<div style="border:1px solid">

**MEETING MINUTES**
**Tulsa City-County Board of Health**

December 6, 2023 at 6:00pm

North Regional Health and Wellness Center
5635 M.L.K. Jr. Blvd.
Tulsa, OK  74126

</div>

**Board Members Present:**   Mike Stout, PhD; Chair

Aimee Boyer, J.D., CFP

Regina Lewis, D.O.

Krystal Reyes, MPA

Mike Jones, DVM

Ann Paul, DrPH, M.P.H

**Staff Present:**   Reggie Ivey, Associate Executive Director

Marcus Anderson, Assoc. Director Maternal & Child Health

Adam Austin, Assoc. Director Environmental Public Health

Kelly VanBuskirk, Assoc. Director Prevention, Preparedness & Response

Chanteau Orr, Assoc. Director Human Resources & Legal Services

Sara Rodriguez, Executive Assistant

Ellen Niemitalo, Manager Clinic Services

Scott Adkins, Legislative Liaison

Alex Adkins, Legislative Liaison

Angela Carter, Administrative Assistant, Legal

Joann Peel, Executive Assistant

Scott Buffington, Senior Director  Human Resources

DeShannon Harris, Organizational Development Manager

Jenny Woods, Software Training Specialist

Jeny Sandoval-Martinez, Human Resources Administration Supervisor

Christina Young, Human Resources Specialist

Elsa Marquez, The Leadership Consultant

Linda Jenkins, The Leadership Consultant

Barry Jenkins, The Leadership Consultant

Leslie Carroll, Assoc. Director Office of Community Health & Quality Improvement

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

Dr. Mike Stout called the meeting to order at 6:00 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 November 29, 2023.

## 2) Approval of Minutes – Dr. Mike Stout

Mike Stout entertained a motion to approve the September 20, 2023 minutes. A motion was made by Ms. Aimee Boyer, J.D., CFP and seconded by Ms. Krystal Reyes. ***The September 20, 2023 minutes were approved:***

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

## 3) Chair's Report – Dr. Mike Stout

Dr. Mike Stout discussed the issues we are facing with decline vaccination rates for children getting their regular inoculations. The numbers that were reported last time were the numbers for 2021 – 2022 and included 3% of reporting districts, that's the percentage of children not fully vaccinated with the required vaccines. That number is now 4.7% for the 2022 – 2023 school year. The percentage number is higher because only 80% of public school, less than 50% of private school reported the vaccination rates, and there is no data for homeschools. The number is important because when we talk about vaccinations, we are talking about hurt immunity and the importance of having that population level protection. The science in Public Health reports that rates higher than 5% that show people who are not vaccinated starts to hurt the immunity for people. This is an indicator of Public Health that we really need to be aware of and as a Health Department we need to get the word out about the importance of getting regular scheduled vaccines. The Strategic Planning process for the Health Department has been meeting regularly over the last couple of months and we will be hearing about the work that has been done. There will be opportunities for the community to contribute their thoughts and ideas to the Strategic Plan. This will be a great opportunity to focus on the needs of the community and make sure we do everything we can to fill our mission by giving them the tools they need to have healthy productive lives. Today we have two special guests that will be elaborating on the details of the report about the THD Strategic Planning process.

## 4) THD Reports

### A. THD Strategic Planning Update – Elsa Marquez and Linda Jenkins

Elsa Marquez of The Leadership Consultancy along with Linda Jenkins of Jenkins Consulting Group provided an update on the THD Strategic Planning process. Ms. Marquez stated that this endeavor began by determining four areas that guided their work, the Phat 10 domains of standards, THD CHIP Priorities, the CHA and CHIP process, and the Health Equity Center of Research. The consultant studied numerous external and internal documents and conducted ongoing research, looked at trends and forecasts in health care including Centering Health Equity, in practice and delivery, and met with experts in information gathering sessions. Inclusion is the emphasis in the art of our work, and we are committed to the philosophy that people take care of what they help create. A process was created that ensured and secured organizational voice via input and listening sessions. Three reasons to conduct listening sessions is to gain and understand what participants value, care about, and prioritize. We also need to accept feedback with input organically through conversations, invite people into the process who want to secure, create and support the Strategic Planning process. There needs to be a sense of ownership of the process and the documentation because we understand that the people who carry the work are the people inside the organization.

