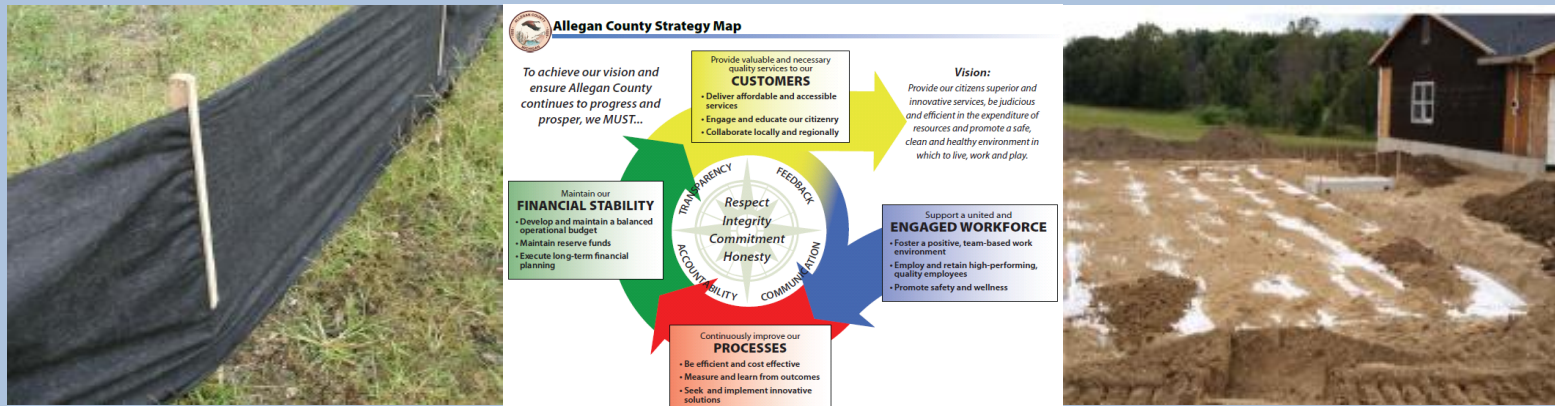


ALLEGAN COUNTY

LEADING HIGH PERFORMANCE ENVIRONMENTAL HEALTH (EH) FIELD SERVICES



MICHIGAN PREMIER PUBLIC HEALTH CONFERENCE
OCTOBER 10, 2018

Presentation Objectives:

- Increase knowledge/awareness of engagement strategy to develop customer focused performance benchmarks and buy-in, supporting increased customer focus through the State.
- Increase knowledge/awareness of the use of data in a continuous quality improvement environment.
- Reduce barriers (real or perceived) to working collaboratively within a county government organization as part of a single team approach to deliver an enhanced customer experience and promote health in all in policies.



Allegan County Strategy Map

To achieve our vision and ensure Allegan County continues to progress and prosper, we MUST...

Provide valuable and necessary quality services to our

CUSTOMERS

- Deliver affordable and accessible services
- Engage and educate our citizenry
- Collaborate locally and regionally

Vision:

Provide our citizens superior and innovative services, be judicious and efficient in the expenditure of resources and promote a safe, clean and healthy environment in which to live, work and play.

Maintain our **FINANCIAL STABILITY**

- Develop and maintain a balanced operational budget
- Maintain reserve funds
- Execute long-term financial planning



Support a united and **ENGAGED WORKFORCE**

- Foster a positive, team-based work environment
- Employ and retain high-performing, quality employees
- Promote safety and wellness

Mission:

Plan, develop and evaluate the necessary policies and resources to ensure our county continues to progress and prosper.

Continuously improve our

PROCESSES

- Be efficient and cost effective
- Measure and learn from outcomes
- Seek and implement innovative solutions

Allegan County

MICHIGAN



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Allegan County

MICHIGAN



Allegan County

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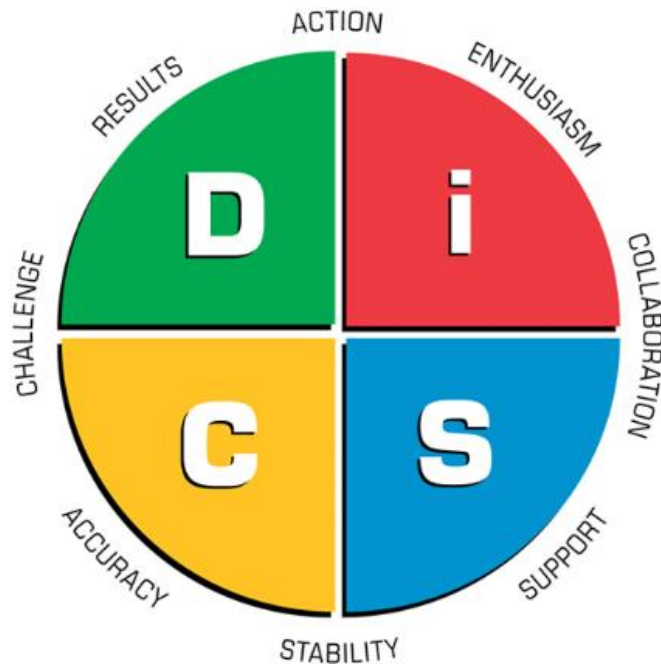
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Engagement: Building a Team Environment



The Five Behaviors of a Cohesive Team™ Model

Engagement - Cross Functional Team Development

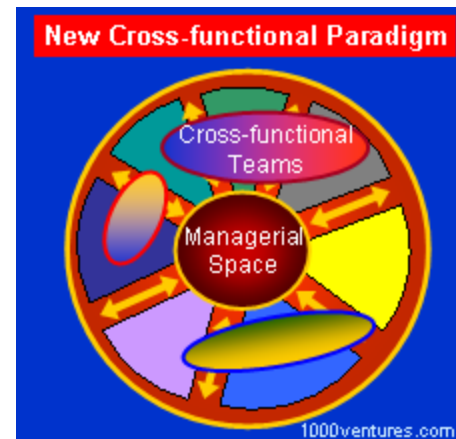
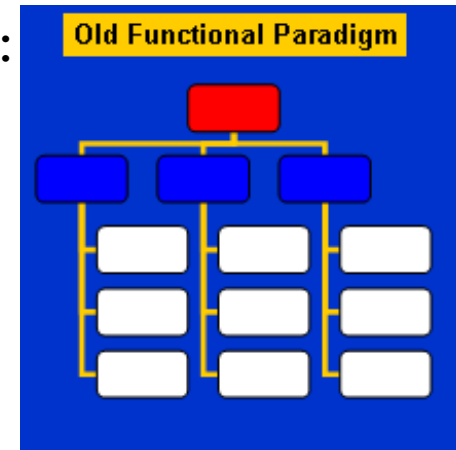
- Teams are focused around organizational shared strategy:

- Examples:

- Executive Leadership Team
 - County Leadership Team
 - Employee Engagement Team
 - Joint Employee Group
 - Service Area Teams
 - Facilities Emergency Response Plan (FERP) Team

- Empowerment

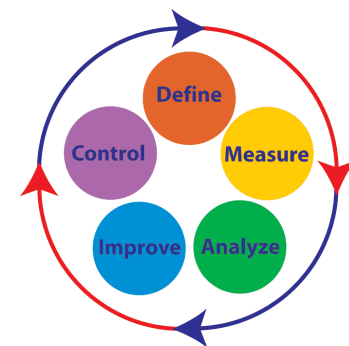
- Educate entire organization on key processes
 - i.e. Budget process
 - Daily resolution/escalation paths



Continuous Improvement

“The County views every outcome as valuable whether the expected result is achieved or not in that it provides an opportunity to evaluate for continuous improvement.”

