



ANNUAL REPORT

NACCHO
National Association of County & City Health Officials

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Letter from the Executive Director

Putting Our Values into Action: Creating Healthier and More Equitable Communities

As a leader, partner, catalyst, and voice for local health departments (LHDs), NACCHO advances the work of local health officials and their staffs to create healthy, thriving communities. As a former local health official, I understand that the multifaceted challenges facing LHDs are as complex as the communities they serve. Informed by the needs of our members, NACCHO continues to build LHD capacity, shine a light on innovation, fight for resources to address public health priorities, and connect local health officials to grow our community of knowledge and practice.

NACCHO delivered on its mission in 2016. We supported LHD innovation by awarding more than \$1 million to 45 demonstration sites. We strengthened the resiliency of local communities by awarding Medical Reserve Corps units with \$2.5 million in funding through the MRC Challenge Awards. We engaged public health influencers in thought-provoking discussions during our three major conferences, which were attended by more than 4,000 total participants. We gave 53 presentations at national conferences, provided 66 travel scholarships to build workforce competencies, and hosted 64 informative workshops and webinars.

NACCHO fortified LHD practice by providing more than 420 hours of one-on-one technical assistance to LHD staff. We disseminated evidence-based practices by publishing 165 blog posts, developing 76 new publications, and recognizing 56 new model and promising practices as a part of NACCHO's Model Practices Program. We also developed a responsive new website, added more than 100 tools to the NACCHO Toolbox, and launched the Virtual Communities platform to foster deeper Web-based peer-learning and engagement.

I am passionate about supporting our members and the communities they serve. To carry out our mission, I travelled as much as possible to tell our story. In 2016, I logged thousands of miles crisscrossing the country representing LHDs' interests at meetings, conventions, think tanks, and press conferences. My travels have taken me from rural county health departments to the White House—with dozens of stops in between.

The values of leadership, excellence, health equity, participation, respect, integrity, science, and innovation underpin all of NACCHO's work—and during my travels, I have seen those values reflected back in the important work of LHDs. Their ingenuity in tackling the trickiest public health issues today is matched only by the passion they bring to their work. Throughout this report, we have described the different ways in which these values have guided NACCHO in advancing the work of LHDs in 2016. Together, our collective commitment to local public health is improving the quality and length of all lives.



Sincerely,

A handwritten signature in black ink, appearing to read 'LaMar Hasbrouck'.

LaMar Hasbrouck, MD, MPH

EXECUTIVE DIRECTOR
NACCHO

Letter from the President

NACCHO: The Professional Home for LHD Leaders and Staff

Local health departments are the backbone of the public health system in the United States. Our work keeps communities safe and healthy. While public health receives only a small fraction of the nation's governmental healthcare spending, our work yields significant return on investment, saving lives and producing long-term cost savings through prevention services and regulatory change.

The work of a local health official is exciting and challenging. We are often faced with new problems and opportunities on multiple fronts. In 2016, my health department in Cambridge, MA, responded to a large mumps outbreak on a university campus, a measles exposure at a shopping mall, and a fire that displaced over 40 families. This was in addition to "routine" activities such as providing school health services to 7,000 students in the city's public schools; preparing for climate change and other emergencies; increasing access to healthy foods and fitness opportunities through policy and systems change; and completing the prerequisites for national accreditation. Our work, while rich and rewarding, is never finished.

Throughout my tenure in local public health, NACCHO has served as an important resource for addressing the challenges of the day. NACCHO advocates for LHDs on Capitol Hill; hosts informative conferences; develops timely tools, resources, and publications; disseminates evidence-based practices; and provides essential technical assistance, funding, and training. Most importantly, it is an organization for LHDs, by LHDs. More than 450 LHD leaders and staff serve on various committees and advisory groups, shaping NACCHO's priorities and directing NACCHO's work on everything from food safety to accreditation. These volunteers truly make NACCHO what it is: the professional home for LHD leaders and staff. It has been my professional association for nearly a decade and I have found the resources, networking opportunities, and overall technical support provided by staff to be invaluable. I encourage all local health officials to join NACCHO, actively participate, and strengthen our mission.



Sincerely,

A handwritten signature in black ink, appearing to read 'Claude-Alix Jacob'.

Claude-Alix Jacob, MPH

NACCHO PRESIDENT

CHIEF PUBLIC HEALTH OFFICER

CAMBRIDGE PUBLIC HEALTH DEPARTMENT (MA)

Building on the Promise of Public Health

The past decade has brought about momentous change for LHDs and the ways in which they work to protect the health and well-being of their communities. LHD practitioners have been faced with the advent of accreditation, the Great Recession and damaging budget cuts, the implementation of the Affordable Care Act, and a number of frameworks for conceptualizing the work of LHDs, including the Foundational Public Health Services, the Chief Health Strategist, and Public Health 3.0. LHD leaders and their staffs have had the unique challenge of tackling emerging public health emergencies such as Ebola and the opioid crisis, providing core public health services, and pivoting their operational strategies to meet the demands of a new era.

LHDs confronted emerging issues and new approaches to their work in 2016. In November, the Department of Health and Human Services released *Public Health 3.0: A Call to Action to Create a 21st Century Public Health Infrastructure*, which builds on the idea of LHDs as the Chief Health Strategists in their communities. It calls on LHDs to work across sectors and go beyond the traditional public health issues to address the social determinants of health.

