

# Health Department

## Mission

Protect, promote, and improve health and quality of life for all in the community.

## Connection to the Countywide Strategic Plan

The Fairfax County Board of Supervisors adopted the first-ever Countywide Strategic Plan on October 5, 2021. The Countywide Strategic Plan serves as a road map to help guide future work, focusing on the 10 Community Outcome Areas that represent the issues of greatest importance to the community, and uses our One Fairfax equity policy to invest in people and places that have limited access to opportunity. On February 20, 2024, the second Annual Report on the work of the strategic plan was released to the public. The report contains point-in-time progress highlights for each of the community outcome areas, plus three data dashboards and data stories that are being replicated across all of the outcome areas, and a number of additional initiatives to embed the elements of the plan within department-level work. The report also includes a Year Three Implementation Model, which will engage hundreds of County subject-matter experts to identify and champion the specific strategies that will move forward to implementation under the guidance of the Board of Supervisors. For more information on the Countywide Strategic Plan, please visit [www.fairfaxcounty.gov/strategicplan](http://www.fairfaxcounty.gov/strategicplan). The Health Department primarily supports the following Community Outcome Areas:



Community Outcome Area	Vision Statement
<b>Effective and Efficient Government</b>	<i>All people trust that their government responsibly manages resources, is responsive to their needs, provides exceptional services and equitably represents them.</i>
<b>Environment and Energy</b>	<i>All people live in a healthy sustainable environment.</i>
<b>Healthy Communities</b>	<i>All people can attain their highest level of health and well-being.</i>
<b>Lifelong Education and Learning</b>	<i>All people at every stage of life are taking advantage of inclusive, responsive and accessible learning opportunities that enable them to grow, prosper and thrive.</i>
<b>Safety and Security</b>	<i>All people feel safe at home, school, work and in the community.</i>

## Focus

The Fairfax County Health Department (FCHD) has five core functions: 1) preventing epidemics and the spread of disease; 2) protecting the public against environmental hazards; 3) promoting and encouraging healthy behaviors; 4) assuring the quality and accessibility of health services; and 5) responding to disasters and assisting communities in recovery. These core functions are integral to the FCHD implementation of the 10 Essential Public Health Services, which define public health and

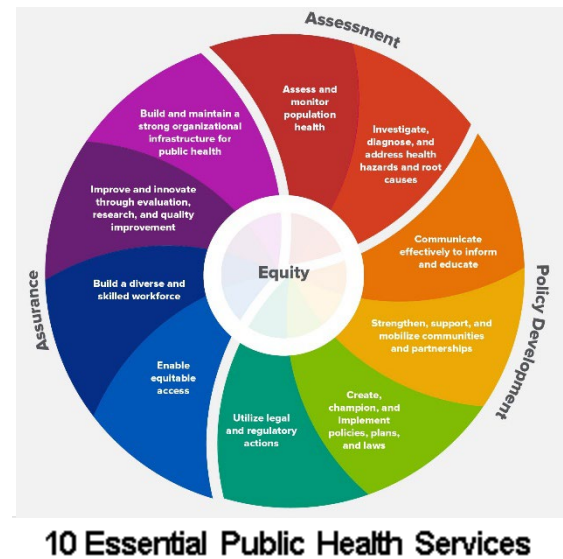
serve as the framework for quality and performance improvement initiatives nationwide including achieving accreditation by the Public Health Accreditation Board (PHAB).

FCHD achieved initial accreditation in 2016, having met PHAB's national standards for high-quality public health services, leadership, and performance management. The department completed the reaccreditation process in FY 2024, attaining accredited status for another five years.

## Core Functions

### **Preventing Epidemics and the Spread of Disease**

Communicable disease surveillance, prevention, and control are core public health activities, accomplished by a diverse team of staff across several divisions. Methods used to control the spread of communicable disease include testing and/or treating those exposed; immunizing whenever possible; improving infection control at health facilities; supporting social distancing between persons with a communicable disease and those who are well; identifying and decreasing high-risk behaviors or exposures; and preventing further spread through public education.



### **Protecting the Public against Environmental Hazards**

Compliance with environmental health regulations is promoted through routine inspections, outreach activities, and education on healthy practices in the regulated community. Environmental Health Services also conducts complaint investigations, which provide opportunities to identify and correct potentially risky situations or behaviors that can adversely affect public health. Laboratory testing data is fundamental to the early identification and remediation of environmental health hazards within the community. The FCHD Laboratory offers a wide range of environmental testing services, including rabies testing in animals, as well as bacterial and chemical testing of drinking water and stream water.