- Creating an environment of continuous improvement:
 - Aligns everyone around shared goals and organizational view - “no silos”
 - Enables “systems thinking” - get to the root of issues
 - Employees are more open when opportunities for improvement are expected not feared
 - Focus becomes on the results



Measurement Example Engagement - Wellness

Allegan County Wellness

October 2016

PARTICIPATION

	Jan '14	Sep '16
Employees – Comprehensive		
Enrolled	105	291
BMA/Coaching & Health Survey	80	286
Participation Rate (based on 341 eligible)	23%	84%
Spouses – Comprehensive		
Enrolled		17
BMA/Coaching & Health Survey		8
Employees – Select		
Enrolled		11
Spouses – Select		
Enrolled		3
Programming	# Participants	
Plant Based Eating L&L	8	
Farmers Market L&L	3	
Move More, Allegan Challenge	37	
Proactive Outreach at Sheriff Department		
- September 20 – brought dinner		
- September 21 – brought snacks		
- September 27 – brought dinner and performed blood pressure checks		

HEALTH METRICS

Employees – Comprehensive (286)

Lifestyle Health Risk Factors	Jan'14	Sep'16	MI**
Poor Fitness*	8%	12%	30%
BMI Overweight/Obese*	75%	78%	67%
%Fat Below Average/Poor*	74%	61%	67%
Waist at risk*	58%	48%	—
High Blood Pressure*	14%	13%	30%
Cholesterol ≥200*	46%	28%	50%
Smoking*	9%	8%	20%
Glucose*	0%	1%	10%
High Stress	47%	35%	—
Low Coping	6%	3%	—
Depression	22%	7%	—
At Risk Alcohol	4%	3%	—
High Fat Consumption	15%	19%	—
Low Fiber Consumption	46%	29%	—
No Exercise/Activity	24%	8%	—

* Heart Disease Risk Factors

** State of Michigan

12 Lifestyle Health Risk Factors

(all above risks minus BMI & %Fat)

Low 0-2 Risks	58%	66%
Medium 3-4 Risks	31%	24%
High 5+ Risks	11%	10%

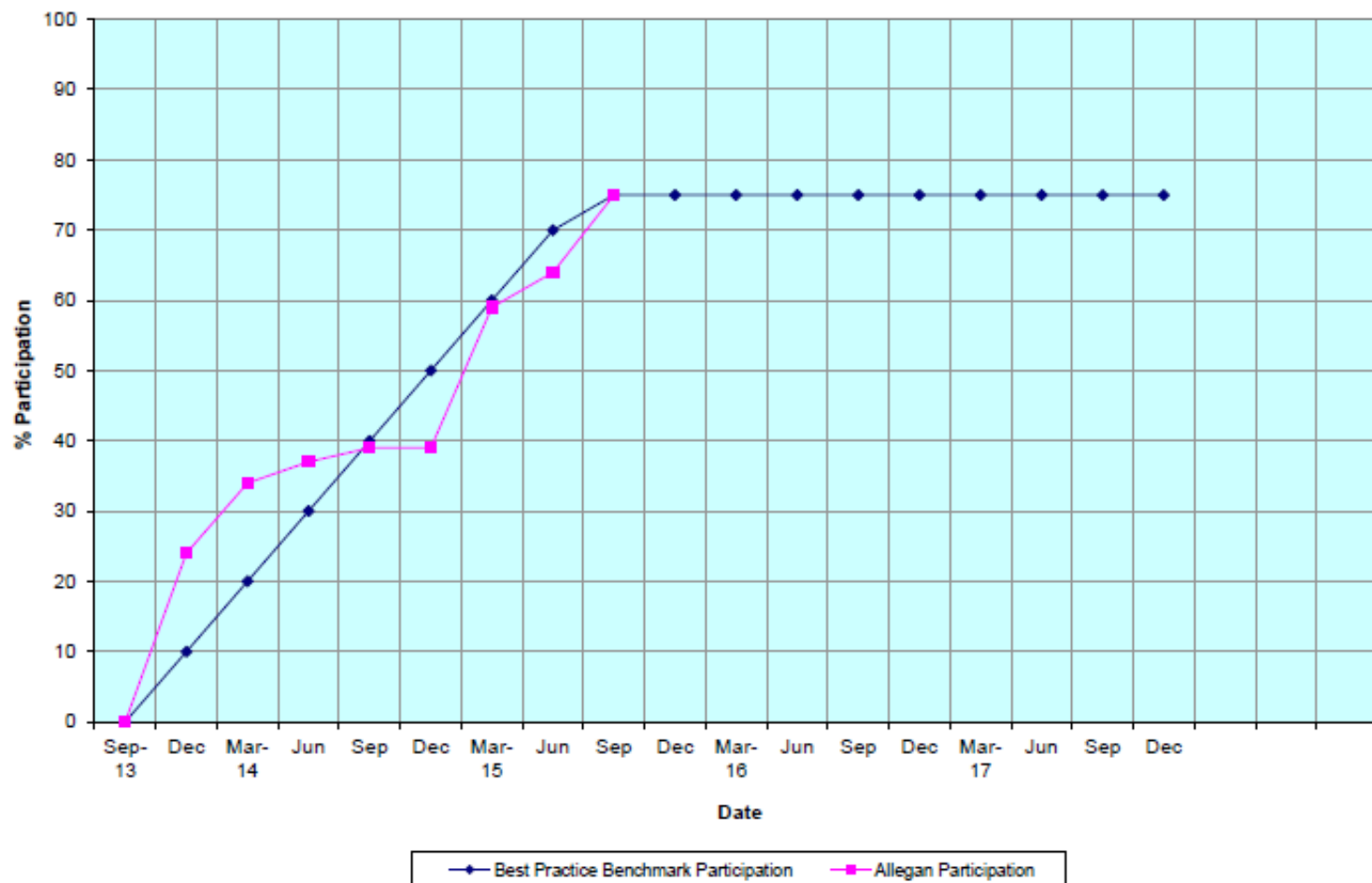
BEST PRACTICE BENCHMARKS

	Holtn Benchmark	AC†
Participation	75%	84%
Zero Heart Disease Risks	40%	37%
No/Low Risks for 12 Lifestyle Health Risks	70%	66%

† Employees – Comprehensive (286) September 2016

Measurement Example Engagement - Wellness

Wellness Core Participation
Comprehensive Employees
with 1 or more
Biometric Assessment, Health Survey & Coaching Session

