contract Counsel.
- Mental Health Representation is provided primarily by a unit of attorneys and staff in the Office of the Public Advocate.
- Sexually Violent Persons Representation is provided by attorneys and staff in the offices of the Legal Advocate and Public Defender.

Analysis:

- Spending in June reflects two months of payments in the Office of Contract Counsel. This is due to the required payment lag for that department.
- Demand increased over 127% in Adult Guardian ad Litem from FY 2010 to FY 2014. For FY 2015, it increased another 14.6% over FY 2014.
- Demand increased 18.0% in Mental Health Representation from FY 2010 to FY 2014. For FY 2015, it increased 3.9% over FY 2014.
- Probate representation increased 17.8% for FY2014 over the prior year's actuals. FY 2015 increased another 14.7%.
- The program ran over budget by \$19,628 (0.5%), but savings elsewhere in the system were sufficient to offset this overrun. However, it should be noted that cases in some areas of this program remain open for many years and they can generate expenses for the duration.

Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify possible means of mitigating demand/financial impacts.

Public Defense Services

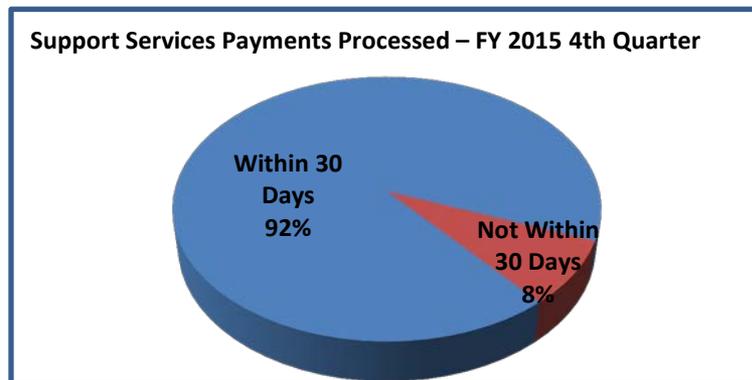
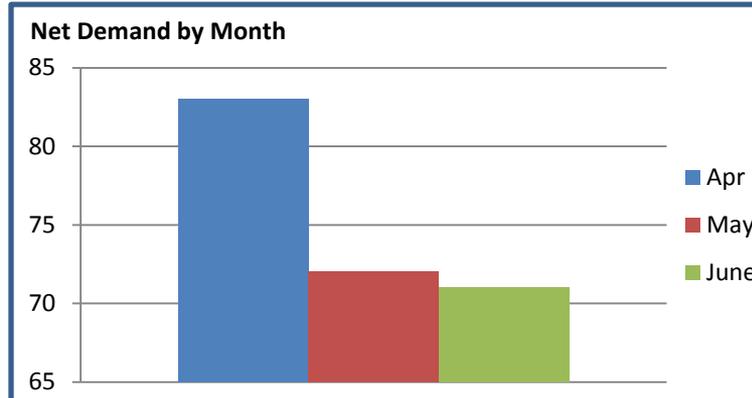
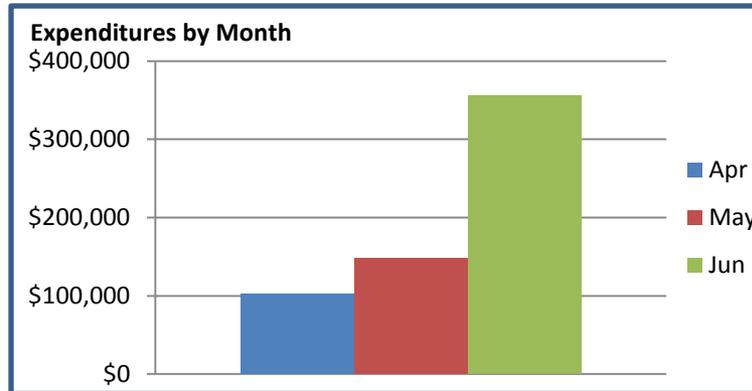
Activities & Descriptions:

- **Support Services (IRSS)** provides legally required litigation support for indigent persons who represent themselves or who are represented by private counsel.