### **Promoting and Encouraging Healthy Behaviors**

Health promotion is integrated across multiple divisions, including Community Health Development, Emergency Preparedness and Response, Health Services, and School Health. Community Health Workers and formal and/or informal partnerships with community organizations have emerged as an effective strategy for promoting health, especially within communities impacted by health inequities. Outreach strategies are informed by community champions and designed and delivered to reach the whole community, but intentional efforts are also implemented for targeted populations and for harder to reach residents with language barriers or higher health risks.

### **Assuring the Quality and Accessibility of Health Services**

Access to health services is vital to keeping communities healthy and strong. Linking people to needed personal health services and ensuring the provision of healthcare when otherwise unavailable is essential for equitable access. The FCHD Family Assistance Workers, Outreach Workers, and Public Health Nurses connect individuals with healthcare services available from other County agencies, Federally Qualified Health Centers, hospital-sponsored clinics, and other providers. Access to prenatal care services for uninsured and underinsured women continues

through a partnership between the FCHD and the Inova Cares Clinic for Women. The FCHD remains the entry point for pregnancy testing and prenatal care and provides a Public Health Assessment visit to all pregnant women needing services.

The department also directly supports the integration of primary and behavioral healthcare. For example, in the Sexually Transmitted Infections (STI) Clinics, public health nurses conduct a behavioral health screening as well as provide brief intervention and referral to treatment for clients who screen positive for substance use, depression, intimate partner violence, and/or tobacco use. In addition, the Maternal and Child Health home visiting and case management programs seek to engage prenatal women with substance use disorders. The department is exploring options to increase the expertise needed to more effectively collaborate with service providers to increase the number of women referred and to better improve health outcomes for this high-risk population.

### **Responding to Disasters and Assisting Communities in Recovery**

The capacity to detect potential public health threats, quickly mobilize a response, and sustain emergency response operations are critical aspects of protecting the health of the public. The Office of Emergency Preparedness and Response (EP&R) prepares staff, Medical Reserve Corp volunteers, the community, and other partners to prepare for, respond to, recover from, and mitigate public health emergencies. It is also charged with coordinating these efforts among local, regional, and federal public and non-profit partners.

### **Improving Organizational Capacity to Fulfill the Evolving Role of Public Health**

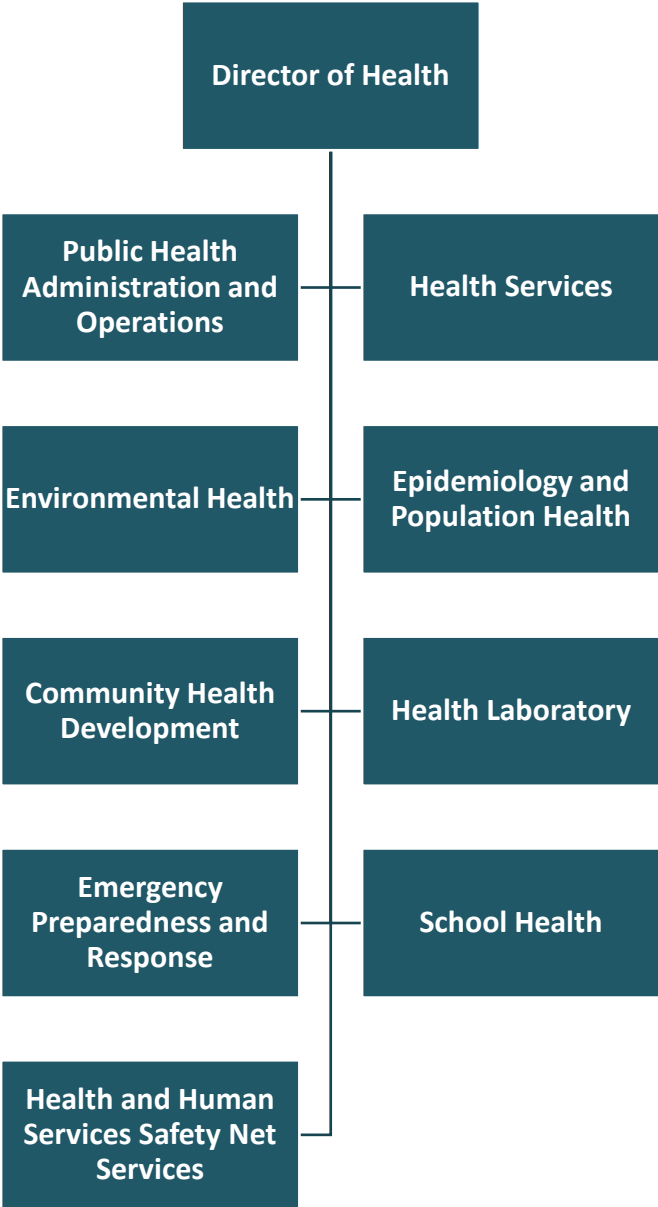
The Health Department adopted a new strategic plan in FY 2023, designed to incorporate lessons learned from the COVID-19 pandemic; address the challenge of securing and retaining resources for ongoing activities that are critical to the community; and seizing opportunities to leverage community assets and other resources to reorient the department towards population-based programs focusing on disease prevention and health promotion.