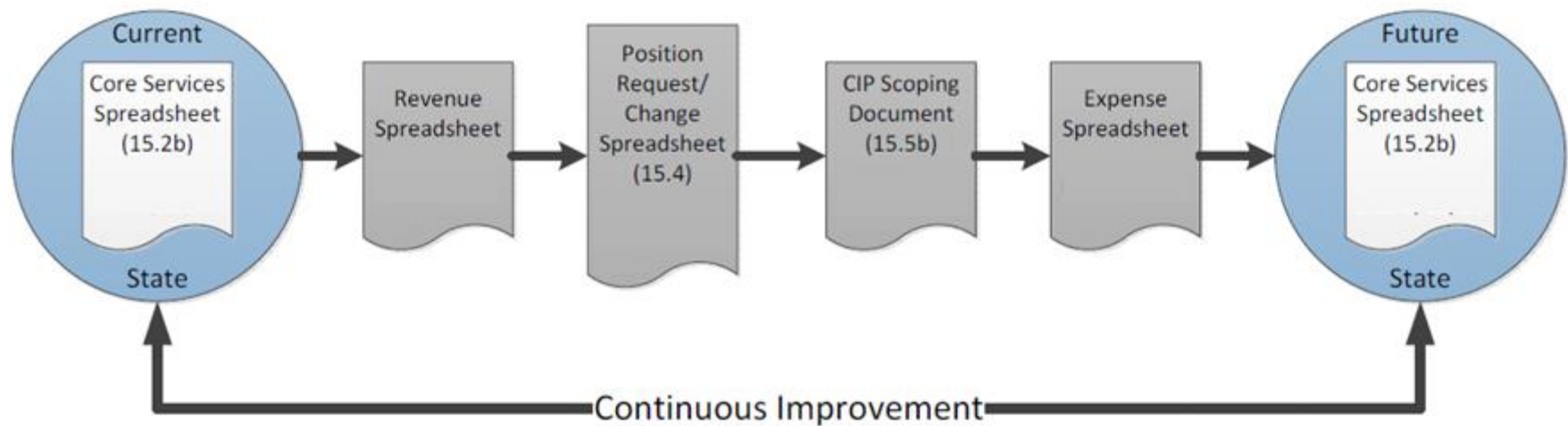


Public Health Wall



Financial Stability: Budget Preparation Process

Allegan County Budgetary Information Submission Process



General Fund						2015		2016		2017		2018		2019	
	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change	Projected
<726 Total Compensation	513,107	545,563	532,443	610,287	608,552		615,246		622,014		628,856		635,773		642,767
							0		0		0		0		0
							0		0		0		0		0
727.00.00 OFFICE SUPPLIES	1,800	2,371	817	1,034	2,000		2,000		2,000		2,000		2,000		2,000
727.03.00 OFFICE SUPPLIES - PRINTER CART	38,348	31,895	39,884	33,638	32,000		32,000		32,000		32,000		32,000		32,000
748.00.00 GAS, OIL, GREASE & ANTI-FREEZE	1,575	1,736	1,093	1,152	2,000		2,000		2,000		2,000		2,000		2,000
818.00.00 OTHER CONTRACTUAL SERVICES	8,498	10,803	4,135	1,695	6,000	-1,000	5,000		5,000		5,000		5,000		5,000

Challenges/Opportunities for Improvement

- Prioritization
- Delegation and Escalation Model
- Readiness for change
- Execution
 - Setting objectives and accountability to meeting them
- Balance of planning/analysis vs. action
- Communication x's 10
- Buy-in (What does that look like?)
- Celebrating success

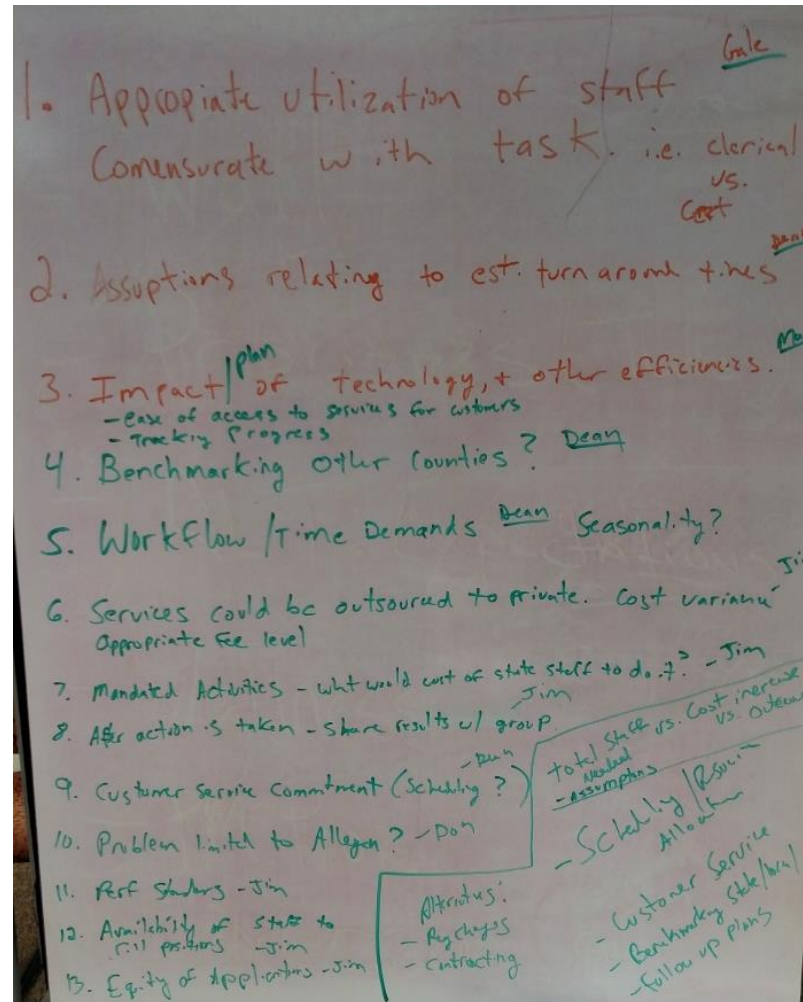


The Team Approach:

- Health In All Policies
- Soil Erosion Sedimentation Control (SESC)
 - Previously contracted out to Michigan Township Services by Drain Commission.
 - Service was moved to Public Health in 2007-2008.
 - The sanitarians have the knowledge, skill set, and visit these sites for septic and well if the site needs those services also.
 - Was able to be accomplished with existing staff at that.
- Animal Shelter oversight
- Technology and other central services support
- Local Governing Entity/Board of Public Health
- Consistent standards, practices, polices

Engaging the Local Governing Entity Discussion Points (Based on Board Input 10/26/17)

- Customer Service
- Alternatives
- Benchmarking
- Follow-up
- Data Analysis

- 
- A photograph of a whiteboard with handwritten notes in red and green ink. The notes are organized into a numbered list from 1 to 13, with various sub-points and names written in the margins. The handwriting is cursive and somewhat informal. The board is divided into sections by lines, with some text written in the margins and some in the main body of the list.
1. Appropriate utilization of staff ^{Gale}
Commensurate with task. i.e. clerical vs. ^{Cost}
 2. Assumptions relating to est. turn around times ^{Dean}
 3. Impact ^{plan} of technology, + other efficiencies.
- Ease of access to services for customers
- Tracking Progress
 4. Benchmarking other counties? ^{Dean}
 5. Workflow / Time Demands ^{Dean} Seasonality?
 6. Services could be outsourced to private. Cost variance ^{Jim}
Appropriate fee level
 7. Mandated Activities - what would cost of state staff to do it? - Jim
 8. After action is taken - share results w/ group ^{Jim}
 9. Customer service commitment (Scheduling?) ^{Dean}
 10. Problem limited to Allegan? - Don
 11. Perf studies - Jim
 12. Availability of state to fill positions - Jim
 13. Equity of applications - Jim
- Alternatives:
- Recharges
- Contracting
- total state vs. cost increase vs. outside
- assumptions
- Scheduling / Resource Allocation
- Customer Service
- Benchmarking state/local
- Follow up plans

Local Governing Entity/Admin Updates:

Public Health/Resource Recovery Program, Regional Recycling Event – Allegan County Resource Recovery is excited to be hosting the final recycling collection of 2018. It has been a great year and it is anticipated to be another successful event! This event will be held October 20, 2018 at the City of Otsego DWP, 243 N Farmer St. from 9:00am-12:00pm. Collection will be for Household Hazardous Waste and Electronics/E-Waste. Please see attached (Attachment C) flyer for a list of items that will and will not be accepted at this event. All Resource Recovery participants are welcome. For questions, please contact Rosemary Graham at (269) 686-4559.

