

NJ Department of Health  
Office of Local Public Health

**PERFORMANCE EVALUATION RESULTS  
RECORD OF SITE VISIT**

Name of Local Health Department/Health Officer: Paterson Health Department Paul Persaud, M.D., MPH, PhD		Date (s) of Performance Evaluation/Site Visit: June 12, 2017
Street Address: 176 Broadway	City/ County: Paterson/Passaic	Telephone: (973) 321-1277



Purpose of Performance Evaluation (routine, compliance issue, citizen complaint, other):	
<b>CITATION</b> Standard No. & Item Number (ex. Std. I - 1.4)	<b>Opportunities and Recommendation for Performance Improvement Item:</b>
Std. I – 1,2,3	HO should report to and interact with a BOH on a regular basis to discuss policy, ordinances, funding, etc. In a Faulkner Act community, it is recommended that the Council meet as the BOH. Shared services agreements should be renewed on a timely basis. Council/BOH members should be encouraged to attend public health training programs on pertinent topics.
Std. II	CQI program not documented prior to 2017 should be conducted on an annual basis for selected public health programs.

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Std. III	<p>Performance evaluations not documented prior to 2017 should be conducted at least annually. Recommend revising form to include measurable objectives for employees. Workforce Assessment Form should be maintained for LHD staff. Sample provided.</p>
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CITATION Standard No. & Item Number (ex. Std. I - 1.4)	Opportunities and Recommendation for Performance Improvement Item; cont'd
Std. VI - 6	Annual retail food inspections of all establishments not documented prior to 2017. Recommend continuance of current policy to ensure a minimum of one inspection per establishment each year.
Std. VIII	Formal annual report and state of the community health should be provided at a public annual meeting before the Council/BOH and available to the entire community through cable TV, webinar, etc.
<b>Technical Assistance (Specifics)</b>	
Workforce assessment form provided to the Paterson Division of Health as a guide for maintaining records on workforce competencies.	

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<b>Name of Health Officer (Print)</b> Paul Persaud, M.D. MPH, PhD	<b>Signature of Health Officer:</b> 	<b>Date:</b> June 12, 2017
<b>Name of Evaluator (s) (Print)</b> Robert Hary	<b>Signature of Evaluator (s):</b> 	<b>Date:</b> June 12, 2017

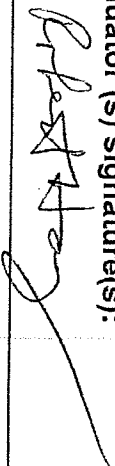
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LOCAL HEALTH DEPARTMENT PERFORMANCE EVALUATION

Name of Local Health Department: Paterson Health Department

Evaluator (s) signature(s):

Date of Performance Evaluation: June 12, 2017



Met	Partly Met	Not Met	Standard: I. Administration	Documentation	Comments
x			1. Health Officer (HO) is Chief Executive Officer of the Local Health Department (LHD).	<ul style="list-style-type: none"> <li>Organizational chart/table</li> <li>ILA (Inter-local Agreements) MOA, MOU, Resolutions, other related correspondences for health officer services between local health departments</li> <li>LHD submitted "Record of Public Health Staff report"</li> </ul>	Org Chart provided. HO reports to Department Head, Donna Nelson-Ivy.
	x		1.1 Organizational chart/table showing governing body, the local health department within municipal or county structure, and reporting lines.		HO and Paterson Division of Health maintain shared service agreements with 6 neighboring municipalities who all have BOH's
			1.2 HO plans, coordinates, directs, and oversees the services of Community Public Health Providers that are under contract, to the local health department. (either directly or through management team)		Shared service agreement with Woodland Park has not been formally renewed, yet service is provided.
x			1.3 Management/leadership personnel assigned to oversee core programs (activities) are clearly identified.		Management clearly delineated, current vacancy in Health Educator position.