A SWO contrast was selected (strengths, weaknesses, and threats) for the traditional contrast that is used in strategic planning. After the session, participants received the link to a survey to continue the conversation and provide more information. The level of participation was pleasing, and participants came ready to share. It speaks volumes in a very positive way about the culture within the organization and what is being created because employees want to be part of this process. Ms. Marquez shared the total number of listening sessions conducted with Tulsa Health Department (THD) employees and the Board of Health (BOH).

On July 2023 the consultants gave the Strategic Planning Committee (SPC) a summary of the THD listening session comments by focus area and a workbook – Listening Session Results. The summary is a comprehensive document of the comments made during the employee and BOH listening sessions. The comments are sorted into 18 focus areas. The Workbook guided SPC members through a process to synthesize information from the listening session findings and identify their takeaways and critical issues from each focus area. Reviewing and discussing the listening session responses sorted by focus areas and participant type. The review and discussion of the listening session responses provided the SPC with three outcomes. First, they were able to analyze information gathered during the sessions. Second, they were able to understand the implications of the information on THD policies and practices. Third, they were able to determine priorities and next steps in the strategic planning process based on the insights gained. The consultants determined four key areas that had influenced the Strategic Planning Process which are Vision, Culture, Management/Leadership Effectiveness, and HR Effectiveness. Sessions were facilitated with the SPC to discuss these key areas. An additional report was provided to the SPC outlining the 14 additional critical issues and strategies and presented to the Executive Team.

The consultants are in the process of developing a new mission, vision, and core values statement with the SPC. These statements are incredibly important because these are the guiding principles that shape THD's culture, decision-making processes, and strategic planning. They articulate THD's purpose, define its identity, and express its commitment to stakeholders. Ms. Marquez shared the proposal mission, vision, and core values statement. The consultants stated that they are finishing up the core, belief, and behavior statements and are expected to complete those in the next few weeks.

The next part of this process is to obtain community input, so the staff will be conducting Community Listening and Engagement Sessions to identify community perspectives in THD strengths, weaknesses, opportunities, and threats. This process will be led by the Office of Community Health and Quality

Improvement. Once completed, THD will then identify strategic issues and priorities that must be addressed in the next five years to fulfill its mission and make progress toward achieving its vision in alignment with its core values. THD will develop goals for addressing strategic issues and achieving strategic priorities. The strategic plan for achieving the goals in the next five years will be presented to the Board of Health for approval. THD will also support the staff to develop SMARTIE (strategic, measurable, ambitious, realistic, time-bound, inclusive, and equitable) strategies and objectives for accomplishing the goals.

## B. Community Engagement (THD Strategic Plan) – Dr. Leslie Carroll

Dr. Carroll, Associate Director of the Office of Community Health and Quality Improvement presented to the Board of Health how the Strategic Plan will be rolled out. Dr. Carroll provided an overview of the programs that are under her office; Community Health Needs Assessment (CHNA), Community Health Improvement Plan (CHIP), Center for Community Health - Saint Francis Health System and Ascension St. John, Re-accreditation, Strategic Plan (SP), and Quality Improvement Plan (QI). Dr. Carroll shared the purpose of the Strategic Plan is to obtain community engagement and gather information based on Tulsa County residents' perspectives. The Strategic Plan will help to assist our agency in identifying alternative and preferred solutions on decision-making and contribute to strategic plan goals. The plan is to hear from a broad range of voices that diversifies and improves agency knowledge, openness, and transparency. A Committee was formed to brainstorm the who, what, when, where, and how to carry the listening sessions in the community. We want to hear from all of Tulsa County communities. Community voices from the suburbs, including Broken Arrow and Jenks who are the largest suburbs in the county. Additionally, because Broken Arrow and Jenks are vastly different, it was important to the planning committee to gather similarities and differences from the two unique suburban communities. We want to hear from our historically marginalized communities including the Spanish, Burmese, and LGBTQIA+ groups. The World Café Methodology will be used to conduct the community listening sessions. There will be 40-48 community attendees per event, four groups with 10-12 attendees per group, with 4 twenty-minute rounds of conversation. Based on the outcomes of the Strategic Planning, seven critical issues out of eighteen impact the community and the questions will be based on those seven issues. The seven critical issues are Mission, Vision, Core Values, program services, customer service, political climate, branding, perceptions, and community engagement. The listening sessions will take place in January and February of 2024 and the sessions will be conducted in public libraries. THD will be asking community leaders, such as County Commissioners, Mayors, Hispanic Chamber, UMA Center of Tulsa, WIC clinics, Churches, Equity Center, and Tulsa City-County Board of Health to host the listening sessions. The THD Marketing Department will create recruitment materials for social media, press releases, and to share with community leaders. The registration process will be done using Eventbrite. Dr. Carroll shared the logistics for the event with the Board of Health. THD wants clear and transparent communication and will post meetings with the findings, provide post meeting surveys, and share data with participants, consultants, public, and the Board of Health. Sharing the data encourages more connection and enhances decision-making when developing the Strategic Planning goals. Dr. Carroll shared her contact information with the Board of Health and asked them to please reach out to her if they have any input or suggestions.