Public Health EH Field Service Delivery Update – Attachment D. Currently 92% of the eligible applications, received through August 4, were issued within the timeframe (7/22/2018-8/4/2018), the 14 business day benchmark. Customers (100%) were contacted within 5 business days of submitting an application; timeframe (8/5/2018 - 8/18/2018). The automatic reply upon receipt of the application has been working well. If you have any questions please contact Randy, Rapp, RS at 269-673-5411 or rrapp@allegancounty.org.

Public Health School Collaboration – Did you know that schools are one of our primary disease surveillance systems? Schools touch many families and they are required to report to public health on a weekly basis. They are very important to helping us be successful in discovering disease early. On August 23, 2018 twenty-five (25) school and child care employees attended the Allegan County Health Department (ACHD) Communicable Disease, Hearing, Vision and Immunization Annual Update. This presentation venue provides an easy way for the schools to receive updates at a “one stop shop”. Presentation topics included:

- Recycling
- Hearing and Vision Screening/Referral Protocols
- Communicable Disease Reporting and Outbreak Prevention (cleaning, hand washing practice, hand sanitizer, etc.)
- Immunization Waiver Requirements
- Public Health Law Updates

If there are any questions or concerns please contact the Public Health Services Manager, Lisa Letts at 269-673-5411 or lletts@allegancounty.org

Environmental Health - Benchmark Data Board of Commissioner Report



	January		February		March		April		May		June		July		August		September	
Total Applications Received for the Month	108		113		238		201		282		225		203		189			
14 Business Days for the Month are Permits received during	1/1 thru 1/11	1/12 thru 1/22	1/23 thru 2/2	2/3 thru 2/14	2/15 thru 3/2	3/3 thru 3/14	3/15 thru 4/6	4/7 thru 4/20	4/21 thru 5/14	5/15 thru 5/25	5/26 thru 6/8	6/9 thru 6/22	6/23 thru 7/7	7/8 thru 7/21	7/22 thru 8/4	8/5 thru 8/24		
Incomplete and/or Unpaid Submissions within 14 Business Days	0	6	19	4	10	7	18	5	16	0	6	11	9	7	11	16		
Total Eligible for Completion within 14 business day window	34	34	66	36	60	64	139	99	175	84	120	89	65	77	90	109		
Submissions Not Completed within Eligible Time Period	9	5	11	7	3	4	20	15	31	8	16	11	7	6	7	9		
Total Completed	25	29	59	29	57	60	119	84	144	76	104	78	58	71	83	100		
Percentage Complete	74%	85%	89%	81%	95%	94%	86%	85%	82%	90%	87%	88%	89%	92%	92%	92%		

Applications completed prior to 14 day turnaround (only those with proper documentation and fees paid): Total Completed divided by Total Eligible for Completion within 14 business day window = Percentage Complete

Number	Percentage
100/109	92%

14 business days from August 5 = August 24

	January		February		March		April		May		June		July		August		September	
Total Applications Received	108		113		238		201		282		225		203		189		85	
5 Business Days for Communication	1/1 thru 1/24	1/25 thru 2/2	2/5 thru 2/12	2/13 thru 2/22	2/23 thru 3/2	3/5 thru 3/12	3/13 thru 3/20	3/21 thru 3/30	4/2 thru 4/13	4/16 thru 5/7	5/8 thru 6/1	6/2 thru 6/22	6/23 thru 7/6	7/7 thru 7/21	7/22 thru 8/4	8/5 thru 8/18	8/19 thru 9/7	
Total Eligible for Communication	84	31	24	43	39	43	69	96	80	175	211	165	74	90	99	74	123	
Total Not Communicated to within 5 Business Days	5	1	0	9	5	8	8	9	4	3	0	6	3	2	1	0	3	
Total Communicated to within 5 Business Days	79	30	24	34	34	35	61	87	76	172	211	159	71	88	98	74	120	
Percentage Complete	94%	97%	100%	79%	87%	81%	88%	91%	95%	98%	100%	96%	96%	98%	99%	100%	98%	

Customers that have been contacted within 5 business days: Total Communicated to within 5 Business Days divided by Total Eligible for Communication

Number	Percentage
120/123	98%

5 business days from August 19 = September 7



Environmental Health - Total Services Board of Commissioner Monthly Report



APPLICATIONS RECEIVED

	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Well	30	44	72	58	65	68	64	67	22				490
Septic	39	32	81	60	88	67	61	45	24				497
Loan Eval.	7	10	16	25	39	27	21	16	11				172
MDHHS Eval.	2	0	9	12	12	9	8	3	5				60
SESC	18	16	32	25	44	25	31	45	18				254
Raw Land/Soil Eval.	10	6	25	16	23	19	11	7	3				120
Investigative Fieldwork	2	5	3	5	11	10	7	6	2				51
Monthly Totals	108	113	238	201	282	225	203	189	85	0	0	0	1644

SERVICES PROVIDED

PERMITS ISSUED	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Well	39	35	58	64	76	64	68	72	20				496
Septic	42	30	59	69	71	75	69	53	27				495
Loan Eval.	9	4	14	21	31	22	28	17	7				153
MDHHS	0	0	1	16	8	16	7	6	3				57
SESC	23	26	28	31	44	24	21	41	18				256
Raw Land/ Soil Eval.	17	4	14	14	24	13	20	8	4				118
Monthly Totals	130	99	174	215	254	214	213	197	79	0	0	0	1575

Other Services Completed	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Well Finals	27	98	100	31	55	16	80	46	9				462
Septic Finals	5	12	22	30	45	51	33	55	21				274
SESC Inspections	2	18	8	200	217	260	200	185	88				1178
Investigative Fieldwork	2	5	2	5	11	10	7	8	2				52
Monthly Totals	36	133	132	266	328	337	320	294	120	0	0	0	1966

Total Services Provided	166	232	306	481	582	551	533	491	199	0	0	0	3541
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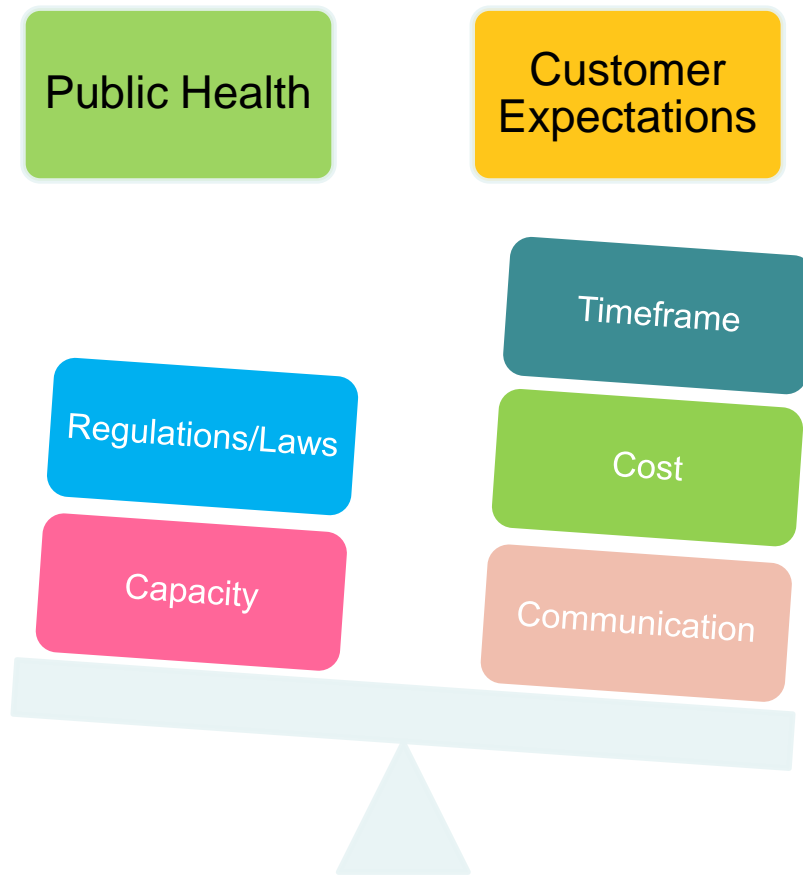
We had a problem with Customer Satisfaction and Service Delivery

- In 2017 we were 4-8 weeks out on permits
- We were only meeting our 21 business day benchmark 67% of the time
- We had complaints from contractors, realtors, Board of Commissioners
- Not meeting regulations and MPRs.
- Morale was in the tanks.