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Met	Partly Met	Not Met	Standard: I. Administration	Documentation	Comments
	x		2. Board of Health (BOH) has overall responsibility for the local health department <i>and</i> for those with which it has formal contract/agreement for public health services.	<ul style="list-style-type: none"> <li>BOH meeting minutes, agendas, reports, emails, other written communication within the last year which demonstrate regular communication on public health matters between the health department and the governing body/Board of Health [including those under PH contract/agreement]</li> <li>Applicable laws, regulations, local ordinances [including those under PH contract/agreement]</li> </ul>	Faulkner Act community: Town Council has not previously formally met as the BOH
	x		2.1 BOH provides leadership in setting public health policy, making ordinances, addressing personnel issues, approving budgets.		Recommended that the Paterson Council meet as the BOH at least quarterly. Recipient towns meet monthly.
		x	2.2 HO has regularly met with BOH and assured understanding of BOH responsibilities.		HO does not have regular access to the Council/BOH unless it is an emergent situation.
		x	3. Board of Health members regularly participate in leadership training/orientation and participate in ongoing training courses.	<ul style="list-style-type: none"> <li>LHD notifications to all BOH members in its jurisdiction, regarding available and relevant public health training/courses</li> </ul>	Council Members have not received any training in public health programming.
		x	3.1 HO encourages BOH members to actively pursue leadership training, public health continuing education trainings, seminars, and workshops. (e.g., see <a href="http://www.njlhpa.org">www.njlhpa.org</a> or <a href="https://njlhm.njlincs.net/">https://njlhm.njlincs.net/</a> )		HO should make the Council aware of training opportunities.

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Met	Partly Met	Not Met	Standard: II. Organizational Capacity	Documentation	Comments
	X		1. HO has led formal Continuous Quality Improvement (CQI) process to monitor organizational and program progress and outcomes.	<ul style="list-style-type: none"> <li>CQI Outline and or Implementation PLAN including the issue, goals, objectives, process steps and outcomes.</li> </ul>	Formal CQI program was developed in 2017 and is being implemented in 3 program areas, i.e. clinic services, health education in waiting areas, and retail food inspections.
	X		1.1 CQI conducted with participation of managers/staff	<ul style="list-style-type: none"> <li>Meeting notes, progress review notes and updates, forms, action plan, flow charts, strategic plans, etc.</li> </ul>	CQI programs should be conducted on an ongoing basis for as many program areas as possible.
	X		1.2 Written goals and objectives are clearly identified, as well as time-frames and measurable outcomes.		
	X		1.3 CQI plan progress is reviewed, evaluated, and updated as necessary.		
Met	Partly Met	Not Met	<b>Standard: III. Workforce Performance &amp; Capacity</b>	<b>Documentation</b>	<b>Comments</b>
	X		1. Staff has performance evaluation agreements (PEA) with immediate supervisor.	<ul style="list-style-type: none"> <li>Copy of Employee PEA Templates and/ or Illustrative Samples</li> </ul>	Civil Service community
X			1.1 Employee Performance Evaluation developed within the last year.	<ul style="list-style-type: none"> <li>Municipal exemption and or policy exception to conduct Employee PEA is in effect.</li> </ul>	Unionized staff. No record of annual evaluations provided.
	X		1.2 Employee's Job Performance Evaluation conducted annually.	<ul style="list-style-type: none"> <li>Copy of the agency-wide workforce assessment is on file</li> <li>Evidence of all professional licenses and certifications:</li> </ul>	Performance evaluations were recently conducted in 2017.
X			2. Health officer shall ensure that agency-wide workforce assessment is conducted at the local health department, at least once each year.		
	X		2.1 Identify gaps in workforce expertise.		Shared a workforce assessment tool with the HO.

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X			2.2 Ensure existence of necessary workforce competencies	current and on file on the premises of the LHD.	Staff are properly trained.
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Met	Partly Met	Not Met	Standard: III. Workforce Performance & Capacity	Documentation	Comments
X			2.3 All professional licenses and certifications are current and are on file/the premises of the LHD.		Files maintained for licenses/certifications
X			3. Each HO shall ensure that all employees participate in cultural diversity training. (Includes clerical staff and animal control officers)	<ul style="list-style-type: none"> <li>Certificates, letters, of attendance demonstrating completion of training on file</li> </ul>	Cultural diversity training provided (on line) All staff should be documented as receiving training.
Met	Partly Met	Not Met	<b>Standard: IV. Governmental Public Health Partnership (GPHP)</b>	<b>Documentation</b>	<b>Comments</b>
			1. HO actively participates in Governmental Public Health Partnership (GPHP).	<ul style="list-style-type: none"> <li>Member directory lists (HO should be indicated as member)</li> <li>GPHP meeting minutes/activity summary (HO active attendance noted)</li> </ul>	<b>DISCUSSION ITEM</b>
			1.1 H.O is able to describe GPHP activities and accomplishments and how he/she has contributed as a member.		HO participates in the Passaic County Community Health Partnership