Given the unprecedented climate of transformation and increasing complexity of public health challenges, a primary focus for the FCHD leadership is developing critical foundational capabilities within the workforce. Organizational support must be equally transformed and informed by improved business processes, 21<sup>st</sup> century information systems, data analytics, and data visualizations effective at communicating complex public health data. This focus on workforce and organizational infrastructure is intended to develop the flexibility required to meet traditional as well as changing public health needs.

### **Relationship with Boards, Authorities and Commissions**

The FCHD works closely with and supports the Health Care Advisory Board (HCAB), created in 1973, to assist the Fairfax County Board of Supervisors in the development of health policy for the County and to advise the Board of Supervisors on health and health-related issues that may be expected to impact County residents. Additional information on HCAB can be found on the County website: [Health Care Advisory Board General Scope of Work | Health \(fairfaxcounty.gov\)](#).

**Organizational  
Chart**



**Budget and Staff Resources**

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>FUNDING</b>					
<b>Expenditures:</b>					
Personnel Services	\$48,819,008	\$67,325,767	\$65,852,021	\$69,708,121	\$69,708,121
Operating Expenses	24,269,693	20,564,683	26,166,115	21,094,025	21,088,908
Capital Equipment	497,368	0	222,229	0	0
<b>Total Expenditures</b>	<b>\$73,586,069</b>	<b>\$87,890,450</b>	<b>\$92,240,365</b>	<b>\$90,802,146</b>	<b>\$90,797,029</b>
<b>Income:</b>					
Nursing Home Pre-Screening Admission Fee	\$459,505	\$458,879	\$458,879	\$458,879	\$458,879
City of Fairfax Contract	2,144,047	2,111,580	2,111,580	2,631,216	2,631,216
Falls Church Health Department	428,774	381,932	428,774	574,679	574,679
State Reimbursement - Health Department	10,178,444	10,622,909	10,622,909	10,622,909	10,943,625
Recovered Costs - Health Department	4,948	0	0	0	0
Reimbursement - School Health	6,407,588	5,529,099	6,407,588	6,407,588	6,407,588
Licenses, Permits, Fees	2,724,128	2,886,992	2,801,210	2,870,162	2,870,162
<b>Total Income</b>	<b>\$22,347,434</b>	<b>\$21,991,391</b>	<b>\$22,830,940</b>	<b>\$23,565,433</b>	<b>\$23,886,149</b>
<b>NET COST TO THE COUNTY</b>	<b>\$51,238,635</b>	<b>\$65,899,059</b>	<b>\$69,409,425</b>	<b>\$67,236,713</b>	<b>\$66,910,880</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	863 / 789.96	862 / 788.96	862 / 788.96	859 / 785.96	859 / 785.96

This department has 55/55.0 FTE Grant Positions in Fund 50000, Federal-State Grants.

**FY 2025 Funding Adjustments**

*The following funding adjustments from the FY 2024 Adopted Budget Plan are necessary to support the FY 2025 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the Budget on May 7, 2024.*

**Employee Compensation \$4,109,169**

An increase of \$4,109,169 in Personnel Services includes \$1,345,534 for a 2.00 percent market rate adjustment (MRA) for all employees and \$1,028,392 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2024. The remaining increase of \$1,735,243 is included to support other compensation adjustments and employee retention and recruitment efforts that will reduce pay compression and align the County's pay structures with the market based on benchmark data.

**Health Laboratory \$766,564**

An increase of \$766,564, including \$721,564 in Personnel Services and \$45,000 in Operating Expenses, is included to support positions established as part of the FY 2020 Carryover Review to accommodate the increased testing requirements associated with the COVID-19 pandemic. These positions were initially funded through a COVID-19 Health Department Lab – PPP and Health Care Enhancement Act grant awarded by the state with the understanding that General Fund resources would be needed once grant funding expired. These positions will continue to develop and sustain laboratory testing processes, procedures, and protocols essential to the identification of new and

emerging public health hazards and threats. It should be noted that an increase of \$364,823 in Fringe Benefits is included in Agency 89, Employee Benefits, for a total cost of \$1,131,387 in FY 2025. For further information on Fringe Benefits, please refer to the Agency 89 Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

**Contract Rate Increases \$301,469**

An increase of \$301,469 in Operating Expenses supports a contract rate increase for the providers of mandated and non-mandated public health services.

**Planning and Land Use System (PLUS) Licenses \$174,069**

An increase of \$174,069 for PLUS licenses is based on anticipated billings for licensing costs associated with the agency’s utilization of the PLUS system. PLUS is a new multi-agency platform for Fairfax County customers to complete their zoning, building, permitting or other land development processes online. Through PLUS, customers can conduct online transactions such as creating and submitting building permit applications online, pay fees, track application status, receive electronic notifications and conduct searches.

