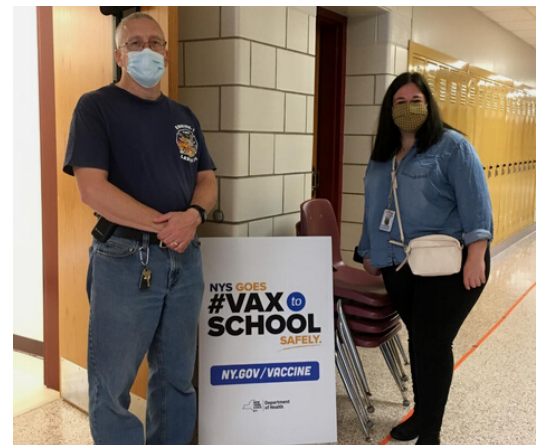




**County Health Officials of New York**  
 Leading the way to healthier communities

# ANNUAL REPORT

**2021**



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### PICTURED ON FRONT COVER (CLOCKWISE)

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Broome County Vax to School Program; Erie County Mobile Medical Unit; Tompkins County COVID-19 Vaccine Clinic; Dr. Lawrence Eisenstein, Nassau County, at a COVID-19 Vaccine POD; Dr. Elizabeth Whalen, Albany County, at a COVID-19 Vaccine POD

# OUR VALUES

## COLLABORATION



Working together with others to promote excellence in public health through the exchange of ideas, programs and policies.

## INTEGRITY



Ensuring transparent, ethical and accountable performance.

## RESPECT



Showing regard for self and others and maintaining an environment of teamwork, growth and enhancement.

## COMMITMENT



Building passion and shared responsibility to achieve our goals.

## LEADERSHIP



Developing and exemplifying the courage to set a course of action and shape the future of public health.

## EMPOWERMENT



Leveraging our knowledge and experience to achieve success with special emphasis on health equity and health in policy framework.

## OUR MISSION



NYSACHO is recognized as the collective voice of local health departments, leading policy, education, and advocacy to create healthy and safe communities in New York State.

## OUR VISION



NYSACHO supports, advocates for, and empowers local health departments in their work to promote health and wellness and prevent disease, disability and injury throughout New York State.



# EXECUTIVE LETTER



**Indu Gupta, MD, MPH, MA, FACP**  
*President, Commissioner*

2021 was a year of forging community partnerships, ensuring health equity and educating lawmakers, community stakeholders and the public, of the vital role local health departments play in emergency preparedness planning. At the onset of the new year, many were hopeful that FDA approval of COVID-19 vaccines would bring a foreseeable end to the pandemic as well as social distancing and gathering restrictions. At the same time, our members were awaiting space to fully focus on provision of core public health services they are responsible for providing to communities. The delta and omicron variants, however, had other plans for everyone, and local health departments persisted in their mission to increase vaccination rates by educating communities on the benefits of vaccination while at the same time countering misinformation; holding mass points of dispensing (PODs); organizing special vaccination clinics to ensure equity and advocating for open eligibility of various populations to receive vaccine.



**Sarah Ravenhall, MHA, CHES**  
*Executive Director*

During the year, the New York State Association of County Health Officials (NYSACHO) worked diligently to inform the Executive Chamber, Legislature and public of our unparalleled experience and decades of training in distributing medical counter measures and leading emergency response operations within communities. Our association's unrelenting advocacy resulted in the State amending their plans for vaccination rollout to include local health departments in vaccine distribution, expansion of access to vaccine for the homebound population, migrant farm workers and others living in congregate settings and eliminating fines and penalties around vaccine wastage for vaccine providers.