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Met	Partly Met	Not Met	Standard: V. Community Health Planning & Partnerships	Documentation	Comments
			1.2 Describe what impact your GPHP has had on public health practice in your region.	<ul style="list-style-type: none"> <li>Other GPHP publications, documents, products</li> </ul>	The GPHP works on updated of the CHA and CHIP as well as regional planning in emergency management.
x			1. LHD actively participates in new or existing community Health Partnerships.	<ul style="list-style-type: none"> <li>Documentation of relationships and staff participation on councils, committees, advisory groups, etc on file</li> </ul>	The Paterson Division of Health partners with the Passaic MCH consortium.
			1.1 H.O. meets regularly with representatives of health-related organizations and key corporate, private and non-profit entities to coordinate roles and responsibilities for health service delivery.	<ul style="list-style-type: none"> <li>Documentation of meetings, strategic plans, and health needs survey tools, developed service directories, etc.</li> </ul>	And many other community providers, including St. Joseph's Medical Center, the Paterson Community FQHC, regional Ryan
x			1.2 H.O is able to demonstrate that the community health partnership assesses public health needs and implement strategies to deliver public health services in their jurisdiction.		Write STD/HIV program, Passaic County Community College, Montclair State University, etc.



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**STANDARD VI. Core Public Health Programs**

**Indicators and Measures:** In accordance with NJAC 8:52-1.3 & 1.4 and the Appendix, Programmatic Guidelines for Best Practices.

**I. LHD directly provides and/ or assures provision (through contract/agreements/grants/MOU/resolution) of the following services, in accordance with NJAC 8:52 Appendix.**

- Inter-Local Service agreements, contracts or Memoranda of Understanding that address Practice Standards requirements, are current and fully executed by governing officials and/or the appointed agents.

**II. LHD acts as a 'client referral agency only' and assures provision of Core PH services.**

- Standard Operating Procedures/Guidelines for processing all referrals for services and follow up actions, including forms used.

PROGRAM /SERVICE AREA	LHD acts as 'client referral agency only'	LHD Direct Provider [Type Employee Name(s)]	Another LHD Provider by ILA/ Shared SA	Provided by State or other Private Entity [grants/contracts/ agreements, MOU]	List the Name of the other Provider Agency/Organization/ Person	COMMENTS
1. Public Recreational Bathing		Violeta Good, REHS and REHS staff				6 pools are inspected on a minimum annual basis.
2. Public Campgrounds		n/a				No campgrounds

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**Indicators and Measures:** In accordance with NJAC 8:52-1.3 & 1.4 and the Appendix, Programmatic Guidelines for Best Practices.

- I. LHD directly provides and/ or assures provision (through contract/agreements/grants/MOU/resolution) of the following services, in accordance with NJAC 8:52 Appendix.
  - Inter-Local Service agreements, contracts or Memoranda of Understanding that address Practice Standards requirements, are current and fully executed by governing officials and/or the appointed agents.
- II. LHD acts as a 'client referral agency only' and assures provision of Core PH services.
  - Standard Operating Procedures/Guidelines for processing all referrals for services and follow up actions, including forms used.

PROGRAM AREA SERVICE	LHD acts as 'client referral agency only'	LHD Direct Provider [Type Employee Name(s)]	Another LHD Provider by I/LA/ Shared SA	Provided by State or other Private Entity [grants/contracts/ MOU]	List the Name of the other Provider Agency/Organization/ Person	COMMENTS
<i>1. Environmental Health (cont'd)</i>						
3. Youth Camps		Violeta Good, REHS				Pre-op and operational inspections are conducted.
4. Food Surveillance		Violeta Good, REHS				After not inspecting every RFE in 2015, department is ensuring a minimum of annual visits in 2017.
5. Occupational Health		Jean Mugulusi, REHS/Industrial Hygienist				Division responds to complaints and conducts RTK program.