“Your most unhappy customers are your greatest source of learning”- Bill Gates

Customer Experience-A Balancing Act-Protecting Public Health



- How do we balance the needs of the community (builders, septic contractors, realtors, well drillers, and the Board of Commissioners) with meeting MPR's and protecting Environmental Health?
- How do we get the work out and not make it like a big box store where people are just interested in the numbers?
- How do we balance customer service and environmental health?
- How do we better support economic growth in the Allegan County?

SUMMARY OF EH FIELD SERVICE BOC INFORMATIONAL SESSION ON 8/24/2017

- Maintain Quality
- Increase Communication
- Decrease Turnaround
- Ideal Future state for the customers present:
 - Decrease Turnaround time for services to 5-7 Business Days.
 - Willing to pay increased fees but only if there is an increase in FTEs (more importantly a decrease in turnaround time) to provide services.
 - Efficiencies (ie. issuing the permit onsite).
 - Prioritize services but if Loan Evaluations are going to be eliminated require private entities to submit paperwork to the health department to include in the facility file.
 - Increase technology (ie. access to facility file by public electronically, ability to issue permits remotely etc.).

Customers present are willing to pay a higher fee to get quicker service delivery



With fees as they are services take longer

People

Process

Capacity

Online applications and payment

Processing Application

Morale/Realistic Expectations

Services; alternatives

Productivity/Accountability

Timely turn around
time for field service

Benchmarks and productivity

Procedures/Regulations

Cars, augers, etc.

Services not always meeting
regulations /standards

Technology

Policy

Equipment

Equipment\Process:

- Impact/Plan for technology and other efficiencies
 - Document Scanning\Storage\Retrieval System
 - Technology-in field use
- Ease of access to services and status tracking for customers
 - Online payment and application submission
 - Work-order system to manage work flow during service process
- Equity/process for applications
 - New procedure for prioritization of services
 - For prioritizing permits for commercial facilities such as utilities that provide services to a large amount of the community.

People\Process:

- Customer service commitment (scheduling?)
 - Within 5 business days of receipt of an application the customer shall receive a communication outlining any deficiencies in the application or a timeline of completion of the services relating to the complete application
 - Throughout the application and service process (and/or for all general inquiries) all customer inquiries to the Sanitarians shall be responded to (voicemails, emails, etc) within 2 business days.

People\Process:

- Scheduling/resource allocations
 - Utilization of staff commensurate with task
 - Continuing to use a non registered sanitarian for SESC inspections.
 - Support staff will be used to enter information in SWORD and scan services completed into Filebound.
 - Sanitarians will have 45 minutes of phone/admin time per day to communicate with customers (Communications that support staff can not answer).
 - Availability of staff to fill positions

Policy\Process:

- What services could be outsourced to private, cost variance?
 - Loan Evaluations can be privatized
 - Private entities currently charge more.
 - The Realtors generally accept Loan Evaluations being done by outside agencies
 - It would be desired for outside agencies to file results with the local public health department to have a complete facility file.
 - Public Health cannot provide variances on outside entities loan evaluations.
 - Currently there is no certification for those providing loan evaluations in Allegan County that ensures appropriate skill set and liability coverage.
 - Public Health may be viewed as being more independent leading to a potentially more objective evaluation.



Policy\Process:

- Allegan County Water and Sewer Regulation modification. The State requirement is 50 feet isolation distance. Could this be modified in the near future? This would decrease the amount of variances being requested and decrease the time to complete a permit, loan evaluation, etc. if a variance is required.

507.00 REQUIRED ISOLATION DISTANCE IN FEET:

FROM:	TO:	Septic Tank	Absorption Field	Drywell	Absorption Bed
<hr/>					
Well		75	75	75	75
Property Lines		10	10	10	10

Data Analysis:

- Staffing
- Assumptions relating to est. turnaround times
- Workflow/time demands/ Seasonality
- Costs/Fees



Data Analysis:

- Assumptions relating to est. turnaround times and staffing levels
 - Every service was reviewed based on actual reported quantity of services and time allocated

Service Type	Commercial SESC Permits/Inspections		Residential SESC Permits/Inspections		Commercial Septic Permits/Soil Evaluations/Finals		Residential Septic Permits/Soil Evaluations/Finals		Type II Water Supply Permits/Sanitary Surveys/Finals		Type III and Residential Water Permits/Finals/Ground		Loan Evaluations Commercial/Residential		MDHHS		Totals
Data Entry	0	Min	0	Min	0	Min	0	Min	0	Min	0	Min	0	Min	0	Min	
File Review	49	Min	30	Min	30	Min	30	Min	75	Min	21	Min	40	Min	10	Min	
Communication	45	Min	45	Min	51	Min	15	Min	15	Min	10	Min	20	Min	20	Min	
Site Visit	0	N/A	0	N/A	60	Min	42	Min	45	Min	36	Min	35	Min	0	Min	
Travel Time - Site Visit	0	N/A	0	N/A	46	Min	46	Min	46	Min	46	Min	0	N/A	0	N/A	
Sanitary Survey	0	N/A	0	N/A	0	N/A	0	N/A	71	Min	0	N/A	0	N/A	0	N/A	
Permit Written	46	Min	32	Min	52	Min	43	Min	73	Min	31	Min	30	Min	38	Min	
Inspections	396	Inspection (12)	288	Inspection (8)	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	44	Min	
Final Inspection	0	N/A	0	N/A	45	Min	38	Min	45	Min	32	Min	30	Min	0	Min	
Travel Time - Final Inspect	552	Inspection (12)	368	Inspection (8)	46	Min	46	Min	46	Min	46	Min	46	Min	46	Min	
Total Time	1088	minutes	763	minutes	330	minutes	260	minutes	416	minutes	222	minutes	201	minutes	158	minutes	
Mandated	Yes	County	Yes	County	Yes	State	Yes	State	Yes	State	Yes	State	No		No		
Number of permits/year	56		305		26		659		14		688		246		112		2,106
Time to Permit Written	140		107		239		176		325		144		125		68		
Total permit minutes/yr	7,840		32,635		6,214		115,984		4,550		99,072		30,750		7,616		304,661
Post-permit minutes	948		656		91		84		91		78		76		90		
Total post-permit mins/yr	53,088		200,080		2,366		55,356		1,274		53,664		18,696		10,080		394,604
Total minutes for service/yr	60,928		232,715		8,580		171,340		5,824		152,736		49,446		17,696		699,265
FTE work needed	0.49		1.86		0.07		1.37		0.05		1.22		0.40		0.14		5.60
FTE required	0.57		2.19		0.08		1.61		0.05		1.44		0.47		0.17		6.58

Data Analysis:

- Assumptions relating to est. turnaround times and staffing levels -
 - Beyond dedicated service time the following assumptions were used to establish available resource time