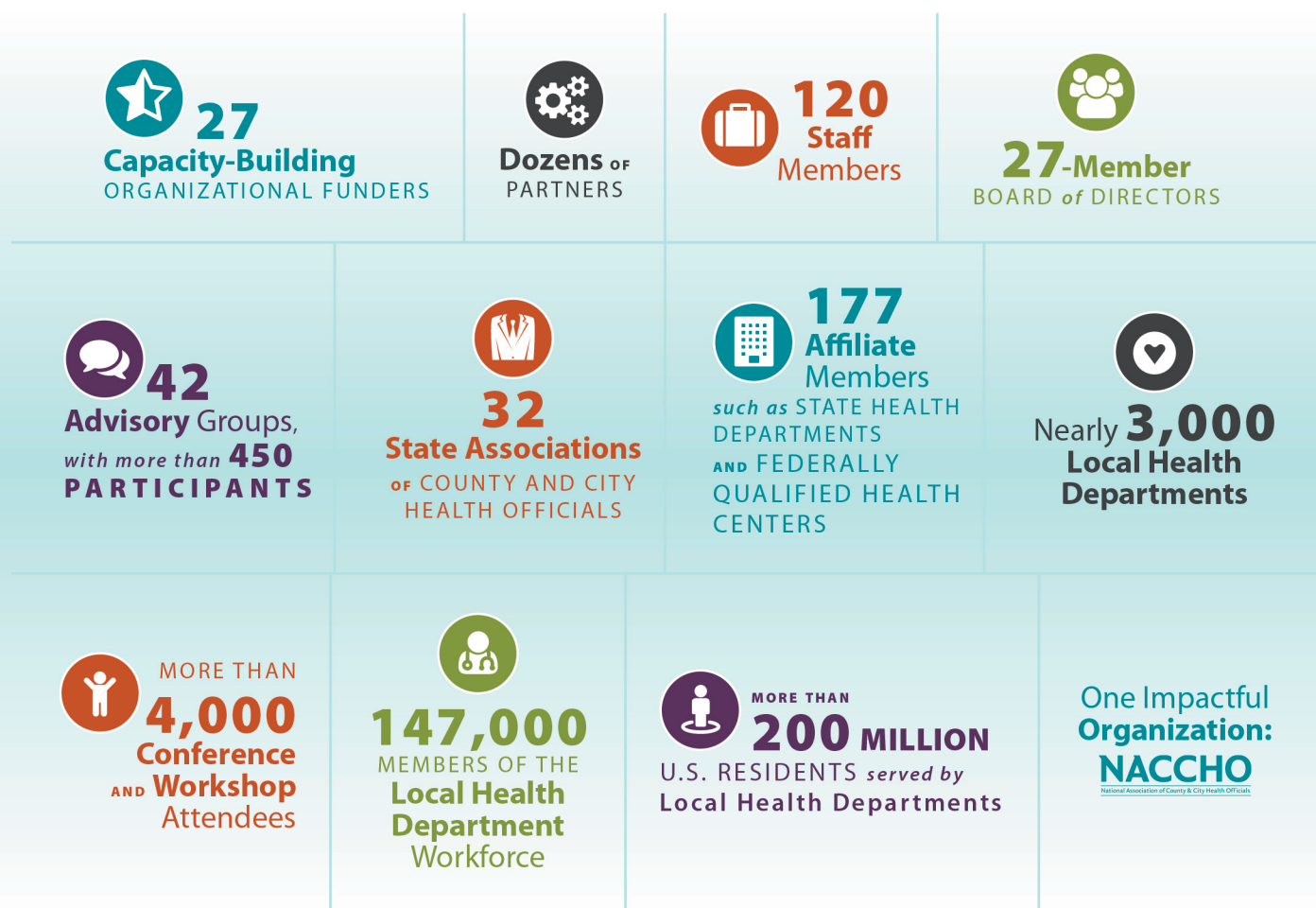
These concepts are critical to the way LHDs will approach their mission going forward. Many LHDs are already catalyzing change in their communities by developing cross-sectoral partnerships and leveraging data to reduce health inequity. Other LHDs, many of them serving smaller, rural populations, face staffing and funding constraints that will make implementing these concepts more difficult.

In the face of these changes, NACCHO remains a steadfast partner, leader, and advocate for LHDs. As the home for all LHDs, NACCHO will advocate and develop resources for the full spectrum of LHD needs as the nation moves into a new chapter of public health.



Karen DeSalvo, MD, MPH, MSc, Acting Assistant Secretary for Health, U.S. Department of Health and Human Services; Leandris Liburd, PhD, MPH, MA, Associate Director, Office of Minority of Health and Health Equity, Centers for Disease Control and Prevention (CDC); John Auerbach, MBA, Senior Policy Adviser to the Director, CDC; and NACCHO Executive Director LaMar Hasbrouck, MD, MPH, discuss federal efforts to move public health into the next era at NACCHO Annual 2016.

Stronger Together



NACCHO's reach in 2016 was remarkable. With the help of a variety of funders and partners, NACCHO supported the work of the nation's nearly 3,000 LHDs and the approximately 147,000 members of the local public health workforce. NACCHO's members serve two-thirds of the U.S. population, more than 200 million people. Collectively, NACCHO's network is advancing health, equity, and security for all people.

NACCHO provides its members with an array of benefits. It develops resources, tools, and publications; collects and disseminates evidence-based practices; offers recognition and leadership opportunities; provides funding and technical assistance; delivers training and education; and serves as the voice of LHDs on Capitol Hill and in national conversations about health and equity.

Local health departments clearly find value in their membership. NACCHO's membership retention rate over the past five years has been 92%, well above the industry average of 80%, which reflects the continued value, engagement, and connection that members find in belonging.