**Department of Vehicle Services Charge \$3,687**

An increase of \$3,687 in Department of Vehicle Services Charges is based on anticipated billings for maintenance and operating-related charges.

**Reductions (\$2,448,379)**

A decrease of \$2,448,379 and 3/3.0 FTE positions reflects reductions utilized to balance the FY 2025 budget. The following table provides details on the specific reductions:

Title	Impact	Positions	FTE	Reduction
Realize Personnel Savings Due to Recruitment and Retention Challenges	This reduction realizes savings of \$1,250,000 in the Health Department’s Personnel Services budget and is due to Public Health Nurse recruitment and retention challenges in the school health program. The department has implemented a \$10,000 hiring bonus and continues recruitment efforts; however, the number of new hires only marginally exceeds the number of nurses who are leaving the school health program. If this trend continues, the school health program will not be fully staffed for at least three years and it may take up to five years. Given the significant savings these positions generate, the personnel services budget can be reduced without impacting agency operations and/or limiting the hiring of new personnel. As positions are filled and the number of vacancies decreases, funding will need to be added back to accommodate staffing levels; however, given the fiscal constraints faced by the County this year, leaving significant excess funding in the agency was not an appropriate use of limited resources. Staff will monitor year-to-year and make a recommendation to the Board of Supervisors on when future funding will be needed.	0	0.0	\$1,250,000
Reduce Funding for Non-Merit Personnel	This reduction realizes savings of \$623,752 in non-merit personnel budget and is based on the current use of non-merit staff. It is not expected that this reduction will have a negative impact on agency operations since it aligns budget to actual expenditures.	0	0.0	\$623,752

Title	Impact	Positions	FTE	Reduction
Align 29 School Health Nurse Positions to the Fairfax County Public School Calendar	This reduction reduces 29 vacant Public Health Nurse positions in the School Health program from a 12-month position to a 10.5-month position to align with the Fairfax County Public School calendar. This is a pilot program initiated by the department in the hopes it will attract applicants who are looking for a schedule with flexibility during the summer months. If successful, the department may roll this out to additional Public Health Nurse positions. The department will maintain an appropriate level of staff support to accommodate summer needs within FCPS; therefore, it is not expected that this reduction will negatively impact agency operations and/or the administration of the school health program.	0	0.0	\$321,665
Eliminate 2/2.0 FTE Vacant Radiologic Technologist Positions	This reduction eliminates 2/2.0 FTE Radiologic Technologist positions that have been vacant for more than one year. Due to market demands and continued difficulty filling these positions, the Health Department is moving to contract out most radiological services. This reduction does not change the services available but will make it easier for clients to receive the services. Therefore, it is not intended that this reduction will negatively impact service delivery or the client experience.	2	2.0	\$127,904
Eliminate Vacant Public Health Doctor Position	This reduction eliminates 1/1.0 FTE Public Health Doctor position that has been vacant for more than seven years. Given the length of time this position has been vacant and the Health Department's ability to absorb the associated workload across the remaining staff, it is not expected that this reduction will adversely impact agency operations.	1	1.0	\$125,058

## Changes to FY 2024 Adopted Budget Plan

*The following funding adjustments reflect all approved changes in the FY 2024 Revised Budget Plan since passage of the FY 2024 Adopted Budget Plan. Included are all adjustments made as part of the FY 2023 Carryover Review, FY 2024 Third Quarter Review, and all other approved changes through April 30, 2024.*

### **Carryover Adjustments**

**\$4,349,915**

As part of the FY 2023 Carryover Review, the Board of Supervisors approved funding of \$4,349,915 due to encumbered carryover in Operating Expenses.

## Cost Centers

The Health Department is divided into nine cost centers which work together to fulfill the mission of the department. They are: Public Health Administration and Operations; Community Health Development; Emergency Preparedness and Response; Environmental Health; Epidemiology and Population Health; Health Laboratory; Health Services; School Health; and Health and Human Services Safety Net Services.

