

Public Health Madison & Dane County

2021 ANNUAL REPORT



OUR ORGANIZATION

2021 BUDGET

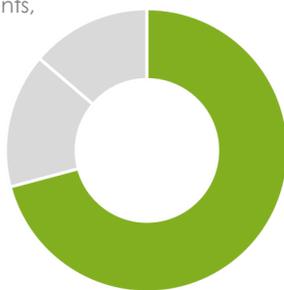
Most of our revenue is from city and county taxes, and most of that funding goes to salaries and benefits.

Revenue

\$21,591,632

Contracts & Grants,
Fund Balance
Applied, Misc.

Fees, Licenses, &
Permits

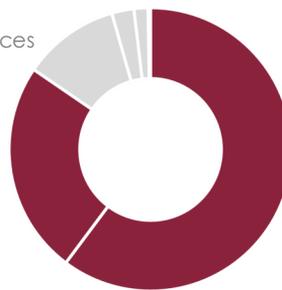


Expenses

\$21,591,632

Debt Service &
Indirect Charges
Supplies
Services

City, County
Levy



Salaries &
Benefits

COVID-19 Grants

These funds are independent of the city/county budget process and many span several years.

These funds cover case investigation, community testing, and vaccination.

Wisconsin Department of Health Services: \$10,058,200

FEMA: \$10,884,555

OUR STAFF & BOARD OF HEALTH

Director/Health Officer: Janel Heinrich

Community Health

Director: Carl Meyer

Communicable disease monitoring and follow-up, breast and cervical cancer screening, immunizations, syringe services, pregnancy, and early childhood support, sexual health services, tuberculous control, and WIC program

Policy, Planning, & Evaluation

Director: Aurielle Smith

Epidemiology and data analysis, health policy, program development and evaluation, violence prevention, community engagement, alcohol and other drug abuse prevention, and emergency preparedness

Environmental Health Services

Director: Bonnie Koenig

Animal services, licensing and inspection, water and lead paint testing, mosquito monitoring and control, well and septic program, environmental protection and monitoring

Operations

Director: Kate Austin Stanford

Administration and program support, finance and budget, communications, workforce development, performance management, emergency preparedness

OUR ORGANIZATION DURING THE COVID-19 RESPONSE

During the COVID-19 pandemic, our staff have largely been organized into an Incident Command Structure, or ICS. This structure is used by government agencies and their partners to organize efficiently and effectively during an emergency or event. This means staff have duties specific to the response and may report to someone other than their normal supervisor. In January 2020, we had about 150 permanent and limited term staff. At the peak in February 2021, we had 347 people on staff.

Board of Health: Dr. Jerry Halverson, Kim Whitmore, Robin Lankton, Alder Lindsey Lemmer, Supervisor Holly Hatcher, Dr. Debbie Jones, Dr. Gene Musser, and one vacant seat

COVID-19 Response in 2021

BY THE NUMBERS



347

Staff and contractors at peak in February 2021
+197 since January 2020



\$20 million+

In funds for response staff, space, and supplies



41,400+

Positive cases of COVID-19 in Dane County



39,000

Close contacts identified from cases



465,000+

COVID-19 tests administered
+37,767 tests at South Madison Office
+427,501 drive-thru tests at Alliant Energy Center during its 13 month duration



2,074,000

Hits to the COVID-19 pages on our website
78% of traffic to the website for the year was to COVID-19 pages



103,887

Vaccination doses given
+2,631 doses at 255 pop-up vaccination clinics



11

Public health emergency orders issued



57

Community town halls, presentations, webinars
25% offered in Spanish



51

Data Snapshots published
280 pages of data and visualizations generated



749

Responses to media inquiries
Compared to about 100 per year prior to the pandemic



57

Open records requests
Compared to about 4 per year prior to the pandemic

COVID-19 RESPONSE

PUBLIC HEALTH EMERGENCY ORDERS

Under Wisconsin Statute Section 252.03, public health officers have the authority to issue and enforce emergency orders to prevent and suppress communicable diseases. We issued 11 [emergency orders](#) during 2021.