Thanks to the following supporters that strengthen NACCHO's impact:

Afaxys Pharmaceuticals	First Line Tech	NORC at the University of Chicago
American Cancer Society	Food and Drug Administration	Office of the Assistant Secretary for Preparedness and Response
The ARC of the United States	Gilead Sciences	Pew Charitable Trusts
Arcos Communications	Health HIV	Pfizer
Association of State and Territorial Health Officials	Health Resources and Services Administration	Public Health Accreditation Board
The California Endowment	Janssen Therapeutics, Division of Janssen Products, LP	Public Health Laboratory Network
Carter Consulting Inc.	Johns Hopkins University	RAND Corporation
Centers for Disease Control and Prevention	The Kresge Foundation	Robert Wood Johnson Foundation
CDC Foundation	Monarch Media	The Rollins School of Public Health at Emory University
The Center for Domestic Preparedness	National Association of Local Boards of Health	Sanofi Pasteur
Council of State and Territorial Epidemiologists	National CBA Provider Network	Skoll Foundation
de Beaumont Foundation	National Institutes of Health	W.K. Kellogg Foundation
Dynavax	National Marrow Donor Program	University of Nebraska
Evidence for Action	Netsmart	University of North Carolina

OUR VALUES IN ACTION: LEADERSHIP



Dr. Hasbrouck advocates for federal funding to help local health departments combat the Zika virus.

Zika: Leading LHDs through a Public Health Crisis

The Zika virus signified a serious global threat with unpredictable consequences in 2016. With public health in the United States at risk, NACCHO—in close coordination with the Centers for Disease Control and Prevention (CDC)—dedicated more than 1,350 staff hours to identify, develop, and maintain tools, resources, and partnerships that enabled LHDs to combat the virus. Recognizing that many aspects of Zika presented uncertainties, NACCHO developed a secure intranet website to ensure LHDs had access to the latest guidance and resources.

Further, NACCHO partnered with the Association of State and Territorial Health Officials (ASTHO), the Council of State and Territorial Epidemiologists, and the Association of Public Health Laboratories to

conduct a survey, the results of which validated that public health emergency preparedness funding cuts hindered LHDs' capacity to respond to emerging threats such as Zika.

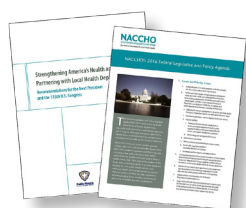
NACCHO worked tirelessly to educate Members of Congress, voice the concerns of LHDs, and advocate for the approval of emergency funding to respond to the Zika threat. In September, NACCHO Executive LaMar Hasbrouck, MD, MPH, was invited by House Minority Leader Nancy Pelosi (D-CA) to a media briefing at the U.S. Capitol about the Zika virus. Joined by influential Members of Congress, he urged lawmakers to pass a bipartisan bill to provide LHDs with funding to protect the nation from the virus: "We are the ones on the front lines vaccinating for H1N1, using our quarantine power around Ebola and now mosquito response and control for Zika. The money and the resources have to make it to the local level where the rubber meets the road."

While Congress took more than seven months to pass the bill that granted \$1.1 billion to fight the spread and effects of the Zika virus, NACCHO's two-pronged approach of educating LHD leaders and advocating on Capitol Hill ensured that LHDs had the information necessary to safeguard communities while awaiting federal support.

Your Voice in the National Conversation



SACCHOs, LHD leaders, and NACCHO staff convened on Capitol Hill in February to educate Members of Congress about local public health priorities.



NACCHO is the voice of LHDs, the only national association that advocates solely for the issues and federal programs that are priorities for LHDs. Each year, NACCHO's Board of Directors

approves a legislative and policy agenda to guide advocacy efforts. In 2016, NACCHO's top advocacy priorities were the following:

- Federal funding for programs that support LHDs within the CDC, the Food and Drug Administration, the Health Resources and Services Administration (HRSA), and the Office of the Assistant Secretary for Preparedness and Response (ASPR);
- Support of the Prevention and Public Health Fund, a dedicated funding stream for investments in governmental public health programs created by the Affordable Care Act to safeguard investments in prevention;
- Funding for Zika preparedness and response efforts;
- Support for opioid abuse prevention;
- Prevention of lead poisoning and response to the drinking water crisis in Flint, MI; and
- Support for access to immunizations.

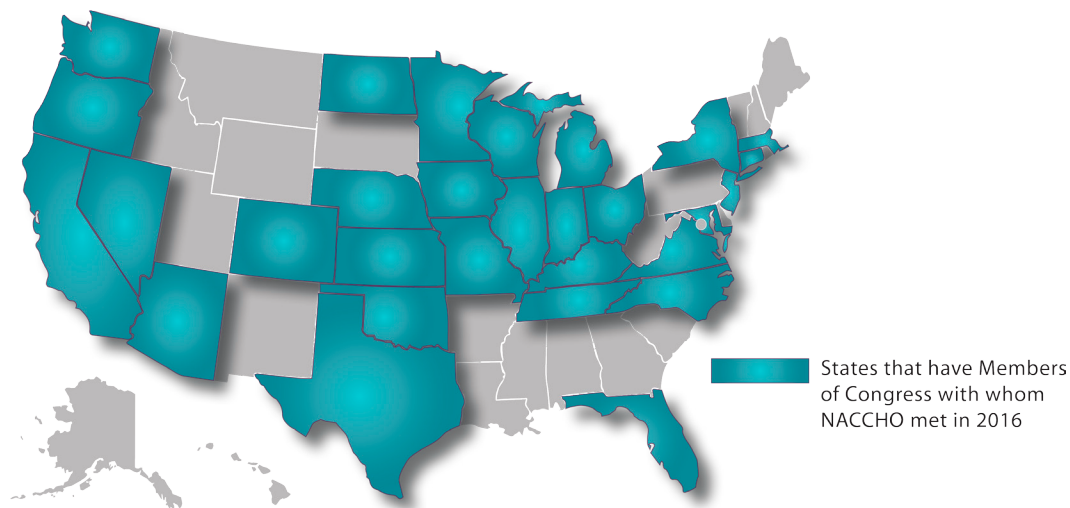
In 2016, NACCHO members and staff affected policymaking through various activities, including the following:

- Successfully advocating for more than \$1 billion in emergency funding for Zika preparedness and response and serving in a leadership role on the Zika Advocacy Coalition, composed of more than 90 organizations.
- Participating in more than 120 on-on-one meetings with Congressional staff.
- Adopting 24 new and updated NACCHO policy statements on a broad array of public health topics.
- Sharing important policy perspectives with NACCHO members by producing 22 podcasts broadcast on the NACCHO Podcast Series and Podcasts from Washington, including the 100th podcast in December.
- Disseminating timely public health news and policy developments through the weekly *e-News from Washington* e-newsletter.
- Promoting NACCHO policy priorities through coalitions of national associations devoted to emergency preparedness, environmental health, opioid abuse prevention, and chronic disease prevention and leading the Adult Vaccine Access Coalition.
- Developing policy recommendations to educate the incoming Presidential administration about the priorities of LHDs.
- Hosting a webinar for NACCHO members about what the 2017 Presidential transition could mean for local public health programming and funding.

- CDC Advisory Committee to the Director - State, Tribal, Local, and Territorial Subcommittee;
- CDC Advisory Committee to the Director - Health Disparities Subcommittee;
- CDC Advisory Committee on Immunization Practice;
- CDC Board of Scientific Counselors, Infectious Diseases;
- CDC Breast and Cervical Cancer Early Detection and Control Advisory Committee; and
- CDC Interagency Committee on Smoking and Health.

To complement advocacy efforts, NACCHO worked diligently to earn media coverage of the issues affecting LHDs and raise awareness of their important work. One of NACCHO's top priorities for the year was ensuring the media reported on the urgent need for dedicated funding for LHDs combatting the Zika virus, earning coverage in *The New York Times*, *The Washington Post*, *Reuters*, *National Geographic*, *The Hill*, and *USA Today*.

NACCHO Met with Members of Congress from Nearly 30 States in 2016



GRETCHEN MUSICANT, RN, MPH, COMMISSIONER OF HEALTH, MINNEAPOLIS HEALTH DEPARTMENT

Moving Local Public Health Practice Forward

In its fifth year, NACCHO's Accreditation Support Initiative (ASI) awarded nearly \$375,000 to 23 LHDs and four health departments from U.S. territories and freely associated states.

Committed to supporting the work of LHDs, NACCHO develops comprehensive programming to address the needs of local health officials and their staffs. The following are a few highlights from NACCHO's activities in 2016.

FUNDING

NACCHO's Accreditation Support Initiative

In its fifth year, NACCHO's Accreditation Support Initiative (ASI) awarded nearly \$375,000 to 23 LHDs and four health departments from U.S. territories and freely associated states. The ASI is designed to stimulate quality improvement and promote the readiness of health departments to prepare for and apply for accreditation through the Public Health Accreditation Board (PHAB). Awardees used the funding to advance their accreditation readiness, such as developing documentation to meet PHAB's Standards and Measures. In evaluations of the initiative, grantees reported that the initiative helped to create momentum for and commitment to accreditation among health department leaders and staff.

Reducing Breastfeeding Disparities through Peer and Professional Support Project

Funding from the CDC's Division of Nutrition Physical Activity and Obesity allowed NACCHO to develop a program to help LHDs reduce disparities in breastfeeding rates in their communities. Between January 2015 and June 2016, NACCHO awarded \$2.9 million to support 72 demonstration projects across 32 states and territories. This project is the largest nationally coordinated community-level breastfeeding support initiative. The project provided peer and professional lactation support services to predominately low-income and minority women through 92,832 one-on-one encounters and 3,332 support group meetings. Beyond direct service delivery, grantees sought to remove structural barriers to accessing quality lactation care within their communities by instituting policy, system, and environmental change.



Medical Reserve Corps

The Medical Reserve Corps (MRC) represents a national network of local groups of volunteers committed to improving the health and resiliency of their communities. During the 2015–2016 project year, through support from ASPR, NACCHO provided 167 Challenge Awards, totaling \$2.5 million to local MRC units. NACCHO also released a guide on MRC competencies; developed an implementation toolkit; conducted a training gap analysis with MRC Core Competency Workgroup members; and drafted training assessment tools. NACCHO also created and distributed the monthly *In Focus* e-newsletter and visited MRC sites in Oregon, Minnesota, and Colorado.



FOUNDATION FOR
THE PUBLIC'S HEALTH

The Foundation for the Public's Health: Creating a Culture of Philanthropy

Recognizing that LHDs need a sustainable financial model to offset ebbs in governmental funding, NACCHO launched The Foundation for the Public's Health in 2015. The Foundation fills a critical void in the public health system by creating a culture and practice of philanthropic giving to support the critical work of LHDs. NACCHO continued to build on the successes of The Foundation in 2016. In March, The Foundation partnered with Pfizer to produce a webinar about immunizations. The presentation explored how LHDs could increase vaccine adherence by sending HIPAA-compliant reminders to those in need of immunization updates. In April, The Foundation's high-profile Board of Trustees convened in Washington, DC, to establish the organization's strategic priorities. In the latter half of the year, The Foundation began exploring ways to build its capacity to mobilize funds to support the MRC and WomenHeart, the national coalition for women with heart disease.