In the fall of 2021, we welcomed Governor Kathy Hochul and Commissioner Mary T. Bassett to their leadership roles within New York State and spent a considerable amount of time relationship building. During this time, local health departments were being visually recognized by the Governor and members of the State Legislature for their incredible dedication and hard work but concurrently, they were also facing threats from the public due to policies around masking, social distancing and vaccine requirements. NYSACHO is proud to stand in solidarity with the public health workforce which has been through immense challenge and scrutiny during this time, to highlight their proud moments, celebrate successes and defend them against threats to public health workers. In October 2021, County Health Officials met for the first time in person since January 2020, to reflect, celebrate and revitalize after a long period of virtual meetings.

While we continue to face challenges around attacks on public health measures, new virus variants, workforce shortages and cyclical "boom and bust" funding, NYSACHO will continue to hold a prominent role as leader in New York State, serving as the eyes and ears for its members and working with others to reshape the landscape of funding for core public health work. NYSACHO, its board directors and members remain committed to renewed funding for public health and looks forward to new opportunities to collaborate and learn from one another in 2022.

Thank you, local health department leaders, for your dedication to public health and your perseverance to guide your communities with a steady hand during this challenging time.

A handwritten signature in black ink that reads "Indu Gupta".

A handwritten signature in black ink that reads "Sarah M. Ravenhall".

# BOARD OF DIRECTORS

## 2021-2022

### President



**Dr. Indu Gupta**  
Commissioner of Health  
Onondaga County

### Vice President/Treasurer



**Nancy McGraw**  
Public Health Director  
Sullivan County

### Immediate Past President



**Dr. Kevin D. Watkins**  
Public Health Director  
Cattaraugus County



**Paul Pettit**  
Public Health Director  
Genesee and Orleans Counties



**Heidi Bond**  
Director of Public Health/  
Director of Patient Services  
Otsego County



**Dr. Irina Gelman**  
Commissioner of Health  
Orange County



**Sami Jarrah**  
CFO/ Deputy Commissioner  
New York City



**Dr. Carol Smith**  
Commissioner of Health  
and Mental Health  
Ulster County



**Dr. Michael Mendoza**  
Commissioner of Public Health  
Monroe County



**Dr. Amy Gildemeister**  
Director of Public Health  
Schoharie County



**Linda Beers**  
Public Health Director/ Director of  
Services for Children with Disabilities  
Essex County



**Christine Schuyler**  
Public Health Director/  
Social Services Commissioner  
Chautauqua County



**Dr. Patricia Schnabel Ruppert**  
Commissioner of Health/  
Medical Director  
Rockland County



# LEADING PUBLIC HEALTH POLICY & ADVOCACY

# 414

## BILLS TRACKED

Local health departments play an essential role in ensuring the success and longevity of New York's public health system. To expand, fortify, and sustain the statewide public health system, it is critical that the role of each local health department be recognized as such. Ensuring the availability of robust, flexible funding to local public health programs, as well as the State obtaining local perspective and then issuing clear directives on guidance will allow counties to continue to successfully mitigate health threats and protect their citizens.

# 15

## BILLS CHAPTERED

COVID-19 has served as a crucial reminder to policy makers that robust public health responses, require commensurate funding and resources. For local health departments to continue providing emergency response, local public health must be prioritized by the New York State legislature in both funding and policy. Response includes vaccinating people against COVID-19, which will continue to have surges with new variants appearing, and preparing for future public health emergencies, as well as resuming other lifesaving, critical core public health services as the threat of COVID wanes.

In 2021, the pandemic trajectory hit a turning point, as New York's COVID-19 Vaccine Program began distributing and administering life-saving vaccines to the public, initially with limited supply and eventually with vaccines and boosters becoming widely available.



*Pictured: Sarah Ravenhall, NYSACHO, & Ryan Gregoire, NYSAC, attend a legislative forum.*



*Pictured: Dr. Indu Gupta, Onondaga County, at a press conference.*



*Pictured: Sarah Ravenhall, NYSACHO, prepares to give testimony.*

Throughout this time, NYSACHO continued to advocate for changes that would benefit the health of all New Yorkers, while enabling local health departments to increase their capacity for COVID-19 response efforts.

