

MEETING MINUTES
Tulsa City-County Board of Health

January 17, 2024, at 6:00 pm

James O. Goodwin Health Center
5051 S. 129th E. Ave.
Tulsa, OK 74134

Board Members Present:

Mike Stout, PhD; Chair
Aimee Boyer, J.D., CFP
Krystal Reyes, MPA
Mike Jones, D.V.M.
Ann Paul, DrPH, M.P.H
Mousumi Som, D.O
Sarah-Anne Schumann, M.D., M.P.H.
Jeffery Galles, D.O.

Staff Present:

Bruce Dart, Executive Director
Reggie Ivey, Associate Executive Director
Marcus Anderson, Assoc. Director of Maternal & Child Health
Chanteau Orr, Assoc. Director of Human Resources & Legal Services
Sara Rodriguez, Executive Assistant
Ellen Niemitalo, Manager of Clinic Services
Joann Peel, Executive Assistant
Scott Buffington, Senior Director of Human Resources
Leslie Carroll, Assoc. Director Office of Community Health & Quality Improvement
Leanne Stephens, Senior Director of Marketing and Communications
Matthew Williams, Workforce Director
Shelby Fields, Associate Attorney
Larry Robertson, Senior Consultant with Gallagher Benefit Services

1) Call to Order & Roll Call – Dr. Mike Stout

Dr. Mike Stout called the meeting to order at 6:01 pm.

The meeting notice and agenda were posted at the James Goodwin Health Center, the North Regional Health and Wellness Center, and the Tulsa City-County Health Department (THD) website and emailed to the Tulsa County Clerk, the Tulsa City Clerk, and the Tulsa City-County Library on January 11, 2024.

2) Approval of Minutes – Dr. Mike Stout

Mike Stout entertained a motion to approve the December 6, 2023, minutes. A motion was made by Dr. Som, D.O., and seconded by Dr. Jones, D.V.M. ***The December 6, 2023, minutes were approved:***

Dr. Stout	aye
Dr. Lewis	not present
Dr. Paul	aye
Ms. Boyer	not present
Dr. Som	aye
Dr. Jones	aye
Dr. Schumann	aye
Ms. Reyes	aye
Dr. Galles	aye

3) Chair’s Report – Dr. Mike Stout

Dr. Stout stated that he did not have much to share for his Chair report today. This is Dr. Stout’s last meeting as the Board of Health Chair, and he shared how much he has enjoyed the opportunity to serve as the Chair for the last two years. There will be a lot happening in 2024 with Public Health here in Tulsa, in the world, and in the communities since it is an election season. The next phase of the Tulsa Health Department (THD) Strategic Planning process is to get community involvement. The Tulsa Health Department is now ready to take what has been done for the last eight to nine months of the Strategic Planning process out to the community. We need to get community input with feedback and engage the community to make sure the diverse voices of the communities are represented in the plan. Dr. Stout has been working with Dr. Leslie Carroll and the team that has been planning the community listening sessions. There were two facilitator orientation training courses in the past week and the training was provided in-person and virtual. Some great facilitators were part of the community from Kristal’s equity dialogue program. Dr. Stout worked with the City of Tulsa to help train the individuals. Dr. Stout encourages the Board Members to attend the listening sessions if they are available and have time. There are fliers on the table with the dates, times, and locations of the nine community listening sessions. Dr. Stout stated that it would be a good opportunity to get out and hear what the community thinks about THD and the work being done here in Tulsa. Dr. Stout will be attending seven of the sessions. Dr. Stout welcomes all to attend, mingle, and hear what the community has to say, and food will be provided. Dr. Stout stated that it will be a good experience. Dr. Stout said that the voting of a new Board Chair, Vice-Chair and Secretary will be taking place tonight. Dr. Stout wishes the best of luck to whoever is voted as Chair and he will help make the transition as smooth as possible.

4) Director's Report – Bruce Dart

Dr. Dart stated that if the Board has any questions about his report, he is happy to answer those questions. Dr. Dart stated that he was excited for the upcoming legislative session. In his report, Dr. Dart talks about the political determinants of health and how this is something that will be impactful as we move forward. One of the most difficult and biggest barriers is going to be politics making an impact on equity. Dr. Dart said that we will have to wait and see how the session plays out and whatever challenges are coming, we will embrace them and move on with confidence.