### Public Health Administration and Operations

Public Health Administration and Operations provides overall department guidance and administration, including agency leadership, program development and monitoring, fiscal stewardship, human resources, and informatics. A primary focus of department leadership is working with the community, private health sector, governing bodies, and other jurisdictions within the Northern Virginia region and the Metropolitan Washington area to maximize resources available in various programmatic areas and promote health equity.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$9,090,411	\$4,472,365	\$6,818,932	\$4,473,734	\$4,473,734
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	53 / 53	53 / 53	55 / 55	53 / 53	54 / 54

### Community Health Development

Community Health Development serves to strengthen the local public health system through community engagement, health planning initiatives, and partnership development. The division works to improve health outcomes by engaging target populations and ensuring that interventions and messaging are culturally and linguistically appropriate. In addition, the division supports essential public health operations including communications, grants identification, and legislative monitoring and review.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$2,229,470	\$2,568,636	\$2,539,087	\$2,701,771	\$2,701,771
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	34 / 34	34 / 34	34 / 34	34 / 34	34 / 34



### Emergency Preparedness and Response

Emergency Preparedness and Response ensures the department can anticipate, prepare for, effectively respond to, and recover from public health threats and emergencies as well as meet community health preparedness needs. Preparedness activities include coordination across County agencies; logistics and resource management; planning and capacity building; training and exercising; community health preparedness; and volunteer management. The Medical Reserve Corp expands the department’s capacity in public health emergencies and supports traditional public health activities. In addition, the division supports essential public health operations including facilities management, occupational health and safety, security, and the climate health program.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$1,955,810	\$3,296,629	\$3,604,015	\$3,434,595	\$3,434,274
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	36 / 36	36 / 36	37 / 37	37 / 37	37 / 37

### Environmental Health

Environmental Health provides public health services that protect the community from potential environmental hazards and exposures that pose a risk to human health. The primary services include inspections, complaint investigations, commercial and residential plan reviews, surveillance and control activities, and community outreach. The division supports the regulated community, other agencies, and the public to encourage healthy behaviors and maintain voluntary long-term compliance with state and local regulations. Information about the Disease Carrying Insects Program (Fund 40080, Integrated Pest Management Program) can be found in Volume 2 of the FY 2025 Adopted Budget Plan.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$4,488,887	\$6,238,906	\$6,535,093	\$6,665,362	\$6,661,614
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	65 / 65	65 / 65	65 / 65	65 / 65	65 / 65

### Epidemiology and Population Health

Epidemiology and Population Health improves the health and well-being of County residents through the identification, investigation, control, and prevention of acute and chronic health conditions. For communicable diseases, this includes surveillance for reportable diseases, investigation of disease cases and outbreaks, identification of causative factors, and intervention to reduce disease occurrence. For non-communicable conditions (e.g., obesity, food insecurity, opioid and other substance use), the division analyzes and shares data and monitors trends to promote situational awareness and support decision-making; identifies racial, ethnic, and socioeconomic disparities in disease occurrence; identifies underlying factors that contribute to disease and health disparities and proposes evidence-based solutions to address those factors; supports development and implementation of preventive interventions; monitors, evaluates, and improves the quality of programs; provides expertise in data collection, analysis and use; and engages in research to improve prevention and health outcomes.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$2,545,601	\$2,850,230	\$2,964,967	\$3,007,654	\$3,007,654
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	28 / 28	28 / 28	28 / 28	28 / 28	28 / 28

### Health Laboratory

The Health Laboratory provides medical and environmental laboratory testing in support of the Health Department's public health clinics and environmental services. The Health Laboratory offers a wide range of testing services to aid in the diagnosis, treatment, and monitoring of diseases of public health significance. These services support Health Department programs such as Tuberculosis, Sexually Transmitted Infection, Rabies, and the Disease Carrying Insects Program, as well as mandated environmental tests and substance use tests for other County agencies.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$6,805,689	\$2,765,704	\$4,137,201	\$3,603,002	\$3,602,313
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	31 / 31	31 / 31	31 / 31	31 / 31	31 / 31

## Health Services

Health Services includes programs and interventions to encourage healthy behaviors, prevent the spread of disease, and provide treatment to those most in need. Programs include Maternal Child Health, Women, Infant and Child Supplemental Nutrition, Public Health Clinical Services (e.g., Pharmacy, Immunizations, Maternity, Speech and Hearing, and Newcomer Health), and Integrated Health Services. In FY 2023, Long-Term Care services, including Adult Day Health Care, transferred to either Agency 79, Department of Neighborhood and Community Services or Agency 67, Department of Family Services. As of January 1, 2023, FCHD has also transitioned the provision of dental services from the Health Services division to two Federally Qualified Health Centers.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$18,845,782	\$23,707,975	\$23,516,010	\$24,588,157	\$24,587,798
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	197 / 194.38	196 / 193.38	194 / 191.38	193 / 190.38	192 / 189.38

## School Health

School Health provides health services to students in 200 Fairfax County Public Schools and centers and five Falls Church City Public Schools. Services include first aid, administration of authorized medications, identification of potential communicable disease situations, and development of health care plans for students with special health needs. In addition, it supports, through the oversight and coordination of contracted nursing services, medically fragile students who require more continuous nursing assistance in order to attend school. School Health increasingly works with multiple partners to address social determinants of health in the school-aged population, with a focus on reducing health inequities and improving population health outcomes.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$19,781,590	\$32,781,373	\$32,739,469	\$33,119,239	\$33,119,239
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	419 / 348.58	419 / 348.58	418 / 347.58	418 / 347.58	418 / 347.58

## Health and Human Services Safety Net Services

Health and Human Services Safety Net Services assures Fairfax County residents have access to integrated primary care, regardless of their ability to afford care or maintain fixed insurance coverage. This primarily includes financial support to the two nonprofit Federally Qualified Healthcare Centers and additional assistance for patients who cannot afford prescriptions, specialty care, or other related health care needs. The health safety net is also supported by efforts of community health care entities and volunteer providers.

