

## MEMORANDUM

DATE: June 7, 2024

TO: Chair and Members of the Personnel and Finance Committee

FROM: Janel Heinrich, Executive Director/Health Officer, PHMDC

SUBJECT: Deputy Director, Community Health Division (Position #3275) Vacant for More than Six Months

County Ordinance 29.52(15) requires the Personnel and Finance Committee and the County Executive to approve filling positions that are vacant longer than six (6) months. Position #3275, a Deputy Director has been vacant for more than six months due to the impact of COVID-19 on division and department staffing and organization.

### **What is the nature of the work or what is the essential function of the position?**

Position #3275 will serve as a deputy director in the Community Health Division of Public Health Madison & Dane County (PHMDC). This position will be responsible for assisting the Community Health Division Director in the leading and operationalizing of PHMDC's largest division including over 20 programs and 120 staff. The Community Health Division provides critical public health services in the areas of Disease surveillance, prevention and control; Immunizations; Sexual & Reproductive Health Services; Maternal & Child Health Services; Fetal & Infant Mortality Review (FIMR); Women, Infants & Children Supplemental Nutrition Program (WIC); Perinatal Home Visiting Services; and Access to Care among others.

This position will assist the Community Health Division director in the leadership and operationalizing of various community health programs and services. Specifically, this position will support the division in program operations (goal attainment, model fidelity, quality assurance/compliance, policy), workforce development (staffing models, staff development, competency training & assurance, human resources), community partnerships related to program operations (healthcare, state bureaus, education), as well as a variety of other division activities and strategic initiatives related to public health planning, emergency preparedness and health & racial equity.

### **How has this function been fulfilled without this position?**

Over the last 9 years the Community Health Division has significantly expanded in both programming and staffing through grants and other allocations (e.g., expansion of the sexual and reproductive health, infection control and maternal and child health home visiting services and creation of the nurse

navigator program). The work of the Community Health Division has been maintained by the current director and nine public health supervisors, but at the expense of compassion fatigue and burnout. In addition to responding to COVID, the division and department has seen increased caseloads in mandatory public health services yielding exacerbated client need and more complexity in client case management, more frequent disease outbreaks including Monkey Pox, Ebola monitoring and Measles, and additional local impact from global crises (refugee resettlement, asylum seekers etc).

**What will be the impact on the Department's function and mission if the position remains vacant?**

The ability to provide leadership, strategy, oversight, and accountability in a division of this size is has exceeded our current capacity. Without this position, we believe that our ability to provide appropriate support to our managers and staff to adhere to regulatory and clinical best practices in an increasingly complex environment to prevent injury, death and disease—the mission of PHMDC—will be compromised.