### C. Human Resources Update – THD HR Team

### Chanteau Orr

Ms. Orr, Associate Director of Legal Services and Human Resources informed the Board of Health that the Human Resources team will be presenting an update including the changes that the team has been making. Ms. Orr explained that four team members from Human Resources will be presenting what the team has been working on and where the team hopes to be in the future. Scott Buffington, Senior Director of Human Resources, will be sharing demographics and data regarding the challenges of recruitment and resignations. Lakicia Cooper, Talent Acquisition Specialist, has been working on recruitment and will share how the managers are involved in the hiring process. De Harris, Organizational Development Manager, will discuss the onboarding process and leadership training for current staff at THD. Jenny Woods, Software Training Specialist, will share the innovative things that THD has been doing with trainings. Ms. Orr asked the Board of Health to please reach out to her if they have any additional questions.

### Scott Buffington

Mr. Buffington shared that during the last ten years a lot of changes have been made as the HR team has grown and new positions have been added to help the future of the agency. Mr. Buffington shared the THD workforce vs. national numbers. Mr. Buffington explained that the Public Health Workforce Interests and Needs Survey (PHWINS) was developed by the De Beaumont Foundation and the Association of States and Territorial Health officials to understand the interests and needs of the state and local governments public health workforce in the United States. THD is in region 6 of the Governmental Public Health Workforce. Demographics from the national data were compared to THD in the areas of gender, BIPOC, average age of employees and education of the workforce. The agency tenure was also shared in comparison to national data. Nearly half of state and local public health employees left their organizations from 2017 to 2021 creating a critical lack of skills and experience across the nation. Reasons for leaving the public health agencies was shared. The State Labor Statistics for Tulsa County showed a 3.4% unemployment rate. The great resignation started in 2021 and in 2022 a recorded 50.5 million people in the U.S. quit their jobs. Mr. Buffington explained that he was showing where the labor market is at and the challenges that THD has as an organization. THD retention rates were shared from 2016 to 2023 to show who is leaving based on age and average seniority in years. The total number of new hires from 2017 to 2023 and the data reflected shows that the agency is growing. The data of new hire resignations was shared in terms of less than, one to two years, and 2 to 3 years. Mr. Buffington advised that they are currently implementing the recommendations received from PHWINS, in order to see changes by improving the hiring system, reduce students' debt, conduct supervisory trainings, recruitment pathways, mentorship programs, and to monitor workforce trends.

### Lakicia Cooper

Ms. Cooper shared a snapshot of how the recruiting system was when she first stared verses where it is now. The HR team did not have a central hub to house new applicants' information. A new system called NEOGOV has now been implemented where resumes and applications are housed, and managers have access to the system.  Before NEOGOV, there was not an efficient way to track data for new applicants but now with the new system they can track the source of applicants, hires, and demographics. The communication with hiring managers and recruiting was a bit transactional before and Ms. Cooper feels that the relationship should be a true partnership which consists of touchpoints and more autonomy. Ms. Cooper shared how managers can now access NEOGOV to view the applicants that have applied, and their resumes without the recruiter. Managers can also see the number of applicants in each stage of the hiring process and can transition them through each hiring stage. The rejected applicants can be sent an email directly from the hiring manager. The source as to where the

applications are being received is now tracked and analyzed. Initiatives to reduce the time between applying and hiring has been reduced significantly by allowing the manager to use the NEOGOV system. The recruiting team is also using internship programs as a pipeline to fill future roles as well as referrals from current employees for hard to fill positions. The recruiting team is in the final stages of partnering with LinkedIn. The path forward remains open to more improvements of current processes, systems, and the team will continue to track and use data for future decisions.