Category	FY 2023 Actual	FY 2024 Adopted	FY 2024 Revised	FY 2025 Advertised	FY 2025 Adopted
<b>EXPENDITURES</b>					
Total Expenditures	\$7,842,829	\$9,208,632	\$9,385,591	\$9,208,632	\$9,208,632
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>					
Regular	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0

## Position Detail

The FY 2025 Adopted Budget Plan includes the following positions:

<b>PUBLIC HEALTH ADMINISTRATION AND OPERATIONS - 54 Positions</b>			
1	Director of Health	1	Data Analyst II
3	Deputy Directors for Health Department	1	Internet/Intranet Architect I
1	Division Director Public Health Strategic Ops	1	Info Tech Program Manager I
1	Director Health Safety Net Provider Network	1	Human Resources Manager
1	Program and Procedures Coordinator	1	Assistant Human Resources Manager
0	Public Health Doctors [-1]	4	Human Resources Generalists II
3	Management Analysts IV	2	Human Resources Generalists I
3	Management Analysts III	1	Financial Specialist III
1	Management Analyst II	2	Financial Specialists II
1	Management Analyst I	1	Financial Specialist I
1	Business Analyst IV	3	Administrative Assistants V
4	Business Analysts III	7	Administrative Assistants IV
5	Business Analysts II	2	Administrative Assistants III
1	Business Analyst I	1	Administrative Assistant II
<b>COMMUNITY HEALTH DEVELOPMENT - 34 Positions</b>			
1	Director Community Health Development	1	Communications Specialist III
1	Program Manager	2	Communications Specialists II
2	Management Analysts IV	5	Senior Community Health Specialists
9	Management Analysts III	10	Community Health Specialists
1	Public Safety Information Officer IV	1	Administrative Assistant IV
1	Public Safety Information Officer III		
<b>EMERGENCY PREPAREDNESS AND RESPONSE - 37 Positions</b>			
1	Director Emergency Preparedness and Response	2	Management Analysts II
2	Assistant Division Directors	4	Management Analysts I
2	Emergency Management Specialists IV	1	Safety Analyst II
4	Emergency Management Specialists III	3	Community Health Specialists
5	Emergency Management Specialists II	1	Communications Specialist II
3	Emergency Management Specialists I	1	Volunteer Services Coordinator II
1	Public Health Nurse III	3	Training Specialists II
1	Public Health Nurse II	1	Administrative Assistant IV
2	Management Analysts III		
<b>ENVIRONMENTAL HEALTH - 65 Positions</b>			
1	Director Environmental Health	6	Environmental Health Technicians II
1	Assistant Division Director	2	Environmental Health Technicians I
1	Environmental Health Program Manager	2	Management Analysts II
5	Environmental Health Supervisors	1	Administrative Assistant V
15	Environmental Health Specialists III	3	Administrative Assistants III
25	Environmental Health Specialists II	3	Administrative Assistants II
<b>EPIDEMIOLOGY AND POPULATION HEALTH - 28 Positions</b>			
1	Public Health Doctor	1	Environmental Health Specialist III
2	Assistant Division Directors	1	Environmental Health Specialist II
5	Epidemiologists III	2	Community Health Specialists
4	Epidemiologists II	1	Human Services Assistant
2	Epidemiologists I	1	Administrative Assistant III
8	Public Health Nurses III		
<b>HEALTH LABORATORY - 31 Positions</b>			
1	Public Health Laboratory Director	12	Public Health Lab Scientists I
1	Assistant Public Health Laboratory Director	1	Public Health Lab Technician
1	Management Analyst III	1	Administrative Assistant V
1	Management Analyst II	2	Administrative Assistants III
3	Public Health Lab Scientists III	2	Material Management Drivers
6	Public Health Lab Scientists II		