The purpose of population-focused orders is to protect vulnerable people, preserve hospital capacity, suppress illness, and prevent deaths. [Data](#) show that areas with [public health orders](#) have [reductions in disease](#) spread. During 2021, our compliance team followed up on thousands of complaints. They reached out to businesses and workplaces to build understanding, support compliance, and answer questions. The team issued more than 500 letters to businesses, completed 125 site visits, and issued 57 citations.

VACCINATION

On December 29, 2020, we administered our first dose of vaccine at Alliant Energy Center. In the time since then, we've set up systems and workflows to book appointments and steadily increase the number of people we can vaccinate in an hour. In 2021, we gave more than 103,000 doses, including more than 2600 at 255 pop-up vaccination clinics throughout the county. At the peak in April, we had 113 staff administering vaccine and coordinating clinics.

We vaccinated at Alliant Energy Center until June, at which time we focused on offering vaccines at our offices. In August we returned to Alliant to administer booster and pediatric doses once those were authorized. In December, we partnered with AMI Expeditionary Healthcare (a Wisconsin Department of Health Services contractor) to administer vaccines at Alliant Energy Center, freeing our staff to continue vaccinations at our offices and pop-up clinics.

TESTING

After administering 427,501 tests over 13 months, we decommissioned the drive-up testing site at Alliant Energy Center on June 26, 2021. In its place, we expanded our appointment-based testing system at our South Madison office on June 28, 2021. From that date until the end of 2021, we administered 37,767 tests on South Park Street.

In addition to the South Madison testing site, we built testing capacity in Dane County and every surrounding county. We trained 19 pharmacy partners to administer tests at their locations throughout the southern region. This network was expanded to 39 trusted testing partners.

At the end of the year, as case counts exploded nationwide, we collaborated with Accelerated Labs to offer testing once again at Alliant Energy Center. Testing at this site went live in early January 2022, expanding to 1,400 tests per day, 7 days a week by January 24.

CONTACT TRACING & SUPPORT

Disease investigation is a critical intervention to slow the spread of disease. Case investigators contact people who have tested positive for COVID-19 to assess symptoms, support needs, review isolation procedures, and solicit names of their contacts. Contact tracers then follow-up with contacts to review isolation and quarantine procedures.

During 2021, over 41,000 people tested positive and named over 39,000 close contacts. Cases varied dramatically throughout the year, with new cases in the single digits for many days in June to well over a thousand cases per day at the end of December. This created challenges in staffing our response, with disease investigators coming on board and exiting throughout 2021. The disease investigation teams used and frequently updated systems created in 2020 to adapt to the constantly fluctuating number of case counts and changes in quarantine, isolation, and reporting guidance from state and federal partners.

COVID-19 RESPONSE

Our staff also supported Dane County Human Services in operating an isolation and quarantine shelter, which is a facility to house those without a safe or stable place to recover and prevent spreading the virus to others. In 2021, the shelter had 1,222 admissions. This team provided COVID mitigation guidance to homeless shelter providers, including assistance with contact tracing, infection control, and symptom monitoring. The team worked with site support, testing, and vaccination teams to address outbreaks in shelters and encampments.

PARTNERSHIPS & COMMUNITY ENGAGEMENT

We continued to connect with leaders in schools, businesses, and community organizations to answer questions, listen to feedback, share resources, provide technical assistance, and communicate needs back to other sections of the response. During 2021, our staff responded to several thousand emails from the public.

In 2021, we also created a Community Engagement Team that was tasked with giving presentations, connecting people to other groups, supporting and hosting mobile vaccine clinics, and reviewing materials for the community. In 2021, they held 57 health education forums, webinars, and town halls, most of which were held online. A quarter of these sessions were done in Spanish. The team worked with 72 different groups to host these conversations, including the Latino Health Council and Latino Chamber of Commerce. A team representative participated in 12 Latinx radio shows to answer questions and share key messages.