### De Harris

Ms. Harris shared that she wanted to focus on employee experience and what that looks like for the onboarding experience. Ms. Harris explained to the Board of Health that the current onboarding experience and the significance of the onboarding process cannot be overstated. A well-designed onboarding experience is pivotal in shaping employee experience. It serves as a foundation for job satisfaction, fostering engagement and commitment and ultimately influencing job performance. THD will now provide a structured onboarding process that includes clear communication, comprehensive training, mentorship, and opportunities for new hires to acclimate to the company culture. This proactive approach contributes to a positive employee experience and sets the foundation for long-term success within the organization. A well-designed onboarding process is crucial for setting the tone for an employee's experience and ensuring their successful integration into the organization. New employees need to feel a sense of belonging. They must be welcomed, informed, and well-prepared to do their best in their job roles. Creating multiple touchpoints beyond the onboarding process is crucial for ensuring a comprehensive and engaging experience for new hires. Crafting survey questions is a delicate yet strategic process to extract pertinent feedback to drive evolution and improvement. Stay interviews are a proactive and strategic way to retain talent, improve employee satisfaction, and create a workplace culture that fosters long-term commitment. The objective is to create a workplace environment where workers feel valued as people and not just workers. By incorporating these elements, we can ensure that new hires receive well-rounded training on their first day at THD, thus fostering their confidence and efficiency in their respective job roles. Onboarding is an opportunity to help new employees connect to the agency more meaningfully and learn about where they fit in and what they can do to achieve optimal performance. With these goals and objectives, onboarding is an opportunity to engage new hires in the work environment rather than completing the required paperwork. Taking the time to create and implement a strategic onboarding process leads to higher engagement, reduced turnover, and a more successful business. Developing clear objectives and goals for onboarding is essential to ensure a smooth integration of new hires.

Familiarization with company culture introducing new hires to the organization's values, mission, and culture to ensure employees understand and align with the company's cultural norms and expectations. Understanding job responsibilities communicating the roles, responsibilities, and expectations for each position. Ensuring that new hires comprehensively understand their job functions and how they contribute to the organization. Integration with teams and colleagues facilitating networking and relationship-building among new hires and existing team members to foster a sense of belonging and collaboration within the organization. Introduction to policies and procedures. Educating the new employees on organizational policies, procedures, and compliance requirements ensuring employees know and adhere to company guidelines and standards. Skills development and training providing necessary training and development opportunities to enhance job-related skills equipping the new hires with the skills and knowledge needed to excel in their roles. Technology and tools familiarization introducing new employees to the technology and tools they will use in their daily tasks ensuring employees are comfortable and proficient with the necessary tools for their roles. Introduction to organizational structure providing an overview of the organizational structure, key departments, and reporting relationships. This helps new hires understand how the organization is structured and how their role fits into the larger picture. Feedback and evaluation establishing a system for ongoing feedback and evaluation during onboarding. The gathering of insights to improve the onboarding experience and address concerns or questions continually. Moving beyond foundational concepts and delving into the practical application and transformation of