- Blending initial available resource time with service time we determined FTEs



260	available days	
-11.625	training, meetings, etc	
-13	holidays	
-14	PTO Allowance	
221.375	avg days/yr	
85.14%	availability factor	
3.5	Current Staffing Levels	
0.4	additional in Jan 2018	
6.58	Full-Staff Level	
Available Hours Per Person:		
143.0	Current deadline (21 days)	
95.4	Enhanced deadline (14 days)	
47.7	Super deadline (7 days)	
147.58	Average hours per month	
Number of FTE's		
	3.5	6.58
21 days	500.6	941.3
14 days	333.8	627.5
7 days	166.9	313.8
Avg month	516.5	971.2



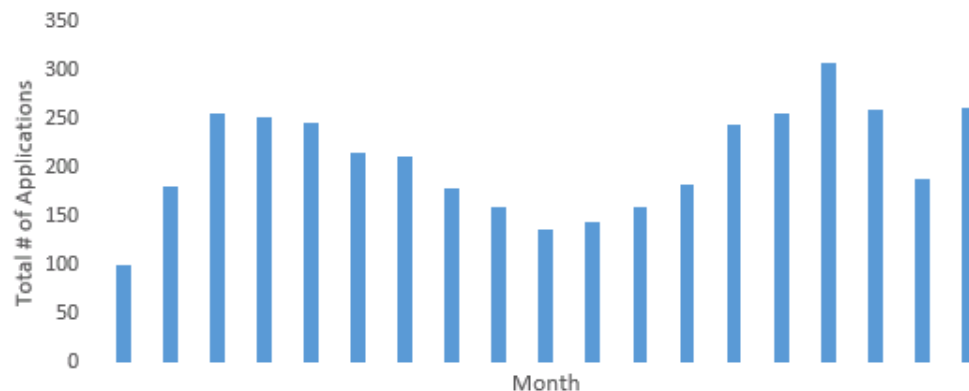
- Based on the number of FTEs completion Time was estimated

available hours

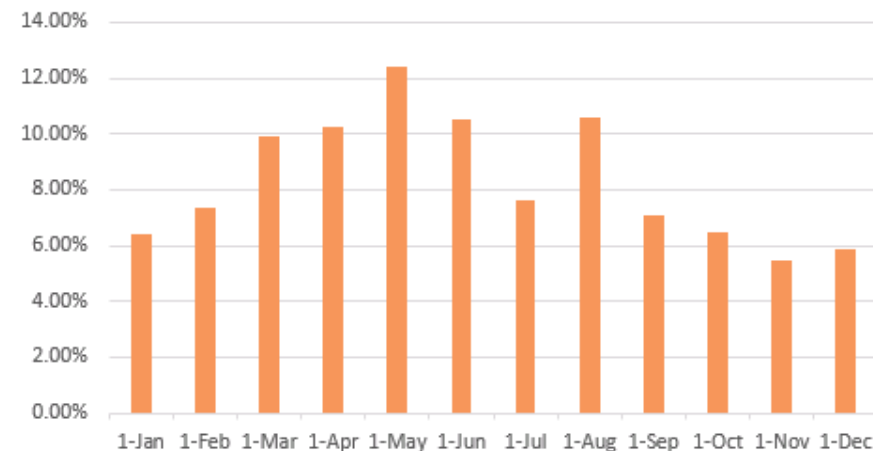
Data Analysis:

- Workflow/time demands/ Seasonality -
 - Generally perceived that there is a strong peak season with significant decrease in demand during periods
 - Data demonstrates there are peaks and yet consistency in demand

Applications/Month
Feb '16 - Aug '17



Permit Requests



Data Analysis:

- Workflow/time demands/ Seasonality -
 - Generally perceived that there is a strong peak season with significant decrease in demand during periods
 - Data demonstrates there are peaks and yet consistency in demand

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Commercial SESC Permits/Inspections	5.09%	7.49%	11.98%	12.57%	8.68%	9.88%	6.89%	12.87%	6.29%	6.29%	5.39%	6.59%
Residential SESC Permits/Inspections	5.09%	7.49%	11.98%	12.57%	8.68%	9.88%	6.89%	12.87%	6.29%	6.29%	5.39%	6.59%
Commercial Septic Permits/Soil Evaluations/	5.96%	5.96%	10.40%	10.70%	13.76%	10.55%	7.65%	12.08%	6.73%	5.50%	4.89%	5.81%
Residential Septic Permits/Soil Evaluations/	5.96%	5.96%	10.40%	10.70%	13.76%	10.55%	7.65%	12.08%	6.73%	5.50%	4.89%	5.81%
Type II Water Supply Permits/Sanitary Survey	6.08%	6.08%	7.86%	8.90%	13.50%	13.65%	8.16%	9.94%	7.57%	6.38%	6.08%	5.79%
Type III and Residential Water Permits/Final	6.08%	6.08%	7.86%	8.90%	13.50%	13.65%	8.16%	9.94%	7.57%	6.38%	6.08%	5.79%
Loan Evaluations Commercial/Residential	7.92%	9.81%	12.08%	12.45%	9.43%	7.92%	3.77%	5.28%	9.81%	8.68%	6.04%	6.79%
MDHHS	7.62%	10.48%	8.57%	5.71%	11.43%	3.81%	13.33%	10.48%	9.52%	6.67%	5.71%	6.67%

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL
TOTAL MINUTES TO PERMIT WRITTEN	18,667.62	20,434.87	30,067.23	31,657.92	38,092.39	33,762.65	22,761.20	32,694.87	22,349.26	19,058.83	16,755.61	18,358.55	304,661.00
TOTAL POST-PERMIT MINUTES	28,623.55	28,924.68	32,094.60	33,897.21	38,125.94	35,902.83	32,292.51	36,198.78	34,128.61	32,570.32	31,164.88	30,121.15	394,045.07
TOTAL MINUTES	47,291.17	49,359.54	62,161.83	65,555.13	76,218.33	69,665.48	55,053.71	68,893.65	56,477.87	51,629.15	47,920.49	48,479.71	698,706.07
TOTAL HOURS TO PERMIT WRITTEN	311.13	340.58	501.12	527.63	634.87	562.71	379.35	544.91	372.49	317.65	279.26	305.98	5,077.68
TOTAL POST-PERMIT HOURS	477.06	482.08	534.91	564.95	635.43	598.38	538.21	603.31	568.81	542.84	519.41	502.02	6,567.42
TOTAL HOURS	788.19	822.66	1,036.03	1,092.59	1,270.31	1,161.09	917.56	1,148.23	941.30	860.49	798.67	808.00	11,645.10
HOURS AVAILABLE 6.58 FTE's	971.20	971.20	971.20	971.20	971.20	971.20	971.20	971.20	971.20	971.20	971.20	971.20	11,654.42
EXCESS(UNDER) CAPACITY	183.02	148.54	(64.83)	(121.38)	(299.10)	(189.89)	53.64	(177.03)	29.90	110.72	172.53	163.21	9.32

Data Analysis:

- Allocate Costs per Service, to determine fees
- Fee schedule is quite detailed; averages were used
- Fees must be examined annually, as demand and costs vary
- “Set it and forget it” will not work

Service Type	Commercial SESC Permits/Inspections		Residential SESC Permits/Inspections		Commercial Septic Permits/Soil Evaluations/Finals		Residential Septic Permits/Soil Evaluations/Finals		Type II Water Supply Permits/Sanitary Surveys/Finals		Type III and Residential Water Permits/Finals/Grou		Loan Evaluations Commercial/	MDHHS	Totals
Mandated	Yes	County	Yes	County	Yes	State	Yes	State	Yes	State	Yes	State	No	No	
Number of permits/year	56		305		26		659		14		688		246	112	2,106
FTE cost	\$ 1,015		\$ 712		\$ 308		\$ 242		\$ 388		\$ 207		\$ 187	\$ 147	
Allocated Support Staff	\$ 271		\$ 190		\$ 82		\$ 65		\$ 104		\$ 55		\$ 50	\$ 39	
Additional Costs													\$ 29	\$ 29	
All-in Cost per Permit	1,286		902		390		307		492		262		267	216	
Current AVERAGE Fee	775		460		250		250		225		150		229	229	
Difference: Cost v Fee	511		442		140		57		267		112		38	(13)	
Annual Under-collected Revenue	28,620		134,780		3,642		37,782		3,734		77,341		9,247	(1,483)	293,663