Addressing Disparities in HIV Outcomes among Minority Populations in the South

In November, NACCHO partnered with Cicatelli Associates, Inc. to launch the Southern Initiative, a project to improve HIV outcomes among minority populations in the southern United States. The three-year initiative is supported by the Department of Health and Human Services. The initiative provides organizations in Atlanta, Houston, Memphis, and New Orleans with funding and technical assistance to implement innovative interventions to improve HIV outcomes and reduce disparities among minority populations.

World Heart Day Project

To promote heart disease prevention, NACCHO funded the National Forum for Heart Disease and Stroke's work on World Heart Day through a pass-through grant from the CDC. The project consisted of a partnership with five communities in Indianapolis, Green Bay, New Orleans, Chicago, and Oakland to promote heart disease prevention. These activities included campaigns led by elected officials to promote physical activity and healthy food consumption.

Human Papillomavirus Prevention Project

With continued support from the CDC, NACCHO launched an additional cohort of LHDs to identify strategies to improve vaccination rates to prevent human papillomavirus (HPV). Using lessons learned from the demonstration sites, NACCHO developed a collection of fact sheets, webinars, infographics, print materials, and videos to help LHDs across the nation develop HPV projects and vaccination campaigns. NACCHO also convened LHDs from both of the project's cohorts to share successes and best practices, discuss challenges, and sustain their efforts to increase HPV vaccination rates.

“NACCHO is the country's most important advocate for local public health. By connecting across health departments—rural, suburban, and urban—they concentrate the voice of public health to move policy that ultimately supports the people we serve.”

ABDUL EL-SAYED, MD, DPHIL, EXECUTIVE DIRECTOR & HEALTH OFFICER, CITY OF DETROIT

TRAINING, EDUCATION, AND CONFERENCES



2016 NACCHO Preparedness Summit: Planning, Resiliency, and Recovery

April 2016 marked the 10th annual NACCHO Preparedness Summit, the first and longest-running national conference on public health preparedness. Convening nearly 2,000 participants, the four-day event focused on the theme Planning Today for Rebuilding Tomorrow: Resiliency and Recovery in the 21st Century. With 145 workshops, 100 poster presentations, and 59 exhibitors, the conference delivered a diverse range of hands-on learning opportunities, cross-cutting research, best practices, and interactive discussions. According to a post-conference assessment, attendees reported that the conference met their expectations, was conducive to peer exchange, provided information they planned to use, and led to increased knowledge of public health preparedness.



Biennial Public Health Informatics Conference: Access, Analysis, and Action

NACCHO's 2016 Public Health Informatics Conference in Atlanta, GA, was a success, drawing more than 900 attendees from across the country. The conference featured engaging plenary discussions, learning sessions, roundtables, and workshops to advance public health informatics at the local, state, and federal levels. Popular topics included electronic case reporting, syndromic surveillance, and health information exchanges. During the thought-provoking and informative plenary sessions, panelists addressed real-world perspectives on current issues and challenges in the field of public health informatics, including using data more effectively; ensuring interoperability among systems; and employing data to drive improvements in population health.

OUR VALUES IN ACTION: HEALTH EQUITY



Ron Sims, Former Deputy Secretary of the U.S. Department of Housing and Urban Development; Ed Ehlinger, MD, MSPH, Health Commissioner of the Minnesota Department of Health; and Camara P. Jones, MD, MPH, PhD, Senior Fellow at the Satcher Institute for Public Health Leadership at Morehouse College, discuss health equity at NACCHO Annual 2016.

NACCHO Annual 2016: Cultivating a Culture of Health Equity

In July, more than 1,300 attendees convened in Phoenix, AZ, for the 2016 NACCHO Annual Conference, making it the largest gathering of LHD leaders and other public health professionals in the United States. The meeting provided participants with an opportunity to hear from national thought leaders, learn about successful and replicable public health practices, and discuss the pressing challenges affecting LHDs today.

The conference theme, Cultivating a Culture of Health Equity, provided a venue for in-depth conversations about how local health practitioners can address the social determinants of health equity to achieve health and well-being for all members of their

communities. A diverse mix of speakers addressed the theme during four general sessions and more than 100 sharing sessions, providing attendees with a range of perspectives and approaches.

Networking is one of the hallmarks of NACCHO Annual and the conference featured a variety of opportunities for attendees to forge professional connections. Social media also played a prominent role in the gathering; the conference hashtag generated nearly eight million impressions on Twitter over three days.

The first two cohorts of Roadmap to Ready engaged more than 100 LHD preparedness coordinators representing over 20 states.

Better-Prepared Leaders: Management Essentials

NACCHO's Management Essentials for New Local Health Officials is a training series to help prepare new local health officials for the rigors of LHD leadership. The series provides a fresh perspective on three topics critical to their success: strategic planning; successful people management; and the fundamentals of financial management. Since its launch in July 2015, more than 450 local health officials and their staff have participated in the Web-based series. In 2016, NACCHO successfully launched a virtual learning community to enhance information-sharing among participants. To date, more than 200 LHD staff participated in the forum.



Project SHINE

Project SHINE—Strengthening Health Systems through Interprofessional Education—is an initiative of NACCHO, the Council of State and Territorial Epidemiologists, and the CDC. In its third year, the initiative added a Population Health Fellowship, empowering several second-year SHINE fellows and their host state and LHDs to identify and address a community health issue to advance population health. NACCHO used the CDC's population health competency framework to develop a curriculum that complements the fellowship. The curriculum focuses on social justice, finance, research-based practice, strategy, and collaboration.

Roadmap to Ready: Preparedness Workforce Development

In 2016, NACCHO hosted its second cohort of Roadmap to Ready, a training and mentoring program to help new emergency preparedness coordinators navigate the complex landscape of public health preparedness. The first two cohorts of Roadmap to Ready engaged more than 100 LHD preparedness coordinators representing over 20 states. Throughout the year, each participant received knowledge, skills, connections, and resources to successfully prepare their local jurisdictions for new and emerging threats.