Key Result Measures:

- Percent of Payments Processed Within 30 Days of Receipt.

Support Services Program



Background Information:

- This program provides funds, through the Office of Contract Counsel, for legally required expenses for indigent individuals who are NOT represented by an attorney funded by Public Defense for their pending court matter. That includes cases in which the defendant is proceeding in Propria Persona (Pro Per) to represent him/herself. This also includes cases in which retained attorneys represent defendants who have been determined to be indigent by the Court.

Analysis:

- Spending in June reflects two months of payments in the Office of Contract Counsel. This is due to the required payment lag for that department.
- Expenses in this activity are extremely unpredictable in both volume and in cost. FY 2012 saw a 16.1% increase in expenses from the prior fiscal year. FY 2013 expenses were slightly higher than FY 2012 (0.2%), even though demand actually declined 4%. FY 2014's demand increased 23.6%, and expenses increased approximately the same amount (23.3%). FY 2015 increased 33.8% in demand and 43.9% in expense. This activity was 67.5% over budget (\$631,449).
- Savings elsewhere in the system were sufficient to offset overruns in this program in FY 2015.

Action Steps:

- Public Defense has extremely limited control over this area, as the services are provided pursuant to court order.

Public Defense Services

Current Initiatives:

- Justware Case Management System: Efforts are ongoing for the analysis and future conversion of the remaining lines of business.
- Two of the PDS Departments are involved with the "Safe Reduction" initiative, in cooperation with The Casey Foundation, to try reduce the number of children in foster care. PDS has members on the Steering Committee, the Subgroup for Dependency Attorneys, and the Subgroup for Consistent Decision Points. These efforts focus on processes and procedures intended to: 1) reduce the number children removed from their families, 2) reduce the time children remain wards of the Department of Child Safety (DCS), 3) identify areas where DCS can better align protocols.
- A PDS department is also participating with other justice system partners and Mercy Medical Care in a project focused on outcomes for children in custody for delinquency matters. This is to ensure the right children are placed in out-of-home programs for only as long as necessary, and that they are transitioned to home with appropriate follow-up services.

Public Defense Services

Current Initiatives Cont'd:

- Public Defender continues to focus attention on the need for early and effective intervention for seriously mentally ill defendants. In addition to seeking to work with the Maricopa County Attorney's Office new Felony Pretrial Intervention Program (FPIP) to better support this vulnerable population, the office is also working with a number of stakeholders on the complicated interface between criminal matters and civil commitment proceedings.
- PDS and Attorney Supervisors/Managers are working collaboratively to enhance the existing case-weighting reporting to provide supervisors with additional tools for measuring caseloads and determining proper case assignments for adult criminal and delinquency attorneys.

Accomplishments:

- PDS Management sought and obtained approval to create six attorney positions and a minimal number of associated support positions (four). One attorney was added as a result of a new Court Order for PDS to provide counsel for extradition matters. The other five attorneys were added as a cost-saving measure to reduce workload withdrawals to the Office of Contract Counsel for greater expense.
- As part of the Casey "Safe Reduction Initiative" discussed at left, two of the PDS departments were instrumental in creating a new mediation protocol for dependency cases. The goal of the enhanced mediation process, currently being piloted at Durango and in Mesa, is to ensure services are obtained as quickly as possible, as an intermediate step prior to a case going to trial.
- PDS departments have adapted representation related to the MCAO's FPIP program. It is hoped that the FPIP will result in more appropriate dispositions for low and medium risk offenders.

Accomplishments Cont'd:

- Public Defender hosted or co-hosted a total of twelve different training events in the fourth quarter of FY 2015, six of which were legal skills trainings. The remaining six trainings were technical or procedural trainings.
- Attorney community outreach efforts during the quarter included: a presentation for Constitution Day as requested by the Arizona Foundation for Legal Services and Education, participation in the Maricopa County Teen Leadership Experience, and participation Court Orientation for Dependent Youth.
- Two PDS departments now conduct quarterly "In Defense of Parents" training for attorneys who represent parents in dependency/severance matters. This helps ensure that attorneys are knowledgeable advocates for their clients.