New Expectations:

- 100% of customers contacted within 5 business days of application submission
- 100% of eligible applications shall have permits issued within 14 business Days of receipt
- Total EH Field Service Staff Needed: 7.0 FTEs
 - Currently 3.5 FTEs
 - Approved .4 increase for 2018
 - 2018 3.9 FTEs approved
 - Recommended increase of 3.1 FTEs
 - Why? Material cause\root issue
 - SESC program requires 2.76 FTEs
 - No staff was added since the program was taken in house in 2007
 - As well/septic/etc. demand has increased the ability to absorb SESC services without appropriately staffing the service has become impractical

Embracing “The Great Expectations:

- **THE TEAM WAS SAYING...**
 - You’re just interested in the numbers
 - You’re not protecting public health
 - You just want to get the work out the door
 - You just want to keep the Board happy
 - No other Health Department does it this way
 - I’ve never heard of anything like this
 - It’s not going to work
 - I QUIT!!!!!!

WHAT WE HAD TO DO

- I.) Determine who was going to join us on journey and who was going to leave.

We had 3 Sanitarians leave voluntarily with a combined total of 75 years of institutional knowledge.

- II.) We had to start logging services.
 - a.) This had never been done to this extent at our health department
 - b.) It was tried but we did not hold anyone accountable.
- III.) We started using SWORD data base
 - a.) We were keeping track of Time and Effort
 - b.) We had to start tracking incoming work and productivity for each sanitarian.
 - c.) We needed to issue permits from SWORD with drawings

NEXT

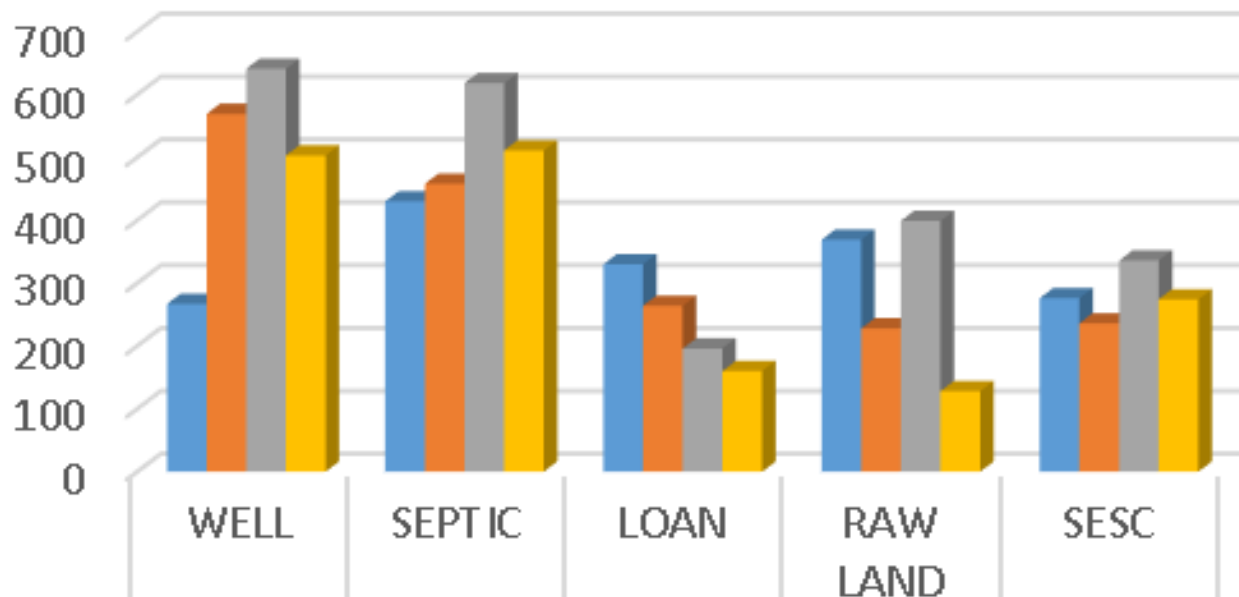
IV.) Services Offered by Allegan County Environmental Health Field Team

- Well and Septic Permits with finals
- Loan Evaluations (Hook to Existing)
- Raw (Vacant) Land Evaluations
- MDHHS Inspections
- Pool Inspections
- Campground Inspections
- Pumper Truck Inspections
- Beach Sampling (summer season)
- Long Term Water Quality Monitoring

Continue

- Water and sewage complaints
- Clandestine drug properties
- Parcel updating on GIS
- Environmental Health Records Requests (EHRR) +/- 900/year
- Non-community Water Supply Program (+/- 240 water supplies)
 - **rTCR began at this time as well**
- **SOIL EROSION and SEDIMENTATION CONTROL (SESC) PERMITS**
- **SESC INSPECTIONS**
 - Only 5 local health departments perform this service state wide
- **NEW ADDRESS ISSUANCE**
 - No other health department does this in the state

SERVICES/YEAR



	WELL	SEPTIC	LOAN	RAW LAND	SESC
2015	267	430	330	369	276
2016	569	458	264	228	236
2017	641	618	196	399	336
2018 YTD	503	511	160	128	274

ENTER THE WIG/WIO (Wildly Important Objective)

This was a way to balance customer service while protecting the public's health.

- Is derived from The 4 Disciplines of Execution by Chris McChesney, Sean Covey and Jim Huling
- Adopted the concepts from the book and incorporated into our daily/weekly routines.
- We have weekly WIO meetings
 - We look at the following:
 - Make sure we are meeting the WIO. The customer benchmark. (Issue 90% of the permits in the 14 business turn-around time).
 - Track work load, re-distribute as needed.
 - Make sure all are meeting the lead measure (Issue 2 permits/day and perform 3 services).



Environmental Health - Benchmark Data Board of Commissioner Report



	January		February		March		April		May		June		July		August		September	
Total Applications Received for the Month	108		113		238		201		282		225		203		189			
14 Business Days for the Month are Permits received during	1/1 thru 1/11	1/12 thru 1/22	1/23 thru 2/2	2/3 thru 2/14	2/15 thru 3/2	3/3 thru 3/14	3/15 thru 4/6	4/7 thru 4/20	4/21 thru 5/14	5/15 thru 5/25	5/26 thru 6/8	6/9 thru 6/22	6/23 thru 7/7	7/8 thru 7/21	7/22 thru 8/4	8/5 thru 8/24		
Incomplete and/or Unpaid Submissions within 14 Business Days	0	6	19	4	10	7	18	5	16	0	6	11	9	7	11	16		
Total Eligible for Completion within 14 business day window	34	34	66	36	60	64	139	99	175	84	120	89	65	77	90	109		
Submissions Not Completed within Eligible Time Period	9	5	11	7	3	4	20	15	31	8	16	11	7	6	7	9		
Total Completed	25	29	59	29	57	60	119	84	144	76	104	78	58	71	83	100		
Percentage Complete	74%	85%	89%	81%	95%	94%	86%	85%	82%	90%	87%	88%	89%	92%	92%	92%		

Applications completed prior to 14 day turnaround (only those with proper documentation and fees paid): Total Completed divided by Total Eligible for Completion within 14 business day window = Percentage Complete