HEALTH SERVICES - 192 Positions			
1	Director, Health Services	2	Public Health Nutritionists
3	Assistant Directors, Health Services	0	Radiologic Technologists [-2]
2	Public Health Doctors	5	Social Services Specialists II
2	Public Health Dentists	1	Human Service Worker IV
4	Nurse Practitioners	9	Human Service Workers II
12	Public Health Nurses IV	11	Human Services Assistants
21	Public Health Nurses III	1	Training Specialist II
56	Public Health Nurses II, 3 PT	1	Administrative Associate
1	Senior Pharmacist	5	Administrative Assistants V
1	Pharmacist	8	Administrative Assistants IV
2	Audiologists II	12	Administrative Assistants III
5	Speech Pathologists II	26	Administrative Assistants II
1	Rehabilitative Services Manager		
SCHOOL HEALTH - 418 Positions			
1	Director, School Health	170	Public Health Nurses II
1	Assistant Director, School Health	4	Senior School Health Aides, PT
1	Public Health Doctor	198	School Health Aides, PT
12	Public Health Nurses IV	1	Administrative Assistant IV
29	Public Health Nurses III	1	Administrative Assistant III
	<b>Denotes Abolished Position(s) due to Budget Reductions</b>		
-			
PT	<b>Denotes Part-time Position(s)</b>		

## Performance Measurement Results by Community Outcome Area

FCHD utilizes a performance measurement approach based on the Results-Based Accountability framework, measuring how much work is done, how well work is completed, and whether clients are better off as a result of receiving services. In FY 2023, department leadership began a multi-year effort to enhance its current framework to advance alignment between individual, program, and department performance metrics, with the intent of finalizing a new framework in FY 2025. New measures have replaced some key performance measures used in prior years, therefore, data is no longer being collected for all the measures previously reported. Additionally, data for all measures is not available for some years due to changes in collection methodologies and reporting tools.

FCHD was actively engaged in COVID-19 response activities from FY 2020 through FY 2023. The impact of redeploying staff for containment and vaccination efforts is evident in many FCHD performance measure results. As with prior years, some data may not be available or may be time limited due to restricted or suspended service offerings as part of the COVID-19 response.

### Effective and Efficient Government

#### Public Health Administration and Operations

The department did not achieve its target to meet 60 percent of both quality and efficiency measure estimates, or 65 percent of all performance measurement estimates.

### Environment and Energy

#### Environmental Health

##### Consumer Protection Program:

The Consumer Protection Program currently has oversight of 4,364 permitted facilities that include 4,242 food establishments and 122 other commercial establishments. This program also conducts health inspections for other licensing agencies and responds to reports of public health or safety

menaces. Environmental Health resolved 99 percent of environmental complaints within 60 days of receipt in FY 2023, exceeding the 90 percent target.

### **Onsite Sewage and Water Program:**

The Onsite Sewage and Water Program focuses on onsite sewage disposal systems and private well water supplies to ensure proper construction, operation, and maintenance that protect public health. During FY 2023, 95 percent of sewage disposal system violations and well water system deficiencies were corrected within 60 days.

Performance Measures and other information related to Environmental Health's Disease Carrying Insects Program (DCIP) is available in Volume 2, Fund 40080, Integrated Pest Management Program.

## **Healthy Communities**

### **Health Services**

The percent of births through the FCHD-Inova Cares Clinic for Women classified as low birth weight (LBW: less than 2,500 grams) increased from 7.8 percent in FY 2022 to 8.6 percent in FY 2023. This does not meet the national low birth weight target of 7.8 percent established by Healthy People 2020. FCHD will continue to monitor and address risk factors which contribute to low birth weight, such as poor maternal nutritional status and inadequate prenatal care.

The percent of children served by the Health Department who are up to date on immunizations at 24 months of age decreased from 77 percent in FY 2022 to 54 percent in FY 2023. In light of nationwide immunization challenges due to vaccine hesitancy and other elements leading to the delay of routine vaccinations, FCHD has increased immunization opportunities through additional appointments in district office clinics, and by offering immunization opportunities at school and community-based sites.

### **Epidemiology and Population Health**

The percent of selected reportable communicable disease investigations for which initial public health control measures were initiated within the appropriate timeframe decreased from 76 percent in FY 2022 to 73 percent in FY 2023. It should be noted that the percentage is calculated at the state level and may reflect data quality issues. FCHD's target remains 80 percent.

### **Health and Human Services Safety Net Services**

Fairfax County provides financial and programmatic support to two nonprofit Federally Qualified Health Centers (FQHCs), Neighborhood Health and HealthWorks for Northern Virginia. As FQHCs, these centers monitor and report nationally on quality measures, such as patients who have controlled diabetes, controlled high blood pressure, and those who maintain the use of statin therapy for the prevention and treatment of cardiovascular disease. In FY 2023, in patients with diagnosed hypertension, 59 percent had controlled blood pressure (less than 140/90 mmHg) as measured by a health provider during the year compared to 54 percent in FY 2022, nearly meeting the target of 60 percent.

### **Community Health Development**

The Outreach Team continued to catalyze community partnerships among houses of worship, multiunit housing, schools, small businesses, nonprofit organizations, individuals, and community residents in FY 2023. Ninety-eight percent of community members reached through Community Health Development reported that they intended to practice healthy behaviors.