Challenges:

- Increasing hourly rates for expert witnesses challenge PDS to retain and utilize necessary experts, while still remaining within budget.
- The backlog of dependency cases prompted the Court to create a downtown location and to reapportion families among the various courtrooms. The reassigning of cases among judges has resulted in some attorneys now needing to travel between the downtown courthouse and the Durango courthouse. This causes the attorneys to lose important preparation time. It has also frustrated the parents, as they were not given advance notice that their hearings had been relocated.

Public Fiduciary

The Mission of the **Maricopa County Public Fiduciary** is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected

Catherine R. Robbins
Director

Public Fiduciary

Strategic Goals:

- By June 30, 2019, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.
- By June 30, 2019, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well-beings are protected.

Key Result Measures:

- Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral.
- Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral.
- Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral.
- Percentage of Referrals and Investigations Completed Within 90 Days of Referral.

Fiduciary Services Program

Note: Due to the impending transition to a new case management system, statistical data for Public Fiduciary is currently not available. Data will again be provided, once transition is complete.

Background Information:

- Once data is available, Public Fiduciary statistical reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.
- The purpose of the **Guardianship Administration Activity (GARD)** is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary.
- The purpose of the **Estate Administration Activity (EADM)** is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

Public Fiduciary

Strategic Goals:

- By June 30, 2016, the fiscal year average cost per burial will decrease by 10% from FY09 actuals in order to meet demand without increasing budget.

Key Result Measures:

- Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral.

Indigent Burial Services Program

Note: Due to the impending transition to a new case management system, statistical data for Public Fiduciary is currently not available. Data will again be provided, once transition is complete.

Background Information:

- Once data is available, Public Fiduciary statistical reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.
- The purpose of the **Indigent Burial Activity (BURY)** is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Public Fiduciary

Current Initiatives:

- Maricopa County Public Fiduciary (MCPF) continues to refine and adapt the new case management system, eGuardianship, to meet Office needs .
- MCPF implemented an electronic file review project for improved organization and uniform management of the client eFiles.
- MCPF and OET are actively engaged in an effort for new Website modifications to streamline the public's access to guardianship information and services.
- MCPF is awaiting a response to the Second Fiduciary Market Salary Review request submitted more than a year ago as a follow-up to the lack of positive impact from partial adjustments made in September of 2013.

Public Fiduciary

Accomplishments:

- MCPF went live with the new case management system, eGuardianship, on June 1, 2015. During this quarter, great strides were made in launching the Banking Operations features to ensure accurate reporting of banking data and reconciliation services.
- MCPF's training program success rate has dramatically improved. Three fiduciary trainees became "Arizona Licensed Fiduciaries" during the first quarter of FY 2016.
- MCPF provided training at the National Academy of Elder Law Attorneys Symposium regarding advanced guardianship issues.
- MCPF provided training to the Rule 11 evaluating psychologists for their renewal certification provided by the Arizona Supreme Court.

Challenges:

- MCPF is receiving a significant number of court referrals (investigations), and is in need of additional Fiduciary Investigators to meet the high volume.
- Three Fiduciary vacancies (2 Fiduciary vacancies and 1 Fiduciary Investigator vacancy) have resulted in caseload ratios rising into the seventies (1:72), negatively impacting staff's effectiveness and the timeliness of intake investigation due diligence.
- The Office has an inexperienced workforce (lacking in institutional knowledge) that is required to handle complex cases with high demand and high volume caseloads. This is because 76% of the line Fiduciary staff have been Fiduciaries with the department for less than three (3) years.
- MCPF is challenged to hire and retain qualified and experienced Fiduciaries and Fiduciary Investigators because of the current salary scale.
- MCPF continues to be challenged with providing a large number of probationary employees with necessary job skills training and orientation to department internal systems, while maintaining high quality fiduciary services.
- OET is struggling to maintain our legacy case management system historical information due to archaic server issues and compatibility issues.