### **NYSACHO's 2021 advocacy efforts included:**

- **Raising the visibility and profile of local health departments** in their role as lead health strategists and vaccinators for their communities.
- **Promoting equity in vaccine distribution** between hospitals, providers, and local health departments, as well as between urban and rural counties.

- *Procuring increased resources for local public health*, including for core public health services, dealing with the unintended consequences of the pandemic, and educating communities on what services local health departments provide.
- *Obtaining clear and consistent state guidance* that takes into account local health department needs and capacity.

In 2021, New York welcomed a new Governor and Commissioner of Health, and NYSACHO committed to continued development of an open and collaborative relationship with both New York State Department of Health (NYSDOH) leadership and the Executive Branch. As a result of NYSACHO's outreach, New York State Commissioner of Health, Dr. Mary T. Bassett attended a NYSACHO membership meeting and engaged in a dialogue with local health department commissioners and directors. NYSACHO's collaboration with and outreach to NYSDOH leadership also resulted in successfully campaigning for transparent and open data sharing between the State and localities. NYSACHO leadership also regularly engaged with key staff on the Governor's health team regarding both COVID and non-COVID priorities.

NYSACHO's continued collaborative relationship with NYSAC has been incredibly meaningful and we are grateful to Stephen Acquario, Executive Director, and the brilliant staff members at NYSAC who have been in constant communication with our team on a wide variety of policy issues over the past year.

Furthermore, NYSACHO engaged policymakers on key legislative priorities and educated them about the critical role of local health departments in pandemic response, as well as drafting and proposing amendments to legislation that would further NYSACHO members' goals. In the fall of 2021, NYSACHO developed and met with stakeholders to begin promotion of the [Public Health Reinvestment and Emergency Pandemic Adaptability, Readiness and Efficiency \(PREPARE\) act](#). This proposal would become NYSACHO's key budget request to the State approaching the 2022-2023 State Fiscal Year budget.

In 2021, NYSACHO also began building a relationship with the newly established Office of Cannabis Management to ensure the local public health perspective is considered during implementation of legalized adult-use cannabis sales.

Finally, NYSACHO worked to raise public visibility around the work of local health departments by increasing media outreach to raise critical public health concerns and provide the local health department perspective regarding State policy actions.

## 2021 ADVOCACY SUCCESSSES INCLUDED

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- ✓ Passage of Covered Lives legislation to address third party reimbursement for Early Intervention services
- ✓ Drafted and successfully negotiated amendments to legislation that would increase the civil penalty ceiling for public health violations
- ✓ Successfully negotiated to improve 2021 legislation prohibiting the use of pesticides at children's camps
- ✓ Successfully negotiated to amend legislation related to background checks of employees at single purpose day camps
- ✓ Successfully introduced bill language to strengthen third party reimbursement for rabies post-exposure prophylaxis
- ✓ Provided testimony before the legislature on the State Budget, Lead Poisoning Prevention, Drinking Water Quality, Opioid Prevention Activities, and needs of local health departments and the public health workforce
- ✓ Increased engagement with Executive Chamber leadership on a variety of public health issues, both COVID-19 and non COVID-19 related
- ✓ Continued building partnerships with outside organizations to further support for local public health infrastructure funding, immunizations, and lead poisoning prevention



# PROGRAM SNAPSHOT

In 2021, NYSACHO continued offering COVID-19 related technical assistance and trainings to members, with a focus on vaccine administration and equity, as well as ongoing pandemic response. In the early days of vaccine distribution, when supply was often limited, NYSACHO staff helped coordinate vaccine ordering and redistribution between the NYSDOH and local health departments. After requesting data transparency from the State, NYSACHO staff was able to provide local health departments with weekly vaccine provider enrollment and ordering data for their counties. Once the initial vaccine campaign was slowing down, booster doses began to be recommended for various populations, leading NYSACHO to coordinate regional meetings between the NYSDOH and local health departments to discuss planning considerations.