## Health Laboratory

The Health Laboratory provides 24-hour turnaround time for rabies testing on animals to allow for timely prophylactic treatment when needed and the avoidance of unnecessary rabies post-exposure shots, which average \$4,000 per series. The laboratory exceeded its goal of 95 percent of individuals prevented from unnecessary rabies post-exposure shots and reported rabies test results in less than 24 hours on 99 percent of critical human exposures to potentially rabid animals.

## Lifelong Education and Learning

### School Health

Students with health conditions, such as life-threatening allergies, seizure disorders, or diabetes, are supported during the school day with health care plans developed by public health nurses (PHNs). Plans are shared with school staff and appropriate training is provided by PHNs to support students health needs, maintain school attendance, and enable students to achieve their highest potential. The number of students with health care plans has increased by 9 percent from 77,782 in FY 2022 to 84,800 in FY 2023. The annual school satisfaction survey that measures parent satisfaction with school health services effectively managing their child’s health condition was not completed in FY 2022 or FY 2023. The goal for FY 2024 is to have 85 percent parent satisfaction with school health services.

## Safety and Security

### Emergency Preparedness and Response

In FY 2023, the COVID-19 pandemic response transitioned to normal department operations. The Division of Emergency Preparedness and Response focused on programmatic development of new areas including healthcare preparedness, community health preparedness, and safety and security. The division also resumed traditional preparedness activities including expanded training and exercises, addressing state and federal emergency planning requirements, and resolving COVID-19 pandemic corrective actions. In FY 2023, 95 percent of staff and volunteers report they are better prepared for public health emergencies, up slightly from 94 percent in FY 2022 and still exceeding the 92 percent target.

Community Outcome Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
<b>Effective and Efficient Government</b>						
<b>Customer Satisfaction with County Services</b>						
Percent of performance measurement estimates met	69%	67%	65%	62%	64%	64%
<b>Environment and Energy</b>						
<b>Supporting Sound Environmental Policy and Practices</b>						
Percent of environmental complaints resolved within 60 days	95%	96%	90%	99%	95%	95%
Percent of food service establishments demonstrating FDA risk factor control measures to reduce foodborne illness <sup>1</sup>	NA	NA	95%	NA	NA	NA
<b>Promoting Air, Water and Land Quality</b>						
Percent of out-of-compliance onsite sewage disposal and water supply systems corrected within the specified time period	94%	90%	93%	95%	93%	93%

Community Outcome Area	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate
<b>Healthy Communities</b>						
<b>Improving Physical and Behavioral Health Conditions</b>						
Percent of clients who report that the services they received at a public health clinic addressed their health need	96%	100%	98%	100%	98%	99%
Percent of communicable disease investigations conducted within the appropriate timeframe	65%	76%	90%	73%	80%	80%
Percent of Community Health Center patients with hypertension whose blood pressure is controlled <sup>2</sup>	55%	54%	57%	59%	60%	62%
Percent of pregnant women served who deliver a low birth weight baby	8.3%	7.8%	7.8%	8.6%	7.8%	7.8%
<b>Promoting Health-Related Behaviors</b>						
Percent of children served by the Health Department who are up-to-date on immunizations at 24 months of age	64%	77%	80%	54%	75%	75%
Percent of community members served who report intent to practice healthy behaviors <sup>3</sup>	NA	NA	95%	98%	90%	90%
<b>Access to Health Services</b>						
Percent of individuals prevented from unnecessary rabies post-exposure shots by timely receipt of negative lab results	100%	100%	95%	99%	95%	95%
<b>Lifelong Education and Learning</b>						
<b>Supporting Academic Achievement</b>						
Percent of parents and guardians who report that their child was able to attend school as a result of having a health care plan <sup>4</sup>	NA	NA	85%	NA	85%	90%
<b>Safety and Security</b>						
<b>Timeliness and Quality of Emergency Response</b>						
Percent of staff and volunteers who report they are better prepared for public health emergencies as a result of preparedness training and exercises	97%	94%	92%	95%	95%	95%

<sup>1</sup> This measure has been discontinued as the data is no longer available because there was a change in the food establishment inspection reporting system with the launch of the new Planning and Land Use (PLUS) system.

<sup>2</sup> Federally Qualified Health Center measures and outcomes are compiled and reported on the calendar year. The most current outcomes for FY 2023 are for Calendar Year 2022.

<sup>3</sup> The program was unable to conduct client surveys in FY 2021 and FY 2022 due to the COVID-19 pandemic.

<sup>4</sup> Due to COVID-19 related school closures and errors in communication, the annual satisfaction survey was not conducted in FY 2021, FY 2022 and FY 2023.

A complete list of performance measures can be viewed at  
<https://www.fairfaxcounty.gov/budget/fy-2025-adopted-performance-measures-pm>