Public Health

The mission of the **Public Health** Department is to protect and promote the health and well-being of Maricopa County residents and visitors.

Bob England, MD, MPH
Director

Public Health

Essential Public Health Services:

- #4 – Mobilize community partnerships and action to identify and solve health problems.

Implementation of a Novel, Integrated Intergovernmental Agreement

FY 2015 Program Outputs:

- Implementation has begun on an integrated IGA that will eventually combine 7 separate funding streams into a single contract with a single set of deliverables.

A “Golden” Opportunity



7 Funding
Streams
into 1

Background Information:

- Public health funding for Maricopa County has long been overwhelmingly provided by external grant funding, mostly by Federal funding passed through the Arizona Department of Health Services.
- Grant funded programs have historically created offices isolated into “silos,” forcing extra effort to collaborate between programs.

Analysis:

- Based upon feedback from Public Health (MCDPH) and other counties, the Arizona Dept of Health Services condensed 7 different funding streams into a single Intergovernmental Agreement, with one set of deliverables.

Action Steps:

- Seizing the opportunity this affords, MCDPH has implemented this new IGA with an eye toward integrating services as much as possible.
- A reorganization plan is being developed, with the input of more than 20 key staff so far, with a goal of organizing more efficiently and effectively to target particular partners in our community.
- Separately funded programs even beyond the 7 funding streams contained within this IGA may be integrated.
- Schools, workplaces, the healthcare sector and the broader community will soon be served by programs that are more cohesive and transparent, more efficient, and more effective than in the past.

Public Health

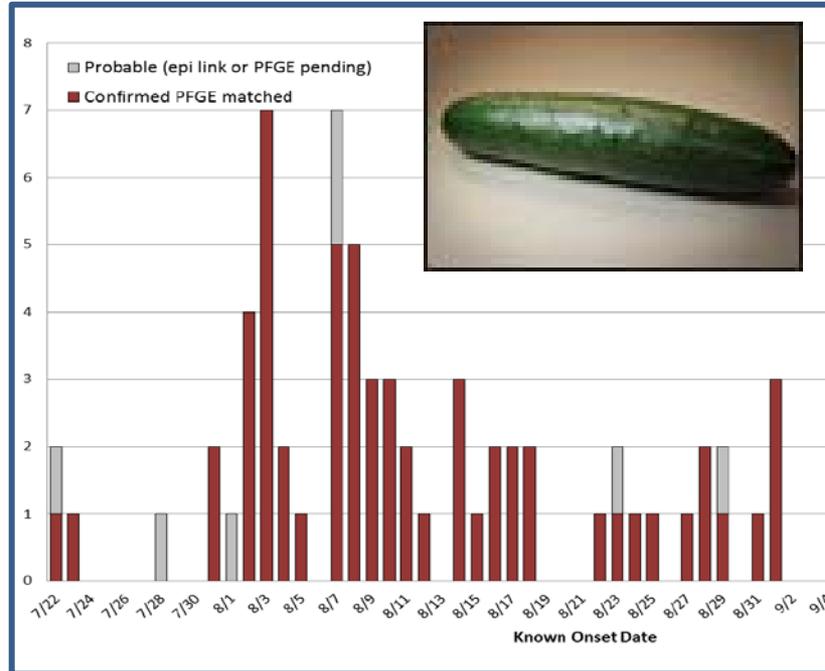
Essential Public Health Services:

- #2 – Diagnose and investigate health problems and health hazards in the community.

Identifying and Stopping a Nationwide Outbreak

FY 2015 4th Quarter Program Outputs:

- The Office of Epidemiology (Epi) identified an outbreak.
- Epi and the Dept of Environmental Services identified the suspect food (cucumbers).
- Further investigation revealed the primary distributor and likely farm.
- The public was notified and cucumbers recalled in record time.