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6. Public Health Nuisances		Violeta Good, REHS				Garbage, rodent control, unkempt property, court cases, etc.
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<p><b>Indicators and Measures:</b> In accordance with NJAC 8:52-1.3 &amp; 1.4 and the Appendix, Programmatic Guidelines for Best Practices.</p> <p><b>I. LHD directly provides and/ or assures provision (through contract/agreements/grants/MOU/resolution) of the following services, in accordance with NJAC 8:52 Appendix.</b></p> <ul style="list-style-type: none"> <li>• Inter-Local Service agreements, contracts or Memoranda of Understanding that address Practice Standards requirements, are current and fully executed by governing officials and/or the appointed agents.</li> <li>• <b>II. LHD acts as a 'client referral agency only' and assures provision of Core PH services.</b></li> <li>• Standard Operating Procedures/Guidelines for processing all referrals for services and follow up actions, including forms used.</li> </ul>						
PROGRAM AREA /SERVICE <i>II. Communicable Diseases</i>	LHD acts as 'client referral agency only'	LHD Direct Provider [Type Employee Name(s)]	Another LHD Provider by ILA/ Shared SA	Provided by State or other Private Entity [grants/contracts/ agreements, MOU]	List the Name of the other Provider Agency/Organization/ Person	COMMENTS
1. Reportable Diseases		Kate Bond, RN Rosalyn Azmudeh				CDRSS maintained in all 7 communities.
2. Immunization (Children)		Kate Bond, RN				VFC site with a regularly scheduled immunization clinic.

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3. Rabies/Zoonosis Control		Kate Bond, RN Violeta Good, REHS	x		Paterson Animal Shelter ACO through Police	Responding to bites, staff quarantine biting animals and release.
4. Tuberculosis Control		Kate Bond, RN				Paterson conducts TB program for entire county at a local clinic. DOT provided when needed.

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<b>PROGRAM AREA/SERVICE</b>	<b>LHD acts as 'client referral agency only'</b>	<b>LHD Direct Provider [Type Employee Name(s)]</b>	<b>Another LHD Provider by ILA/ Shared SA</b>	<b>Provided by State or other Private Entity [grants/contracts/ agreements, MOU]</b>	<b>List the Name of the other Provider Agency/Organization/ Person</b>	<b>COMMENTS</b>
5. STDs		Dr. Paul Persaud				Using physicians from St. Josephs,
6. HIV		Dr. Paul Persaud				STD and HIV clinics are conducted.

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<b>III. Maternal &amp; Child Health</b> 1. Infants & Children (Up to 18 yrs.)		Kate Bond, RN Dr Wahba				Well Baby/CHC clinics conducted weekly.
2. Childhood Lead Poisoning		Kate Bond, RN Environmental Staff				Nurse as case manager works with environmental staff on increased lead levels in children, 4 REHS's trained in XRF use and lead.

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<ul style="list-style-type: none"> <li>Inter-Local Service agreements, contracts or Memoranda of Understanding that address Practice Standards requirements, are current and fully executed by governing officials and/or the appointed agents.</li> </ul>						
II. LHD acts as a 'client referral agency only' and assures provision of Core PH services.						
<ul style="list-style-type: none"> <li>Standard Operating Procedures/Guidelines for processing all referrals for services and follow up actions, including forms used.</li> </ul>						
PROGRAM AREA/ SERVICE	LHD acts as 'client referral agency only'	LHD Direct Provider [Type Employee Name(s)]	Another LHD Provider by ILA/ Shared SA	Provided by State or other Private Entity [grants/contracts/ MOU]	List the Name of the other Provider Agency/Organization/ Person	COMMENTS
III. Maternal & Child Health (cont'd)					Partnership for Maternal and Child Health of Northern New Jersey	Kate Bond, RN Consortium is moving to the Paterson Health Center.
3. Improved Pregnancy Outcome	X					

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<b>IV. Adult Health/Family Health</b>	<b>1. Cancer Services</b>	x				Federally Qualified Health Center	Kate Bond, RN Referrals made.
	<b>2. Diabetes Services</b>	x				Federally Qualified Health Center	Kate Bond, RN
	<b>3. CVD</b>	x				Federally Qualified Health Center	Kate Bond, RN
	<b>4. Older Adults (immunization)</b>						Kate Bond, RN Annual flu vaccinations provided throughout community.

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<b>PROGRAM AREA / SERVICE</b> <i>V. Health Promotion / Education</i>	LHD acts as 'client referral agency only'	LHD Direct Provider [Type Employee Name(s)]	Another LHD Provider by ILLAV Shared SA	Provided by State or other Private Entity [grants/contracts/ agreements, MOU]	List the Name of the other Provider Agency/Organization/ Person	<b>COMMENTS</b>
A structured program is in place including, but not limited to, alcohol and drug abuse control, smoking prevention and cessation, nutrition, injury control, physical fitness and exercise.		Vacant				Employee retired as of June 1, 2017 MRC coordinator and other staff provide program based health education, Health Fairs, programs in conjunction with the Paterson Housing Authority