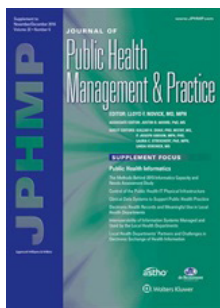
Community-Clinical Linkages: Tobacco Cessation and Colorectal Cancer Screening

With funding from the American Cancer Society, NACCHO helped LHDs promote community-clinical linkages to increase colorectal cancer screenings and tobacco cessation among cancer survivors. NACCHO produced two webinars. The first highlighted successful collaborations among LHDs and state and national cancer control coalitions for advancing evidence-based tobacco cessation interventions for cancer survivors. The second featured innovative LHD partnerships to increase community-clinical linkages for promotion of colorectal cancer screenings.

Spotlight on MAPP

Mobilizing for Action through Planning and Partnerships (MAPP) is a community-driven strategic planning process to improve community health. Facilitated by public health leaders, this framework helps communities apply strategic thinking to make data-based decisions to prioritize public health issues and identify resources to address them. In 2016, NACCHO conducted a MAPP training for more than 60 LHD leaders, hospital representatives, and other community members in Maricopa County, AZ, with support from the CDC and HRSA.

RESOURCES, INFORMATION, AND TECHNICAL ASSISTANCE

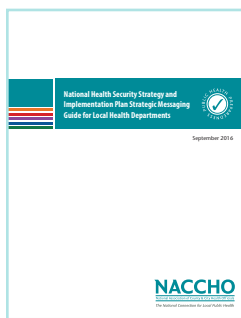


Journal of Public Health Management and Practice Informatics Supplement

NACCHO coordinated and contributed to the development of an informatics-focused supplement to the November/December 2016 issue of the *Journal of Public Health Management and Practice*. Penned by a cross-cutting group of informatics experts from government, academia, and the nonprofit sector, the supplement provided diverse perspectives and balanced insights into the current state of local public health informatics, the future direction of the field, and the capacities LHDs must develop to ensure they can effectively use data to improve the health of their communities.

Health in All Policies in America Report

Health in All Policies (HiAP) is a comprehensive approach used at various levels of government to ensure health is considered in every decision. Across the United States, LHDs have implemented HiAP strategies to achieve their public health goals. However, data identifying how, where, and with what success LHDs are implementing HiAP is not readily available. To document current HiAP practice, NACCHO conducted listening sessions and key informant interviews with LHDs leading or implementing such initiatives and partner organizations from 2015 to 2016. NACCHO's *HiAP in America* report provides the results of the qualitative assessment and shares best practices and recommendations for future research and practice.



National Health Security Strategic Messaging Guide

In partnership with ASPR, NACCHO developed the *National Health Security Strategy: Strategic Messaging Guide*. This resource is designed to help LHDs understand their role in health security and communicate that role to external stakeholders. It shares guidance on developing messaging about national health security and stories from the field depicting best practices on relevant topics for LHD staff.

OUR VALUES IN ACTION: INNOVATION



NACCHO Consulting Helps Local Health Departments Build Capacity to Tackle Tomorrow's Challenges

NACCHO continued to explore ways to help LHDs thrive. In 2016, it launched NACCHO Consulting, an initiative that offers customized capacity-building services, training, and technical assistance to LHDs and other public health entities. Building on NACCHO's extensive knowledge and practical expertise

in helping LHDs better carry out their missions, NACCHO Consulting offers training and services related to strategic planning, workforce development, and survey design and evaluation. NACCHO offers experience promoting models of collaboration, brokering national partnerships, catalyzing community engagement, training LHD staff members, and designing and facilitating meetings and trainings.

In 2016, NACCHO Consulting provided two Mobilizing for Action through Planning and Partnerships (MAPP) trainings and conducted a MAPP facilitation project in Shasta County, CA. NACCHO's familiarity with the unique challenges and opportunities facing LHDs allows NACCHO to offer technical assistance and capacity building in a way that other consultants are unable to match. NACCHO plans to expand its services in the future, ever-gauging the evolving needs of LHDs.

Healthcare-Associated Infections Prevention Project

NACCHO provided technical assistance to three LHDs to increase their capacity to prevent healthcare-associated infections (HAIs), combat antimicrobial resistance, and improve antimicrobial stewardship in their communities. Informed by the experiences of the demonstration sites, NACCHO developed *Preventing Healthcare-Associated Infections and Combatting Antimicrobial-Resistant Microorganisms: Perspectives and Guidance from a National Demonstration Site Project Engaging Local Health Departments*, a guide to help LHDs implement HAI prevention strategies in their communities.

NACCHO Health and Disability Program

Through funding from the National Center on Birth Defects and Developmental Disabilities, NACCHO provides LHDs with technical assistance on strategies for including people with disabilities in public health programs, products, and services. In 2016, NACCHO provided more than 50 hours of technical assistance to seven LHDs. NACCHO also engaged two graduate students in a year-long health and disability fellowship program to develop future workforce leaders within this field.

OUR VALUES IN ACTION: EXCELLENCE



Representatives from Cobb & Douglas Public Health accept their Model Practices Award.

NACCHO Honors Excellence in Local Public Health

Each year, NACCHO recognizes the remarkable accomplishments of LHDs and local health officials. The resources and programs offered by NACCHO support members by enabling them to overcome challenges and set new goals for the advancement of local public health.