To celebrate the accomplishments of local health departments during the COVID-19 pandemic NYSACHO assisted with the development and submission of three National Association of City and County Health Officials (NACCHO) Innovative Practice Awards. All three counties' models were accepted, and in addition 4 other New York State local health departments were recognized for their working during COVID-19.

#### **Awardees included:**

- Adapting in a Time of Crisis: A New Style of Providing Technical Assistance (*NYC Department of Health and Mental Hygiene*)
- Mobile COVID-19 Rapid Testing Site (*Broome County Health Department*)
- Collaboration to Advance Mobile COVID-19 Testing in Underserved Communities (*Albany County Department of Health*)
- COVID-19 Master Workforce Tracking System (*Nassau County Department of Health*)
- Naloxone Now- Free Contactless Delivery of Narcan (*Rensselaer County Health Department*)
- Phone Bank to Promote Health Equity in the Pandemic Response in a Rural County (*Oswego County Health Department*)
- SARS-CoV2 Early Warning Surveillance Platform (*SARS2-EWSP*) (*Madison County Department of Health*)

To bring further awareness to the work of local health departments during the pandemic, NYSACHO, in coordination with the Region 2 Public Health Training Center (Region 2 PHTC), published an [In-Progress Review \(IPR\)](#) in March 2021. This IPR identified local health department successes and lessons learned during the early months of the pandemic. Results from the IPR were also disseminated in a manuscript published in the [Journal of Public Health Management and Practice](#) and presented by NYSACHO staff at the NACCHO 360 Conference. In Summer of 2021, NYSACHO began work on an addendum to the IPR, with a focus on local health department COVID-19 vaccination efforts.



*Pictured: Putnam County COVID-19 Vaccine Clinic*



*Pictured: Orange County COVID-19 Vaccine Clinic*



*Pictured: Jefferson County Flu Vaccine POD*



NYSACHO also advanced our innovative and responsive public health framework to ensure a coordinated and appropriate public health response to the pandemic between the NYSDOH, Executive Branch, and localities:

- **Continued weekly situational update calls with local health departments** where NYSDOH staff provided updates and responded to questions regarding local pandemic response activities. Responding to member needs and capacity, NYSACHO paused these calls as COVID-19 response activities decreased, and localities returned to focusing on non-COVID priorities. NYSACHO continued other communications strategies to keep local health departments up to date and informed of all COVID-19 guidance and directives from the State.
- **Continued an innovative Q&A process** where NYSACHO staff compile COVID-19 related questions from local health departments and collect answers from a NYSDOH director-level representative in a weekly call. Topics discussed in 2021 included school guidance, high risk sports, mask guidelines, ELC funding, Public Health Corps Fellows, and Test-to-Stay. During these calls, NYSACHO leadership were able to raise local concerns and discuss future ways to collaborate with the NYSDOH.
- **Monitored new laws, regulations, executive orders, guidance, and other information changes** with the potential to impact local governments and health departments, with subsequent communication and technical assistance to county health officials and partner organizations.
- **Identified and fostered partnerships** that enhance our collective mission to promote and protect community health during the pandemic.
- **Held weekly/bi-monthly members only Zoom meetings** where local health department leaders were able to discuss challenges, share best practices, and vote on organizational positions.



*Pictured: Promoting Broome County Cancer Services Program*



*Pictured: Erie County Department of Health Staff Promote PREP Awareness Week*



*Pictured: Sullivan County BOCES COVID-19 Vaccine Clinic*

In addition to continuing COVID-19 related technical assistance to local health departments, NYSACHO also planned multiple public health conferences which offered members the opportunity for continuing education and networking. In April 2021, NYSACHO and partners, including the NYS Public Health Foundation, NYS Association for Rural Health, and the NYS Conference on Environmental Health Directors, collaborated on the Public Health Partnership Virtual Conference. This conference featured a range of presentations focused on COVID-19, including a panel about COVID-19 response featuring county health officials, and other emerging issues impacting the health of New Yorkers, such as opioids, wastewater surveillance, food access, and e-cigarette use.