- 741 lab-confirmed cases of the same strain
- (Estimated 15,000 - 40,000 actual cases)
- 150 hospitalized
- 4 deaths
- First identified mid-August

Background Information:

- Foodborne disease is common, with an estimated 1.2 million cases annually of Salmonella alone in the US.
- Identifying the source of outbreaks of foodborne illness is often difficult.
- Intervening in time to prevent further spread of a foodborne illness is uncommon.

Analysis:

- A spike in cases of an uncommon variant of Salmonella was noted by the Office of Epidemiology, in conjunction with the Arizona State Laboratory.

Action Steps:

- Numerous cases were quickly identified and thoroughly interviewed regarding food items consumed.
- A suspect food (cucumbers) was identified.
- A common source food distributor was identified.
- A likely source farm or farming area was identified.
- Pressure was placed upon hesitant national agencies to release the identity of the distributor and the farming area to allow consumers to protect themselves.
- Multiple local agencies went public and the suspect product was recalled on September 4, cutting short the outbreak and protecting the public.
- The intervention was achieved in record time because of the efforts of MCDPH Epi staff.

Public Health

Strategic Priorities:

- #2 -- Create a healthier Maricopa County through policy, systems, and environmental approaches.

Accomplishments:

Awards/Recognition:

- The Office of Tobacco & Chronic Disease Prevention (OTCDP) received a HEMMY Award (a health education award) from the Arizona Public Health Association (AzPHA) for materials designed for the Women, Infants and Children)WIC program and other partners.
- MCDPH was also recognized by AzPHA for our “Raise the Bar” internal accreditation communication campaign.
- The Board of Supervisors recognized three of our programs for their NACO Awards: OTCDP, the Office of Vital Records (OVR) and the Office of Nutrition & Physical Activity (ONPA) (see 4th Quarter, FY 2015 Report for details).
- The Performance Improvement was selected to participate in the National Association of County & City Health Officials (NACCHO) National Performance Improvement Workgroup.
- The Performance Improvement Coordinator was selected as the health representative to the Tempe Regional Council of First Things First.
- Hovi Nguyen, of the Office of Epidemiology (Epi), was accepted into the National Association of Chronic Disease Directors’ Mentorship Program, one of only 9 accepted.

Presentations/Publications:

- A dozen presentations were given by MCDPH staff at the National Association of County & City Health Officials (NACCHO) Annual Conference.
- Epi, in conjunction with the Dept of Air Quality, had its paper, “Association between asthma hospital visits and ozone concentration...,” accepted for publication by the Journal of Environmental Health *with no edits*, a rarity.
- Epi completed its first external stakeholder presentation on the joint Community Health Needs Assessment process to Dignity Health, including their external stakeholders.
- The ONPA Education/School Team dietician presented in a webinar for Change Lab Solutions on a successful water dispenser strategy.
- OTCDP presented a poster, “Stopping the Sale,” about the success of the Arizona Retailer Tobacco Training program, at the AzPHA Annual Meeting.

Public Health

Accomplishments (continued):

Improvements/Efficiencies:

- The Office of Preparedness & Response (OPR) collaborated with the Departments of Air Quality and Emergency Management to respond to the Queen Creek hay fire, which caused smoke so severe it closed a school, yet demonstrated that such a fire, which is often allowed to burn for more than a week, can be extinguished within one day of putting equipment on the fire.
- The Attorney General’s Office stated that, in contrast to counties without such a program, our tobacco purchasing rate by minors is falling due to the efforts of the Counter Strike inspections and education conducted by OTCDP.
- The Office of Community Empowerment (OCE) formed an internal Community of Practice (CoP) to improve our work with our partners.
- The Office of Healthcare Innovation (OHI) created a new tracking tool for partners providing enrollment assistance at our WIC and Immunization sites, more effectively monitoring the efficiency of these efforts, allowing us to intervene to improve these efforts by which our partners assisted in nearly 3,200 applications for the Arizona Health Care Cost Containment System (AHCCCS) and the Supplemental Nutrition Assistance Program (SNAP).
- OHI also redesigned the tracking tool for the County’s Healthcare Integration Ed & Enrollment Workgroup. This consolidates all efforts at Adult Probation, Correctional Health, Public Health, Juvenile Courts, and the Sheriff’s Office.
- WIC has reorganized and increased its caseload.
- Community Health Nursing (CHN) immunized more than 12,000 children during the back-to-school rush in July and August (nearly ¼ of our usual annual total). CHN has only 8 immunization nurses.
- ONPA worked with CHN to coordinate breastfeeding education and support to childcare centers.
- FindHelpPhx.org enhanced search features and added partners such as County Human Services and the Justice System Planning and Information Coordinator, and launched a Spanish language media campaign.