5) Tulsa Health Department Reports

A. Tulsa Health Department Annual Report – Leanne Stephens

Leanne Stephens thanked everyone for allowing her to present the Tulsa Health Department fiscal year 2022-2023 Annual Report. Stephens is Tulsa Health Department's Senior Director of Marketing and Communications. Stephens leads the in-house communications firm team supporting all the various programs and initiatives of the agency. The report is presented annually to our stakeholders, community residents, elected officials, and staff. The Annual report for this fiscal year started July 1, 2022 and ended on June 30, 2023. The work starts in late summer by collecting the data from the program managers and staff. It also allows the budget office to close out the books and those numbers are provided to our department later in the fall when the books for the previous fiscal year are fully closed. The theme for the Annual Report is “Healthy Communities, Resilient Futures”. There were about three years of pandemic Annual Reports, so it is exciting to shift back to core public health work, but resilient futures speak to the true heart of the agency. As a Marketing team, we are continuously trying to improve our processes, and a new feature allowed electronic submissions from the managers. A survey link was sent out to the managers, and this is how the programs were able to submit their information electronically. The Annual Report is a dynamic, interactive, web-based report providing a detailed overview of the impact the agency has collectively made in advancing public health in Tulsa County. Leanne Stephens provided an overview of what the Annual Report looks like. The highlight of the report is the \$8.3 million Public Health Infrastructure Grant. It is not often that the CDC gives direct distribution to the Health Departments, so the agency was excited that the Tulsa Health Department was selected. This fiscal year the Office of Community Health and Quality Improvement was established. This office provided the agency with centralized strategic planning, quality improvement, and many community health initiatives. The first Blood at the Roots health equity conference was sponsored and was a success. It helped amplify the work we have done in health equity, not only in Tulsa County but in the Region and Nation as well. A milestone that the agency celebrated was the 25th anniversary of Children First, a family-nurse partnership that prepares first-time pregnant mothers with their nurse-supervised visits at home from the time of pregnancy until the child is two years old. This is a wonderful model, and we are thrilled to celebrate 25th Anniversary of Children First. The 10th anniversary of the opening of the North Regional Health and Wellness Center was also celebrated and many of you were in attendance. The center was designed for the community, and community input was provided to lead to the development of the state-of-the-art facility in North Tulsa. This center is so much more than the health department, in addition to providing clinical services, it is a community center with a demonstrative kitchen, garden, and walking trails. This center has become a very welcoming place that many community members visit regularly. Our staff is the beating heart of this agency and the public health work that we do, our employees are extremely diverse. The majority of our employees are minority community members and here at the Tulsa Health Department, we embrace the diverse talents that our workforce has and work for equity and inclusion. The financial reporting for the fiscal year was nearly \$38.5 million in revenue for the agency and about \$34 million in expenditures. The information is available on the website for anyone to

view. The Annual Report was published in December, and went out to about 10,000 people, including staff, community partners/members, the Board of Health, elected officials, and everyone who subscribed to the agency newsletter. The Annual Report was posted on social media including LinkedIn. We are trying to do more to elevate the agency as an employer, so trying to raise a profile of the Tulsa Health Department on platforms such as LinkedIn. Leanne shared the traffic to the Tulsa Health Department LinkedIn page, and when the annual report was pushed out the traffic increased. KOTV did a story and interviewed Dr. Dart about the past year. This was also an opportunity for Dr. Dart to talk about the Community Listening Sessions. KOTV aired the story and it talks about what happened last year and the plans for the Community Listening Sessions. The story aired 15 times on two different stations continuing to tell the work of Public Health here in Tulsa County. Stephens provided an overview of the Annual Report to the Board which can be found on the website and an informational graphic overview was provided. Stephens thanked the Leadership of the Board of Health for the empowerment provided to do the job we do here in Tulsa County.