During the 2016 NACCHO Annual Conference, NACCHO recognized the following achievements of LHDs and their leaders:

- **Local Health Department of the Year Award:** NACCHO honored the Kansas City Health Department in Kansas City, MO, (in the Medium-Sized Jurisdiction category) and Harris County Public Health in Houston (in the Large-Sized Jurisdiction category) for their exceptional creativity, innovation, and excellence in advancing health equity.
- **Maurice “Mo” Mullet Lifetime of Service Award:** Patrick M. Libbey, former NACCHO Executive Director, received this honor for his noteworthy service to NACCHO and his commitment to advocating for and strengthening the work of LHDs.
- **Model Practices Awards:** NACCHO’s Model Practices Awards celebrate exemplary local public health practices and shares them through the Model Practices Database. In 2016, NACCHO bestowed 23 Model Practices Awards to LHDs representing 16 states. NACCHO recognized an additional 33 Promising Practices; all 56 Model and Promising Practice awardees presented posters about their programs at the NACCHO Annual Conference in Phoenix. NACCHO also featured the winning practices in the fall issue of *NACCHO Exchange*.
- **National Health Security Strategy Award:** NACCHO honored three LHDs for their commitment to community resilience. Macomb County Health Department in St. Clair Shores, MI, won in the Youth Engagement category; Salt Lake County Health Department in Salt Lake City won in the Healthcare Coalition Development category; and Public Health–Seattle and King County in Seattle won in the Volunteer Recruitment and Training category.

In 2016, NACCHO presented at six state and national level conferences on topics such as creating organization-wide change, implementing QI assessment and planning processes, and applying specific QI tools and methods to create lasting improvements.

NACCHO Preparedness Profile Assessment

In 2016, NACCHO released results of its first annual Preparedness Profile Assessment. This assessment sought to understand the strengths, gaps, and opportunities of local preparedness professionals and represents a significant contribution by preparedness coordinators to the knowledge base of local public health preparedness. Outcomes from this assessment provide a better understanding of the overall state of personnel and practices at LHDs.

Roadmap to a Culture of Quality

As LHDs become more engaged in quality improvement (QI), NACCHO's Roadmap to a Culture of Quality has been a leading framework for assessing organizational QI. This resource provides assessment tools, a database of QI strategies and activities, and tips for managing change throughout the process. In 2016, NACCHO presented at six state and national level conferences on topics such as creating organization-wide change, implementing QI assessment and planning processes, and applying specific QI tools and methods to create lasting improvements.

Million Hearts Project

NACCHO worked with ASTHO to support the CDC's Million Hearts™ project. NACCHO and ASTHO co-hosted three technical assistance webinars on topics including how health departments can promote Million Hearts, facilitate community-clinical linkages for cardiovascular disease prevention, and engage the faith community in improving health equity. NACCHO developed a fact sheet about working with faith-based communities to promote chronic disease prevention. Additionally, NACCHO provided targeted technical assistance to LHDs about the Million Hearts campaign.

Tobacco Prevention

With support from the CDC, NACCHO's tobacco prevention and control program focused on smoke-free multi-unit housing, tobacco retail point-of-sale, and electronic nicotine delivery systems. NACCHO funded two LHDs to initiate tobacco retail point-of-sale projects and distributed stories highlighting their work. NACCHO also published a fact sheet about electronic nicotine delivery systems. Finally, NACCHO staff presented about smoke-free multi-unit housing at the National Environmental Health Association's 2016 annual meeting.

NETWORKING



The Big Cities Health Coalition Fosters a Healthier America

The Big Cities Health Coalition (BCHC) is a forum for the leaders of America's largest metropolitan health departments in the country's most urban areas to exchange strategies and jointly promote and protect the nation's health and safety. The 28 member cities seek to advance equity and health for present and future generations. In 2016, BCHC members worked to address issues including Zika; 340B drug pricing plan; the Flint lead crisis; sugary sweetened beverage taxes; public health infrastructure; violence; and paid sick leave. They have also shared best practices, and participated in staff-led research projects that seek to advance the field. Finally, members and their staff have contributed to BCHC's *Front Lines* blog and the newly formed BCHC Alumni Council published two op-eds on the importance of funding for Zika and other outbreaks and an all-hazards approach to emergency preparedness.

National Diabetes Prevention Program Community of Practice

NACCHO sought to strengthen local diabetes prevention efforts by developing a Community of Practice (CoP) for 85 National Diabetes Prevention Program (DPP) local sub-awardees and 17 state liaisons through cooperative agreement with the CDC. The CoP consisted of an in-person learning session for 189 participants, including state and local awardees and sub-awardees, and representatives from partner organizations. To foster peer-to-peer communication, NACCHO also hosted eight webinar- and phone-based small-group learning sessions, organized two webinars, and created a website to facilitate resource-sharing and discussion.

NACCHO Mentorship Program for the FDA Retail Program Standards

Made possible through a cooperative agreement from the Food and Drug Administration (FDA), NACCHO's Mentorship Program for the FDA Retail Program Standards sought to help LHDs strengthen food safety in their communities. The program provides LHDs with opportunities to learn, share experiences, and acquire tools and resources related to the FDA Voluntary National Retail Food Regulatory Program Standards (Retail Program Standards). Since launching in 2012, representatives from nearly 100 LHDs have participated in the program.

Model Aquatic Health Code Network

The CDC's Model Aquatic Health Code integrates the latest knowledge and best practices in preventing recreational water illnesses, drowning, and chemical poisoning. In 2016, NACCHO collaborated with the CDC to develop the Model Aquatic Health Code (MAHC) Network. The initiative aims to increase recreational water safety by fostering a community of current and potential state and local MAHC users and subject matter experts. The MAHC Network features bi-monthly webinars, peer-to-peer networking, and resource-sharing.