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PROGRAM AREA/ SERVICE	LHD acts as 'client referral agency only'	LHD Direct Provider [ Type Employee Name(s) ]	Another LHD Provider by I/LA/ Shared SA	Provided by State or other Private Entity [grants/contracts/ agreements, MOU]	List the Name of the other Provider Agency/Organization/ Person	COMMENTS
VI. Other Programs and Services		Kate Bond, RN				Chronic Disease Wellness Program – Screenings and Referrals Ryan White
		Dr. Paul Persaud				



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<b>Other Services</b>							

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Met	Partial Met	Not Met	Standard: VII Emergency Management & Response	Documentation	Comments & Specific request for Technical Assistance
X			1. LHD has emergency response capability.	<ul style="list-style-type: none"> <li>On-call roster on file</li> <li>On-call system testing records are available and on file</li> </ul>	Coordinate with OEM coordinator
X			1.1 On-call staff assigned to respond to emergencies.		
X			1.2 H.O. is primary/first responder.		
X			1.3 LHD has three by three redundancy/ back-up (3 staff, 3 means of contact).		
X			1.4 On-call system tested (call-out, call-in).		Tested on a regular basis.
X			2. LHD maintains contact info in NJ PH Emergency Notification Roster (Redbook).	<ul style="list-style-type: none"> <li>HO and/or staff demonstrate ability to access the Redbook online</li> </ul>	Updated in March, 2017
X			2.1 Current information is accurate and complete in NJ Public Health Emergency Roster (Redbook)		
X			2.2 Contact information for the Redbook is review and updated at least bi-annually.		
X			3. LHD has a written Emergency Operations Plan /Public Health Annex (EOP/Annex	<ul style="list-style-type: none"> <li>Copy of plan on file</li> <li>Distribution plan documented</li> <li>Evaluation of staff understanding of Emergency Operations Plan /Public Health Annex</li> </ul>	Last signed in 2015
X			3.1. Included LHD roles and responsibilities and relationships with other agencies/organizations.		
X			3.2. Relevant staff and personnel understand roles.		Plan distributed.

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		available; • Organization chart that describes roles, responsibilities and accountability	Staff trained as to their roles.
<b>Met</b>	<b>Partial Met</b>	<b>Documentation</b>	<b>Comments &amp; Specific request for Technical Assistance</b>
x			
x		<ul style="list-style-type: none"> <li>• Documentation on file (meeting notices, attendee lists, summary reports, after-action reports)</li> <li>• Demonstration of participation with partners and with other providers and/or stakeholders in preparedness exercises</li> <li>• Demonstration of participation with partners and with other providers and/or stakeholders in real-time events</li> </ul>	<p>Tabletop, POD, and live exercises conducted.</p> <p>LHD called out during H1 N1, hurricane, snowstorms, etc.</p>

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Met	Partial Met	Not Met	Standard: VII Emergency Management & Response	Documentation	Comments & Specific request for Technical Assistance
x			5. LHD ensures the coordination and integration of public health and emergency management planning and response activities.	<ul style="list-style-type: none"> <li>Documentation demonstrating coordination and integration efforts</li> <li>Signature of O.E.M. Coordinator on Public Health Annex of the local/county E.O.P.</li> </ul>	LHD interacts with the Paterson Office of Emergency Management through meetings and plan development.
x			5.1 H.O. is able to clearly describe how the LHD has participated with partners and with other providers and/or stakeholders in preparedness exercises.		
Met	Partial Met	Not Met	<b>Standard: VIII. Annual Community PH Meeting</b>	<b>Documentation</b>	<b>Comments &amp; Specific request for Technical Assistance</b>
		x	1. Health Officer will develop and present an annual report to the public on the status of the community's health. The report shall also include a discussion of the local health agency's progress and performance in accomplishing its mission and achieving its objectives.	<ul style="list-style-type: none"> <li>Publicized Notices of the annual Meeting and the agenda are documented; copies on file</li> <li>Copy of Health Officer's presentation is on</li> </ul>	Health Officer has not had the opportunity to provide a written or verbal annual report or state of the Community Health address to the governing body/BOH or the community as a whole at a public meeting.
		x	1.1 Meeting conducted within the last year.		

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	x		<p>1.2 Meeting agenda and presentation address the state of the communities' health and significant LHD activities and accomplishments to protect/improve public health.</p>	<p>file</p> <ul style="list-style-type: none"> <li>• A hard copy of the Annual Report is on file</li> <li>• Audio, webinars, webcasts, cable TV presentations</li> </ul>	
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