DATA

The data team is charged with collecting, organizing, and analyzing data to provide information and answer questions about cases, trends, and other points of interest. During 2021, the team completed at least 50

data requests, published weekly data snapshots and other data visualizations and reports, and maintained a data dashboard, which is updated every weekday. The team also provides data to leadership to drive decision making and answers media questions in both written and live interviews. In addition to producing these data and products, the team conducts quality assurance and quality improvement projects on thousands of records in state databases to ensure information presented in as accurate way as possible. The team collaborated with external stakeholders, partnered with researchers to write academic papers, wrote several blogs, and contributed to social media posts.

COMMUNICATIONS

The communications team is tasked with creating materials, writing blog posts and news releases, managing web content, answering media questions and arranging interviews, managing our social media presence, coordinating the translation of materials, and responding directly to emails from the public.

During 2021, the team expanded to include a public information officer in April and in December, a data communications specialist and second bilingual health educator. These added positions increased our capacity to respond to media requests, create videos, expand outreach, and enhance communication materials.

Healthy People & Healthy Places in 2021

BY THE NUMBERS



441

Tuberculosis cases monitored
+152 more than last year



1,519

Non-COVID immunizations given
+363 more than last year



7,556

Narcan doses distributed to community sites
+2.4x more than last year



490,970

Syringes distributed
+78,435 more than last year



6,979

WIC clients served



185

Families supported with perinatal home visiting programs



5,077

Non-COVID related communicable disease reports



2

Foodborne illness outbreaks investigated
Requiring at least 40 hours of labor per outbreak



1,680

Routine inspections for food, lodging, pool, and body art
+2.4x more inspections than last year



6,047

Animal Services calls
+517 more calls than last year



578

Beach and pools tests



4

School district tobacco policy assessments

The pandemic interrupted operations, but we still managed

CONTINUITY OF SERVICES

NURSE FAMILY PARTNERSHIP & PRENATAL CARE COORDINATION

These programs provide personal support for pregnant individuals to set and reach goals, connect clients with community services and healthcare, and answer questions about nutrition, preparing for childbirth and parenting, child development, and much more. Nurses continue to offer both virtual and in-person visits. During 2021, staff improved the referral process to help connect more pregnant individuals to our programs. We can accept both self-referrals and agency referrals online in English or Spanish. NFP and PNCC hosted a virtual outreach blitz to increase community awareness and re-energize referral partners. This outreach work paid off, as we had the most referrals in a single month (36) in December 2021.

SEXUAL & REPRODUCTIVE HEALTH

We provide family planning services and testing and treatment for sexually transmitted infections in an inclusive, stigma-free environment for people of all ages, gender identities, gender expressions, and sexual orientations. The clinic returned to in-person appointments in June. We expanded options for STI screening, including offering telehealth appointments. We expanded access to HPV, Hepatitis A, and Hepatitis B immunizations for Syringe Service Program and Sexual & Reproductive Health clients, regardless of insurance status. We streamlined our clinic intake process using a new online platform, which allows clients to confidentially complete forms prior to clinic appointments. To better understand the needs of our communities and improve the clinic experience, we hosted listening sessions with adolescents, Latinx women, [PATCH teens](#), and Black women. We also hosted a clinic culture tour with [PATCH students](#) to make spaces more adolescent-friendly. During 2021, we began developing protocols for offering clients free at-home Orquick HIV tests, billing Medicaid, and disseminating Dual Protection kits (condoms and emergency contraception) to community partners.