B. Compensation Study Results – Larry Robertson, Gallagher – Human Resources & Compensation Consulting

Larry Robertson is the Senior Consultant with Gallagher Benefit Services in the Public Sector and Higher Education practice. Robertson has been with Gallagher for two years and has 28 years of experience in HR. Larry thanked the attendees for allowing him to be present and has enjoyed working with Dr. Dart and his staff. The Tulsa Health Department engaged with Gallagher to conduct a compensation study to evaluate the market position of the staff. The goals for the engagement were to conduct a comprehensive analysis to create a competitive salary structure for all the staff positions. Gallagher also helped with determining the cost for the implementation of the competitive salary structure and providing recommendations on a transition and implementation plan. Larry Robertson provided Gallagher's qualifications stating that Gallagher has been around for 100 years as an insurance company initially, and Gallagher's Public Sector and Higher Education practice has been around for nearly 40 years with offices nationwide. The organization has a lot of experience working with Oklahoma organizations. Gallagher took two approaches, a custom survey approach where data was collected from organizations covering components of base salary and salary range. The survey was sent to nine organizations and out of the nine only three responded. The other approach was data collected from published surveys including CompData, Economic Research Institute, Mercer, and Willis Towers Watson. The Benchmark job selection was done by the representative of the employee population, all levels, all job families, highly populated jobs, jobs found in most organizations, and jobs with recruitment or retention issues. For the data comparison and analysis received, Gallagher took three steps; individual positions, base salaries compared to the market (the average salary for each position and comparing it to the market for that position), and then compared the salary ranges received to the Tulsa Health Department salary ranges as well. An aggregate comparison was done, taking all the differences together and averaging them together to come up with an aggregate comparison. The target was to be at the market, or the 15% of the data found. If any 5% (give or take) from the market we say is highly competitive, if something is 10% above or below the market, we say that is still competitive but is not as competitive as you would like to be, but still competitive. When we start looking at 10% – 15% there is a possible misalignment with the market, and if there is anything higher than 15% there is a need to realign that position with the market. The benchmark findings were with data completed in May 2023, before COLA and the salary adjustment were given. The average salary was taken and compared to the 25, 50, and 75 percentiles. The results were that the Tulsa Health Department was 3% behind the market at the 25 percentile, 16% behind the market at the 50 percentile, and 27% behind the market at the 75 percentile. The overall result was that the Tulsa Health Department was lagging in the market by 16%, so something needed to be done. The following actions were taken based on the benchmark findings: the 3% COLA was given in July 2023 and the 5% salary adjustment in September 2023. These actions resulted in the Tulsa Health Department moving closer to the market and reduced the cost of

adjustment as some positions were moved within the salary structure to be more competitive with the market. As part of the study, Gallagher recommends a salary structure based on the lowest market midpoint, which under this new salary structure the lowest salary will be \$15.72 an hour. They assign positions to grades using the following grade where the midpoint is most closely aligned with the market's 50th percentile, the internal hierarchy of positions with THD. Evaluate each staff member's tenure with the Tulsa Health Department to determine their expected rate of pay within the new structure. Used an experienced calculation of 1% for every year of service within their current position. If current pay is below the expected rate of pay, staff will receive an increase bringing them to their expected level. After that was done it was determined that 130 employees needed an increase. Additional recommendations were that the salary structure should be adjusted by a structure movement trend factor for every year to remain competitive with the market. Salary advancement through the structure should be linked to quantifiable measures. In addition to adjusting the salary structure each year to keep pace with the market, the Tulsa Health Department should conduct a comprehensive market compensation study every three to five years. The next step is that Tulsa Health Department findings, analysis, recommendations, and implementation options should be reviewed by Tulsa Health Department leadership. The Tulsa Health Department determines the method for communicating study results and next steps to stakeholders and employees, as deemed appropriate. The communication and pay adjustments to individual employees are targeted for January 2024. The Tulsa Health Department approves the study results, decides on an implementation option, and works to implement the newly proposed pay ranges. The Tulsa Health Department will also review job descriptions and job titles and create title naming conventions to better align jobs in the future.