In October 2021, NYSACHO held our first in-person membership meeting since the beginning of the pandemic. The Public Health Leaders' Summit featured presentations focused on COVID-19, with a particular emphasis on health equity, including a panel featuring three local health department directors and commissioners. Other presentations included Adult Use Cannabis Policy in New York State and Addressing Misinformation and Messaging to Reach the Unvaccinated.

# KEY SUCCESSES BY OTHER PROGRAM AREAS\*

## ENVIRONMENTAL HEALTH

- Hosted *Migrant Farm Worker Housing: Public Health Law Amendment Implementation Guidance* webinar
- Hosted *COVID-19 and School Indoor Air Quality* webinar
- Responded to 62 environmental health related technical assistance requests
- Provided remote access to the *Conference of Environmental Health Directors Fall Technical Session and Business Meeting* for environmental health directors unable to travel to participate in-person

## IMMUNIZATION

- Developed and launched the *Back to School, Safely* campaign with a new ad campaign and toolkit, containing social media posts, family outreach materials, and office rack cards for download
- Virtual Statewide Immunization Lunch and Learn Series on Risk Communication and Understanding COVID-19 Vaccine Hesitancy in Communities of Color
- Organized and hosted a two-day *Statewide Adult Immunization Coalition Meeting* for adult -immunization providers in partnership with the University at Albany School of Public Health
  - Provided continuing education credits to approximately 343 participants
- Provided IQIP training for Immunization Action Plan staff in partnership with NYSDOH Bureau of Immunization
- Updated the online *School Nurse Toolkit*
- Printed and disseminated 1,000+ copies of both the 2021 Adult Immunization Schedule and 2021 Pediatric Immunization Schedule to local health departments
- Advanced the goals and reach of the Campaign to ImmuNYze all New Yorkers, the Let's Get Immunized NY Campaign, and the New York State HPV Coalition
- Provided monthly immunization social media posts highlighting public health observances to local health department immunization coordinators and health educators

## PUBLIC HEALTH EMERGENCY PREPAREDNESS

- Hosted annual *PHEP Contract Deliverable Overview* meeting with NYSDOH Office of Health Emergency Management
- Attended quarterly Health Emergency Preparedness Coalition (HEPC) meetings

## EARLY INTERVENTION

- Hosted an EI Hub LMS Demo for county early intervention officials
- Organized and hosted *The Importance of Storytelling in Family Engagement and Collaboration* with Bethany Van Delft Moffi (Comedian, Storyteller, & Parent Advocate)
- Collected questions for a FAQ related to IFSPs, make-up visits, and group services
- Assisted with distribution and collection of a NYSDOH Bureau of Early Intervention Survey on Family Directed Assessments

## REGION 2 PUBLIC HEALTH TRAINING CENTER

- Participated in 12 Community-Based Training/Technical Assistance Coordinator calls
- Participated in 12 Region 2 PHTC Steering Committee calls
- Developed marketing plan to promote available educational opportunities available local health departments
- Organized *Change Management: Recovery, Reopening, Reinvention, and Re-energizing the Public Health Workforce* webinar with Emil Sadlock
- Developed and initiated a Local Health Department Workforce Enumeration Study

## OTHER PROGRAM HIGHLIGHTS

- Hosted *New York State Public Health Corps Overview* for local health departments
- Hosted *Year 9 Local Health Department Performance Initiative Technical Assistance* webinar