SYRINGE SERVICES PROGRAM

The Syringe Services Program is an [evidence-based harm reduction strategy](#) which provides needles and other supplies to help reduce spread of certain infections. Supplies are available at all three public health sites, and the opiate overdose reversal drug Narcan® is available at our East Washington or South Park Street offices. In 2021, the program added more harm reduction products that are available for community members. The program grew by one staff member, which allowed full-time staffing at both the East Washington and South Park offices. More than 2,000 naloxone/Narcan® kits were distributed and 48% of clients surveyed in 2021 reported having saved someone's life with the last kit they picked up. Program staff solicited input from clients during listening sessions during 2021. Conversations led to easier to understand instructions for fentanyl test strips, new supplies to engage a wider population, instructions on caring for minor injuries and wounds, distributing masks and hand sanitizer for COVID prevention, and increasing opportunities for vaccination. The team received a grant from NACCHO which will focus on building a collaborative relationship with members of the local community to address inequities in drug-related illness and death.

TUBERCULOSIS (TB)

Our tuberculosis team is responsible for triaging referrals of latent TB infection, sputum collection for people with active and suspect TB disease, Directly Observed Therapy (DOT) and Video Directly Observed Therapy (VDOT), contact investigations, and phlebotomies for TB screening. Our team adapted throughout the pandemic including training new nurses, increasing telehealth abilities, planning a virtual TB Summit and returning to normal staffing capacity by December. The team monitored 441 cases, which was 152 more than in 2020.

WIC PROGRAM

The WIC (Women, Infant, Children) Program provides

The pandemic interrupted operations, but we still managed **CONTINUITY OF SERVICES**

nutrition and breastfeeding education and support while also offering healthy foods. Breastfeeding rates for African American moms increased 3.6% over the past year. The monthly fruit and vegetable amount significantly increased to over \$40 for women and \$24 for children. Program participation has remained steady, serving nearly 7,000 participants last year. We continue to provide all WIC services over the phone and work to reduce barriers families have with accessing WIC. Currently, we are working on a quality improvement project to analyze our phone data and make process improvements for increasing the amount of live calls answered. We continue to use online systems for clients to send paperwork and sign documents and are beginning a telehealth pilot to study the effectiveness of providing nutrition education utilizing an interactive website.

ANIMAL SERVICES

The animal services team responds to animal safety calls and provides education to ensure a safe and healthy relationship between humans and animals. During 2021, the team responded to 6,047 calls, which was 517 more than in 2020.

LICENSED ESTABLISHMENTS

After a pause in inspections following the start of the pandemic, environmental health staff fully returned to licensed establishment work in July 2021. We inspect food, lodging, pool, and body art facilities. Licensed establishment field work consists of routine inspections, re-inspections, complaint follow up, and foodborne and waterborne illness investigations. The main focus of each visit is to provide the owner and staff with education to verify safe practices for the best outcomes for all who utilize those services in Dane County. Between January and July 2021, 344 new establishments needed licensing. New establishments require substantially more inspection time for licensing consultation, plan review, onsite visits, and a final pre-inspection. The total number of licenses continues to grow annually, from 3,964 in July 2019 to

4,245 in July 2021. A supervisor, a sanitarian, and a bilingual sanitarian were added to our staff in 2021 to meet these growing needs.

PUBLIC HEALTH LAB

Our laboratory performs water quality and paint sample tests every year to protect your health and the health of our environment. This includes testing the 22 beaches in Dane County every weekday between Memorial Day and Labor Day. During 2021, we hosted a ride-along with a member of the Communications team to showcase all that goes into collecting beach samples, testing them, and communicating results to the public. You can read all about it in [our blog post](#).

WELL & SEPTIC

We provide water testing services to help you know if you are drinking safe, healthy water. We permit and inspect private septic systems and well locations to protect our groundwater resources from contamination. Throughout the pandemic, the team has continued to issue permits and inspect systems. In 2021, the Well & Septic team worked with the Communications team to publish a [Day in the Life blog post](#) to highlight the work we do.

COMMUNITY HEALTH ASSESSMENT & COMMUNITY HEALTH IMPROVEMENT PLAN

A community health assessment (CHA) is a process to gather data and identify community assets and challenges. Once a CHA is completed, its results are used in a community health improvement plan (CHIP) process to identify priority issues, develop strategies for action, and drive policymaking.