Number	Percentage
100/109	92%

14 business days from August 5 = August 24

	January		February		March		April		May		June		July		August		September	
Total Applications Received	108		113		238		201		282		225		203		189		85	
5 Business Days for Communication	1/1 thru 1/24	1/25 thru 2/2	2/5 thru 2/12	2/13 thru 2/22	2/23 thru 3/2	3/5 thru 3/12	3/13 thru 3/20	3/21 thru 3/30	4/2 thru 4/13	4/16 thru 5/7	5/8 thru 6/1	6/2 thru 6/22	6/23 thru 7/6	7/7 thru 7/21	7/22 thru 8/4	8/5 thru 8/18	8/19 thru 9/7	
Total Eligible for Communication	84	31	24	43	39	43	69	96	80	175	211	165	74	90	99	74	123	
Total Not Communicated to within 5 Business Days	5	1	0	9	5	8	8	9	4	3	0	6	3	2	1	0	3	
Total Communicated to within 5 Business Days	79	30	24	34	34	35	61	87	76	172	211	159	71	88	98	74	120	
Percentage Complete	94%	97%	100%	79%	87%	81%	88%	91%	95%	98%	100%	96%	96%	98%	99%	100%	98%	

Customers that have been contacted within 5 business days: Total Communicated to within 5 Business Days divided by Total Eligible for Communication

Number	Percentage
120/123	98%

5 business days from August 19 = September 7



Environmental Health - Total Services Board of Commissioner Monthly Report



APPLICATIONS RECEIVED

	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Well	30	44	72	58	65	68	64	67	22				490
Septic	39	32	81	60	88	67	61	45	24				497
Loan Eval.	7	10	16	25	39	27	21	16	11				172
MDHHS Eval.	2	0	9	12	12	9	8	3	5				60
SESC	18	16	32	25	44	25	31	45	18				254
Raw Land/Soil Eval.	10	6	25	16	23	19	11	7	3				120
Investigative Fieldwork	2	5	3	5	11	10	7	6	2				51
Monthly Totals	108	113	238	201	282	225	203	189	85	0	0	0	1644

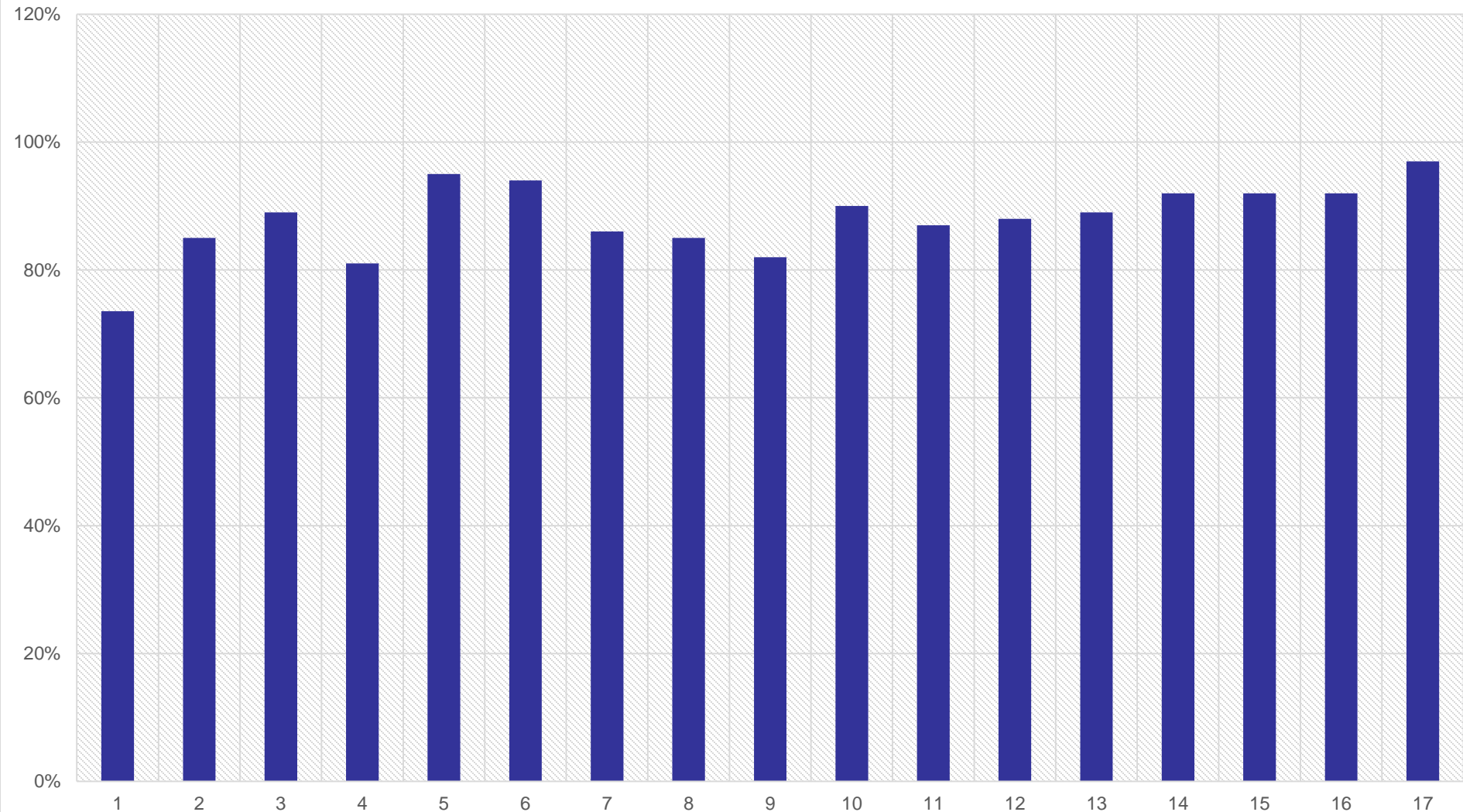
SERVICES PROVIDED

PERMITS ISSUED	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Well	39	35	58	64	76	64	68	72	20				496
Septic	42	30	59	69	71	75	69	53	27				495
Loan Eval.	9	4	14	21	31	22	28	17	7				153
MDHHS	0	0	1	16	8	16	7	6	3				57
SESC	23	26	28	31	44	24	21	41	18				256
Raw Land/ Soil Eval.	17	4	14	14	24	13	20	8	4				118
Monthly Totals	130	99	174	215	254	214	213	197	79	0	0	0	1575

Other Services Completed	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Well Finals	27	98	100	31	55	16	80	46	9				462
Septic Finals	5	12	22	30	45	51	33	55	21				274
SESC Inspections	2	18	8	200	217	260	200	185	88				1178
Investigative Fieldwork	2	5	2	5	11	10	7	8	2				52
Monthly Totals	36	133	132	266	328	337	320	294	120	0	0	0	1966

Total Services Provided	166	232	306	481	582	551	533	491	199	0	0	0	3541
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Meeting the Expectations – % of Services Completed Within Timeframe



Plan: Determined the problem and potential root cause and solutions

Do: Implement the proposed solutions

Study: Study the metrics to see if the benchmark is being met

Act, Adapt, or Adopt based on whether the benchmark is being met.

Did we hit the mark?:

- Increase knowledge/awareness of engagement strategy to develop customer focused performance benchmarks and buy-in, supporting increased customer focus through the State.
- Increase knowledge/awareness of the use of data in a continuous quality improvement environment.
- Reduce barriers (real or perceived) to working collaboratively within a county government organization as part of a single team approach to deliver an enhanced customer experience and promote health in all in policies.

Any Questions:



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Please contact us for additional information.