C. Public Health Infrastructure Grant (PHIG) – Matt Williams

Matt Williams is the Workforce Director for the Center for Disease Control and Prevention Public Health Infrastructure Grant (PHIG). The PHIG was granted to the Tulsa Health Department in November 2022. The budget year started December 1, 2022; the grant has been active for 13 months. The timeline for the grant is December 1, 2022, through November 30, 2027, the total amount of money awarded was \$8,351,233. Funding is divided into two categories the A1 funding which is categorized as workforce and there is additional funding under A2 which we can apply each year under Foundational Capabilities and the total awarded under A2 is \$1,300,491.00. The PHIG is only the 2nd direct grant from CDC to local health departments. Before 2021 when the Tulsa Health Department was awarded the Health Equity grant (which Tulsa Health Department still has and is ongoing) money from the CDC, this money went to the State Health Department and then was distributed to local health departments. This was a momentous thing that the CDC changed its lens and decided to fund local health departments. The PHIG is designed to support the critical health infrastructure of health departments across the United States to ensure that every community has the people, services, and systems to promote and protect health. This comes out of the pandemic response to the importance of public health in the United States. The two focus areas are workforce, which is to recruit, retain, support, and train the public health workforce, and Foundational Capabilities, which is to straighten systems, processes, and policies. All funding is direct from CDC to the Tulsa Health Department and includes: 17 staff positions (9 filled), Employee Retention Incentives; funded pieces of the composition study, and the resulting pay increase that resulted from, the longevity pay program, the PDIP program, and there is a small portion of salary within the bonus program. Staff Training & Materials: funding has gone to the Human Resources department to develop training and revamp the way staff is trained here at THD, which includes new hire orientation, leadership training, customer service training, and diversity and inclusion training. Hiring and Recruitment Tools: NEOGOV, hiring a recruitment agency, job word posting fees, and the Employee Engagement Coordinator (Alan Wells). This funding has provided support to Strategic Planning, CHIP Events, the Blood of the Roots Health Equity Conference (funding was provided last year and funding will be provided for 2024), and a portion of this funding will go to the JOGHC Clinic Remodel to improve health equity to our clients as well as improving the workspace (which falls under employee retention having a better work

environment to work in). Tulsa Health Department with PHIG Funded Employees: Human Resources; Talent Acquisition Specialist, IT Training Specialist, and part of the Wellness Specialist position. Maintenance & Operations; the Licensed Mechanical Journeyman positions. Legal; Compliance and Risk Specialist. Director's Office: Project Manager, Workforce Director which is a required position in the grant, Employee Engagement Coordinator, and an Evaluation Specialist that will be hired. For the Health Equity Grant, seven Community Health Worker positions are funded through this grant. This grant is being studied and will have a full evaluation. We started building it in the 1st year and we will start examining and evaluating where we need to go for the remainder of the 4 years. A survey was done using the Employee Net Promoter Score (eNPS) and the main question was how likely are you to recommend the Tulsa Health Department to a friend or family? This qualifies how the workforce feels about their jobs, it can be an indicator of how likely they will stay or leave. This allows us to see how well we are doing with employees and where to improve. Promoters scores of 9-10 are highly satisfied employees, Passives scores of 7-8 are employees who are satisfied but not as enthusiastic, and/or Detractors scores of 0-6 are employees who are not satisfied. The final eNPS score can range from -100 (if everyone is a detractor) to +100 (if everyone is a promoter). A higher score means more employees are likely to recommend the company as a great place to work, indicating a positive workplace environment. For public health, we would hope for a positive score with anything over 10 being good, and over 20 being excellent. The question about work culture was in the positive range. Employees were comfortable talking to their supervisor, so this question was also in the very good range. The question about receiving feedback from their supervisors was not too great, being a -20.2. One way to move forward is to emphasize that people do value the work and the mission and values of the Tulsa Health Department to be meaningful in the community. The highest score received was 43% from the employees promoting the work they do and being a high promoter of the work. And the last question is the older you are the more you enjoy working at the Tulsa Health Department overall.

6) Current Business – Voting Item – 2024 Board of Health Officer Nominations & Vote

Dr. Mike Stout stated that the Board members will be voting for three officers, and every board member should have a ballot and a pen. The executive committee met back in November to discuss the potential nominees for Chair, Vice Chair, and Treasurer. The executive committee would like to nominate Dr. Lewis as Chair, Dr. Som as Vice Chair, and Aimee Boyer as Treasurer. Dr. Mike Stout also stated that the Board is open to other nominees and you may put on the ballot if you would like to nominate yourself or someone else. The ballots were collected. Reggie Ivey counted the ballots and the findings were as follows: Dr. Regina Lewis for Chair, Dr. Mousumi Som for Vice Chair, and Aimee Boyer for Treasurer. The new officers will begin their terms starting next month, February 2024.

Dr. Mike Stout was presented with a plaque by Dr. Bruce Dart for his two years of service as the Board of Health Chair.

7) Announcements – Dr. Mike Stout

The Next Board Meeting is Wednesday, February 21st at 6:00 pm at the North Regional Health and Wellness Center in Room 208.

8) Adjournment

The meeting adjourned at 7:15 pm.

APPROVED:



Mike Stout, Ph.D., Board of Health Chair

ATTESTED:



Sara Rodriguez, Tulsa Health Department Assistant