## COMMUNICATIONS SNAPSHOT



332 Social Media Posts



27 Press Releases



1000+ Technical Assistance Requests



51 Newsletters

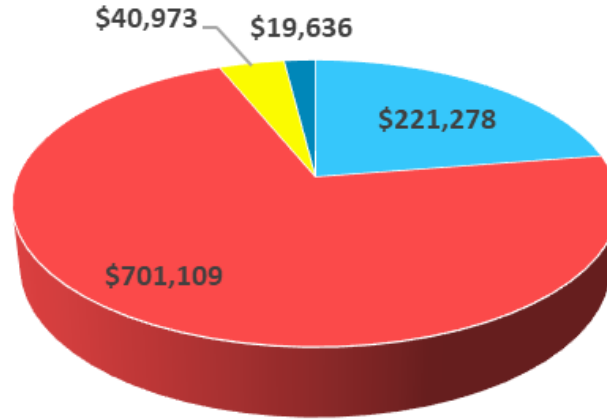
\*Select NYSACHO activities are funded in part by contracts secured from the New York State Department of Health and Columbia University Region 2 Public Health Training Center.

# FINANCIAL REPORT

## NYSACHO Revenue Sources

Fiscal Year Ending December 31, 2021

**TOTAL**  
**\$982,996**

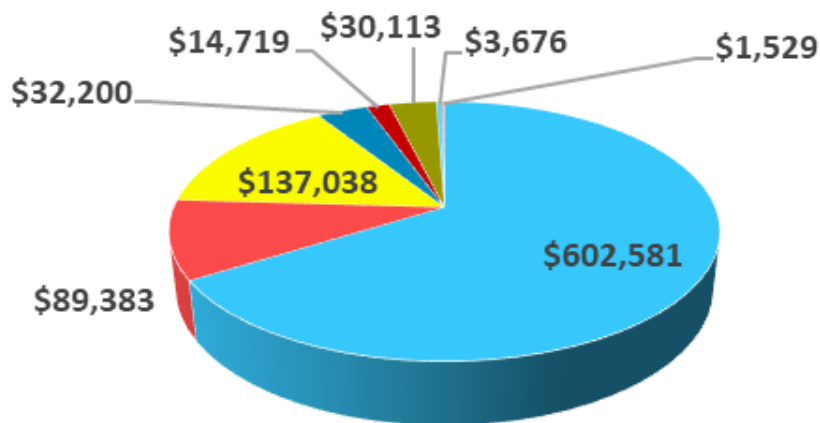


- Membership Dues
- Contract and Grant Income
- Investment Returns
- Other Income

## NYSACHO Expenditures

Fiscal Year Ending December 31, 2021

**TOTAL**  
**\$911,239**



- Meetings, Conferences, Trainings
- Personnel: Salaries, Payroll, Taxes, Benefits
- Rent
- Consultants: Lobbyist, Communications, Speakers, Etc.
- Office Supplies and Related Expenses
- Staff Travel to Programs and Conferences
- Depreciation/Misc.
- Insurance



# NYSACHO Cash Flows

Fiscal Year Ending December 31, 2021



- Cash Flows from Change in Unrestricted Net Assets \$71,757
- Depreciation \$292
- Unrealized (Gain) Loss on Investments \$(22,967)
- Grants Receivable (-145,485)
- Prepaid Expenses (\$-271)
- Accounts Payable (\$-7,538)
- Accrued Payroll \$7,665
- Unearned Revenue \$(-6,205)
- Purchase of Investments \$(-17,588)

# NYSACHO Current Assets

Fiscal Year Ending December 31, 2021

- Cash \$83,353
- Prepaid Expenses \$984
- Office Equipment, Net \$186
- Grants Receivable \$249,250
- Investments \$247,926
- Right-of-Use Asset \$159,523



# NYSACHO Cash Liabilities

Fiscal Year Ending December 31, 2021



- Current Portion of Lease \$34,833
- Accounts Payable \$10,385
- Unearned Revenue \$51,791
- Lease Payable, Net of Current Portion \$124,690
- SBA Loan Payable \$0
- Accrued Payroll \$47,286
- Net Assets w/o Donor Restriction \$472,234