After being paused to support COVID-19 response work, a skeleton crew of the CHA/CHIP team returned to work part-time starting in July 2021. Since then, they held a focus group with a Steering Committee to learn about how the pandemic has impacted CHA priorities, are

The pandemic interrupted operations, but we still managed **CONTINUITY OF SERVICES**

developing a CHA report with spring 2022 release and are in the process of creating CHIP infrastructure to translate CHA findings into community actions.

EVALUATION

In 2021, the evaluation team balanced responsibilities in the COVID-19 response with other evaluation work. Within the COVID-19 response, the team provides oversight of the After Action Reviews, helping to determine response strengths and challenges and inform corrective actions. Outside of the response, the team is developing evaluation infrastructure for the Madison Dane County Violence Prevention Coalition and providing evaluation assistance to programs throughout the agency.

OVERDOSE FATALITY REVIEW

Drug overdose deaths are preventable, yet we have few opportunities to gather comprehensive information about overdose victims' lives and interactions with various systems to better understand what factors may have contributed to these deaths. The Dane County Overdose Fatality Review allows us to examine and identify factors that contributed to drug overdose deaths, identify challenges within systems of care for individuals affected by drug use, and use this information to inform policies, practices, and programs within these systems. In 2021, we gathered data for 145 people who died of a drug overdose, talked with 25 families who lost a loved one, and facilitated 14 hours of conversation on what we could change to prevent future deaths in Dane County, the results of which will be published in spring 2022.

TOBACCO PREVENTION

In Wisconsin, [22% of high school youth](#) have tried some form of tobacco, and the tobacco industry continues to add [new products](#) every year. The Dane County Alliance Against Commercial Tobacco works to prevent the use of commercial tobacco by promoting and implementing evidence-based and culturally appropriate policies, practices, and strategies. We engage coalition volunteers

in stakeholder education and advocacy efforts. In 2021, we changed our name from the Tobacco Free Dane County Coalition to better reflect our goal of stopping the harm caused by commercial tobacco while respecting the ceremonial use of traditional tobacco among Native Americans. We hosted two educational webinars to address youth vaping. First, our Back to School-Back to Vaping was for school staff and included guest speakers from the California Youth Advocacy Network and Stanford University. For our second webinar, Vaping Evolved: What Parents Need to Know, we hosted Professor Maggie Nolan from UW-CTRI to discuss the health effects and increased risk of addiction associated with youth vaping.

VIOLENCE PREVENTION

In 2021, the Violence Prevention Unit expanded work and added new staff to increase capacity. In March, the team published the [Roadmap to Reducing Violence](#), which set in motion a series of additional projects and activities that would strengthen our role in reducing violence and creating safer and healthier communities. The team re-launched the [Madison Dane County Violence Prevention Coalition](#), with the goal of engaging community members and partners in action-planning around the 5 Roadmap Goals. The coalition will be responsible for identifying priority areas to address immediate needs and prevention strategies with the recently secured funding from the [American Rescue Plan Act](#).

Violence data is also a key component of the Downtown Madison Public Safety Initiative, and the Community Alternative Response Emergency Services program. The team's work on these two projects was new for 2021 and relies on close collaboration and coordination with City of Madison and community partners. Ongoing intervention activities have also grown and strengthened this past year, including the Community Safety Intervention Team as well as the Community Safety Direct Outreach Workers.



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We are @publichealthmdc on every channel.



OUR OFFICES

The Atrium

The Village on Park
2300 S. Park Street
Suite 2010
Madison, WI 53713

Downtown

City-County Building
Room 507
210 MLK Jr. Blvd.
Madison, WI 53703

South Clinic

2230 S. Park Street
Madison, WI 53713
WIC: 267-1111

East Washington

2705 E. Washington Ave.
Madison, WI 53704
WIC: 267-1111

OUR VISION

Healthy People. Healthy Places.

OUR MISSION

Work with the community to enhance, protect, and promote the health of the environment and the well being of all people.

WHO WE ARE

We are your local health department and serve over 540,000 people in more than 60 cities, villages, and towns in Dane County, Wisconsin.