Health Impact Assessment Community of Practice

With support from the Health Impact Project, a collaboration of the Pew Charitable Trusts and the Robert Wood Johnson Foundation, NACCHO advanced the field of health impact assessment (HIA) among LHDs through a CoP model. The CoP generated networking opportunities for health department-based HIA practitioners. NACCHO recruited 25 LHDs to participate in the CoP and created five working groups within the CoP to address gaps in HIA practice. The working groups focused on creating tools and resources to support HIA practitioners related to budgeting, marketing, modeling, and integration.

“As a former president of NACCHO, I recognize the importance of the association functioning as the voice of local health departments. Policymakers help amplify our voice and support the mission to protect and promote the health and safety of people in my community.”

REX ARCHER, MD, MPH, DIRECTOR OF HEALTH, KANSAS CITY, MISSOURI HEALTH DEPARTMENT

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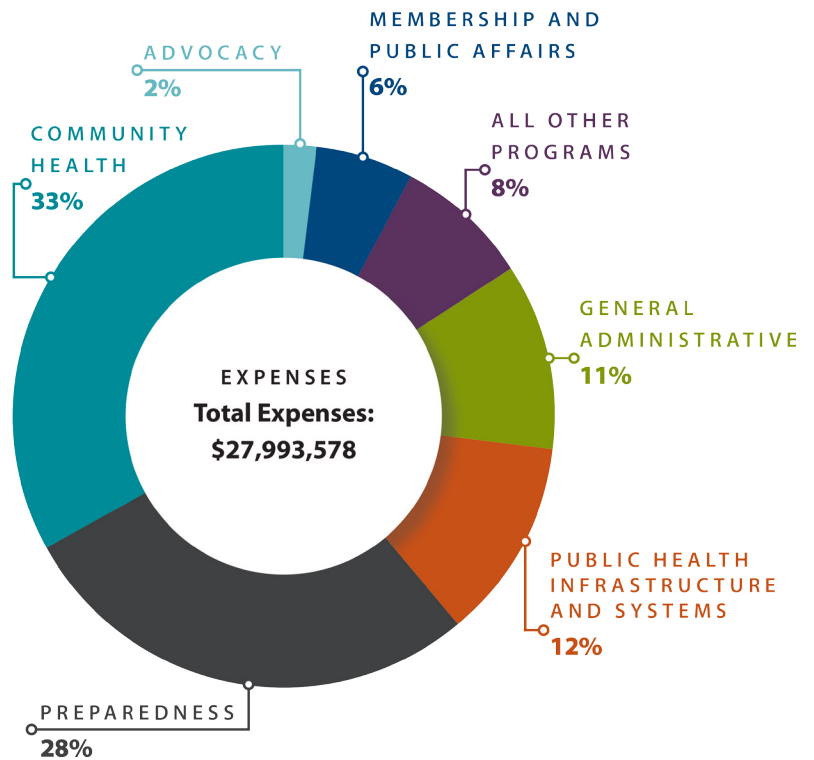
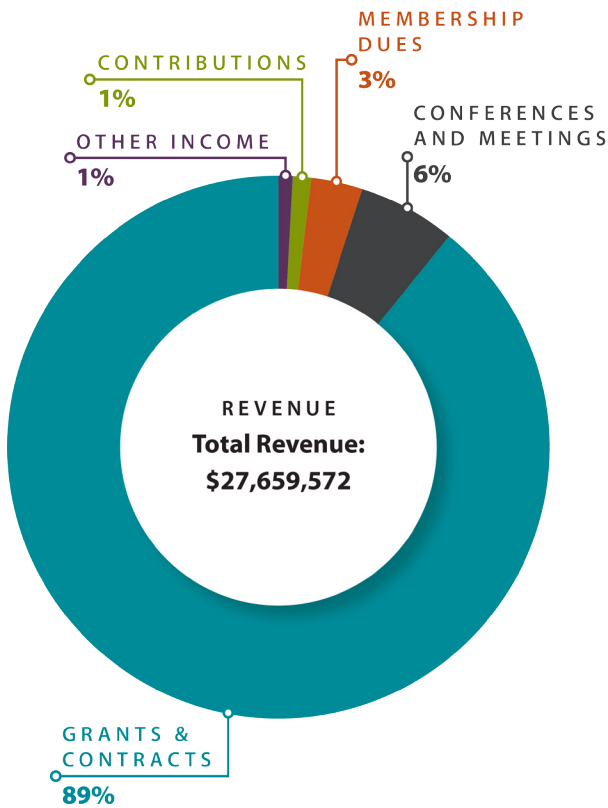
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OUR VALUES IN ACTION: PARTICIPATION



Advisory Groups Shape NACCHO's Priorities

NACCHO's advisory groups counsel NACCHO on how best to help LHDs take advantage of the opportunities and overcome the challenges they face. Their participation ensures NACCHO's programs and policies reflect the latest developments in the field of local public health. In 2016, NACCHO had 42 advisory committees and engaged more than 450 LHD leaders and staff to support shared public health goals and foster local-level partnerships. The groups focus on everything from medical countermeasures and epidemiology to climate science and public health law.

NACCHO also launched the Virtual Communities platform to drive meaningful engagement among advisory group participants and members. It allows NACCHO to create secure, private online communities, driving collaboration and engagement among members. NACCHO created the platform in response to feedback from a member satisfaction survey in which members requested a more dynamic, responsive communications and networking platform. NACCHO created more than 40 communities of practice within the platform to engage local health officials and provide technical assistance.



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LEARN MORE AT NACCHOANNUAL.ORG

The National Association of County and City Health Officials (NACCHO) represents the nation's nearly 3,000 local governmental health departments. These city, county, metropolitan, district, and tribal departments work every day to protect and promote health and well-being for all people in their communities. NACCHO's mission is to serve as a leader, partner, catalyst, and voice with local health departments.

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