Public Health

Strategic Priorities:

- #2 -- Create a healthier Maricopa County through policy, systems, and environmental approaches

Public Health

Accomplishments (continued):

Expanding our Reach through Partners & Policy:

- OTCDP persuaded 46 multi-unit housing properties, with 1,236 units, to go tobacco free this quarter.
- The Office of Public Health Policy (OPHP) persuaded the City of Phoenix Environmental Quality Commission to advance food systems policy initiatives, including improved zoning to support farmers' markets.
- OPHP partnered with Blue Cross Blue Shield (BC/BS) to create an ASHLine referral system for the BC/BS network, coordinate education on prescription drug misuse and disposal, and collaborate with OTCDP on Chronic Disease Self Management training.
- The new website for the Healthy Arizona Worksite Program was launched with resources to support employers' use of evidence-based worksite health initiatives.
- The Health Improvement Partnership of Maricopa County (HIPMC), supported by OCE, established a diverse steering committee, increasing buy-in and spinning-off direction of our Community Health Improvement Plan (CHIP) to our many partners.
- OHI conducted an initial assessment of the interaction between the behavioral health system and Correctional Health, with an eye toward opportunities to improve care and reduce recidivism.
- ONPA worked with schools to pilot the Walking Classroom project.
- ONPA worked with the County wellness coordinator to update the Better Bites, Better Gulps – healthier vending program to implement best practices in all participating County facilities.
- ONPA assisted 6 school districts with school gardens.
- Epi worked with the Center for Disease Control (CDC), Arizona Department of Health Services (ADHS), and County Environmental Services to investigate simultaneous outbreaks of West Nile Virus and St Louis Encephalitis, both mosquito-borne diseases.

Challenges:

- Despite opportunities afforded by the Affordable Care Act, navigating the health care system to effectuate efforts by the health care system directed toward population health remains a major challenge.
- The sheer complexity of the behavioral health system, resulting in no single provider understanding all of it, is a major impediment to designing interfaces between Correctional Health, the judicial system, and behavioral health care.
- Overall lack of flexible funding, resulting in very few staff to deal with dozens of municipalities, 58 school districts and more than 1,000 schools, scores of health care provider organizations and insurers, and innumerable employers, makes our goal of significant impact via policy, systems and environmental change truly difficult.
- WIC continues to struggle with obtaining data from the Health and Nutrition Delivery System (HANDS), the data system required by ADHS.
- The Nurse Family Partnership (NFP) program is struggling with funding uncertainties and recruitment issues within their prescribed geographic limitations.
- Healthy Start is unclear whether carry-over funding will be allowable to the next year, making planning and budgeting difficult.
- Childcare centers have competing priorities that make participating in our ONPA and CHN programs difficult.
- Grant funds may not be used for materials for the ONPA "healthy retail program," limiting effectiveness.
- Securing inpatient clinical rotations continues to be a problem for the dietetic internship program.
- A 12-year syphilis outbreak among the population of men who have sex with men (MSM) is accelerating, with an excess of ~1,300 dual infections of syphilis and HIV to date. These excess cases will cost society some \$500 million, much if not all of which could have been prevented with a dose of bicillin at the appropriate time. The community's lack of concern regarding HIV infection seems to be the major impediment.