leadership behavior is crucial for effective leadership development. By emphasizing practical strategies, we facilitate the transformation of leadership behavior from theoretical concepts to actionable practices that positively influence teams and contribute to real success. Key impacts associated with practical new leaders' training and coaching accelerating the onboarding with a well-designed training expedites the onboarding process for new leaders. They quickly become familiar with the organization's operational processes and management paperwork procedures, allowing a smoother integration into their roles. Enhanced leadership competencies with new leaders' training focuses on developing essential leadership competencies. This includes communication, decision-making, conflict resolution, and strategic thinking, contributing to the leader's effectiveness. Increased confidence focusing on training instills confidence in new leaders by equipping them with the knowledge and skills needed to navigate their responsibilities successfully. Confidence is crucial for decision-making and inspiring trust among team members. Improved employee engagement providing practical leadership training and coaching stresses the importance of employee engagement. New leaders who understand how to motivate and engage their teams contribute to higher job satisfaction and productivity levels. Reduced turnover with proper training allows leaders to create positive working environments, understand team dynamics, and effectively address challenges. This, in turn, contributes to lower turnover rates as employees feel supported and valued. Enhanced team performance by training leaders in team dynamics and collaboration can foster a high-performance team culture. They are better equipped to leverage individual strengths, manage conflicts, and promote a positive team environment. Adaptability and change management by providing training to new Leaders' and coaching adaptability and change management skills. Leaders learn to navigate and lead their teams through periods of change, ensuring a smoother transition and minimizing disruptions. Effective communication is a cornerstone of effective leadership. Training helps new leaders hone their communication skills, ensuring clear, transparent messages resonate with team members. Measurable impact on key metrics by well implemented training programs are designed with measurable outcomes in mind. The impact of new leader training can be assessed through key performance indicators, employee satisfaction surveys, and other relevant metrics.

### Jenny Woods

Ms. Woods said training is relevant and allows employees to be more effective in their jobs. Training at THD is offered in-person and remotely because there is a portion of employees who work remotely. A robust experience is being given regardless of work location. As a pre-requisite eLearning will be used for advance in-person learning. The initiative for 2024 is to work on soft skills such as communication, teamwork, complex management, and emotional intelligence. Ms. Woods shared a training effort for retention that she recently completed with Food Protection Services. Previously, the employees in Food Protection Services were responsible to keep their own records for completed required trainings but now with the implementation of a new system called THD University, these required trainings can be tracked and completed. Ms. Woods shared that she has developed a monthly quick training service series called Faster in Five. The Faster in Five series consists of short training videos created to provide software applications and THD system tips and tricks to help staff become more efficient in their day-to-day job roles. Several programs within THD have reached out and voiced a desire to have some customized trainings about specific topics. The goal is to continue to assess the training needs, making sure the provided trainings are useful and relevant. Developing the trainings in a timely manner allows all employees to continue to learn and feel supported.

### 5) Action Item – Tulsa Food Advisory Council Appointment of Nicole Wakeham – Adam Austin

Adam Austin informed the Board of Health that the Food Protection Services has a Tulsa Food Advisory Council that meets quarterly. There was a recent retirement and Nicole Wakeham was recommended to be part of the Council.  A motion was made by Dr. Ann Paul and seconded by Ms. Krystal Reyes. ***The recommendation for Nicole Wakeham to be part of the Tulsa Food Advisory Council was approved:***

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

### 6) Current Business – Voting Item – 2024 Tulsa Board of Health Meeting Schedule

Mike Stout entertained a motion to approve the proposed meeting schedule for the Board of Health for 2024. A motion was made by Ms. Aimee Boyer, J.D., CFP and seconded by Dr. Regina Lewis. ***The proposed Board of Health Meeting dates for 2024 were approved:***

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

### 7) Announcements – Dr. Mike Stout

**The Next Board Meeting** is Wednesday, January 17th at 6:00pm at the James O. Goodwin Health Center in Room 200.

### 8) Adjournment

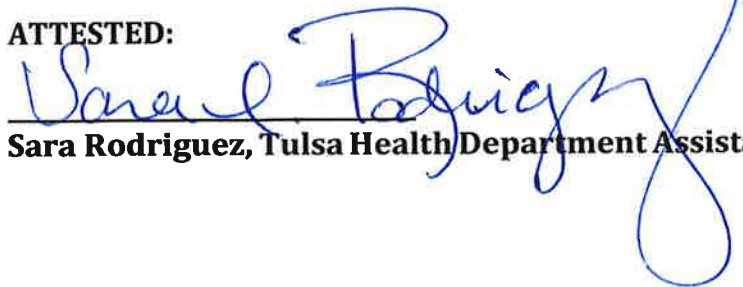The meeting adjourned at 8:03 pm.

**APPROVED:**

Mike Stout, PhD, Board of Health Chair

**ATTESTED:**

Sara Rodriguez, Tulsa Health Department Assistant