



BOARD OF COMMISSIONERS

AGENDA REQUEST & STAFF REPORT

MEETING DATE: March 16, 2022

SUBJECT: Release of ARPA Funds for COVID Response Team

RECOMMENDED MOTION: Release funds as determined by the Board

BACKGROUND AND POLICY IMPLICATIONS:

On February 9, 2022, the Board approved up to \$350,000 for the next round of ARPA funds to support the COVID Response Team. The Board approved up to \$55,000 per week through the end of March 2022. The COVID Response Team is comprised of 6.0 limited duration (staggered end dates) FTEs and temporary employees.

The COVID Response Team has adjusted expenditures based on the demand for services. The recent "Management of Pandemic Case Investigation and Contact Tracing audit concluded the following (page 11, section 2.1 of the audit): "Overall temporary worker costs being spent through Public Health – Communicable diseases (and the primary temp worker vendor) have moved with the surges of the pandemic." The most recent weekly (beginning of March 2022) temporary staffing cost was \$32,000, although the Board approved of expenditures of up to \$55,000 per week. In addition, the Health Services Department recently discontinued the practice of paying COVID premium pay which compensated salaried employees for consistently working well beyond a regular work week.

Board Policy Discussion

Based on COVID Response Team's reduced costs (due to adjusting to the demand for services) and additional FEMA reimbursement, the current Board ARPA fund approval is estimated to cover costs until late April 2022. For temporary staffing for COVID response, the Board has allocated a total of \$ 2,350,000 and authorized expenditures of up to \$1,971,705. Therefore, \$378,295 remains for COVID temporary staffing, which will fund the current temporary staffing levels (at a rate of \$55,000 per week) for at least for another 7 months.

Board policy discussion/decision:

1. What is the “up to” amount the Board wants to authorize per week?
 - a. Up to \$55,000 per week.
 - b. Up to \$30,000 per week.
 - c. Other

Listed in the staff report below are the service impacts associated with the options listed above.

2. How long does the Board want to approve the weekly “up to” amount?
 - a. 1 month
 - b. 2 months
 - c. 3 months
 - d. other

Attached are statistics related to the Covid Hotline.

COVID Response Team

The COVID Response Team provides and/or coordinates the following:

1. COVID Hotline: provides public education/information, outreach and data.
2. Testing: manages outbreak testing, distributes test kits to high need individuals and entities, provide onsite support for high consequence settings (such as congregate settings, day care, schools, and businesses) and situations requiring testing.
3. Vaccination: community clinics, targeted clinics, mass vax events (not currently holding mass vax events).
4. Outbreak response for high consequence settings (such as congregate settings, day care, schools, and businesses).
5. Wrap around support services and isolation motel service delivery: manage all requirements and priorities at isolation motel (hot meal delivery, food box delivery, medication delivery, security, etc.), case management and support, collaborate with non-profits for placement at the motel.

Scenario where demand continues to drop:

- We could continue to balance staffing with service level. In other words, we could either eliminate some temp positions or increase service level (or some permutation).

Scenario if there is a surge:

- We could increase our temp capacity compared to our current level with the understanding that it will take 4 to 6 weeks to get capacitated. If we are in a low demand scenario, then it will take longer than 6 weeks to build capacity.

Key tradeoff:

- Letting too many temps go, it will take 4 to 6 weeks to ramp up (identify, hire, train, etc.). Also, reliance on the state and/or other entities does not take form overnight, it takes weeks (especially as demand throughout the state has increased).

Baseline Services

Baseline services and operations service delivery will continue regardless of service level (position duration).

Service Delivery:

- Coordinate with community partners and OHA to plan and execute events like testing and vaccines
- Strategic governance of budgeting and funding support to properly disseminate funds
- Contract oversight with vendors and community partners (i.e. facilities, medical teams)
- Admin support for each service delivery line (i.e. document control, project management, meeting organization)
- Testing support (i.e. organizing and planning at-home test kits distribution)

Service Level:

- Provides timely and quality support for all areas
- Consistent coordination between internal and external teams and service lines
- Minimal burden on County and DCHS Administration

Limited Duration Position: 6 (5 + 1 Recovery Manager)

What ~55k per week (current service level) provides the County?

This is the current expenditure which facilitates high level services (commensurate with demand).

A. Hotline, Public Education/Information, Outreach, and Data:

Service Delivery:

Public information, distribution and education: connecting to vaccine information/sites, testing information and resources

- Connection to Wrap Around services and CBO's for services: food resources, mortgage and utility assistance, lost wage assistance
- Connection to highly trained case management team to identify, process and refer to escalated services/resources (e.g LTCFs, businesses, schools, etc.)

- Onsite outreach for BIPOC and other vulnerable groups, and/or individuals, and businesses
- Preparation, analysis and reporting out data: cases rates, outbreaks, vaccination rates & testing volume
- Regular social media and dashboard updates (up to 15,000 public hits/week)

Service Level:

- Call Center Schedule: 10 hours M-F (8am-6pm), 6 hours on Saturday (10am-4pm), check voicemails Sunday
 - Up to a 4 minute wait time
 - Not offering 24 hour support service
- Call Center increases accessibility to those who are not comfortable and/or with limited internet/ technology capabilities to address DEI/socioeconomic challenges
- Outreach Schedule: 7 days/week
 - Multi-language (3 languages) team reaching up to 500 community contacts/month

Data: providing timely, accurate, quality information to the public and on public facing media sites

Current Staffing-

Limited Duration: 2.0

Temp FTE equivalency: 9.5

B. Testing

Service Delivery:

- Manage outbreak testing through OSPHL and other entities
- Distributing test kits to high need individuals (e.g. homeless) and entities
 - Distribute both "lab" tests and home tests
- Provide onsite support for high consequence settings and situations requiring testing

Service Level:

- Highly focused on congregate setting testing, respond within hours/ day
- Facilitation and community assurance around testing capacity in the community (serve as community hub)
- Not offering high throughput or community testing events

Current Staffing:

- Limited Duration: 0
- Temp FTE equivalency: 1

C. Vaccination

Service Delivery:

- 4 Standing community clinics/week (locations include: Bend, La Pine, Sisters)

- Capacity to provide other targeted clinics as needed, example:
 - Pediatric clinics
 - Employee clinics
 - Redmond Airport
 - County staff
 - Equity informed efforts (settings like: nonprofits, Latino Community Association, local restaurants, low income housing)
 - Congregate settings (e.g. homebound, jails, LTCF, etc.).
 - Interpreters/translators for community accessibility.
- Mass Vax population events (through coordination with OHA/ FEMA)

Service Level:

- Schedule: consistent days/times and evening hours
 - Current wait time less than 20 minute (during high volume, up to 1 hour)
 - Productivity up to 1600 vaccines/week
- Collaborate with communities to set up clinic events
- Increase accessibility with a DEI lens (e.g. rural settings)
- Interpreter/translating: offered at each vaccine clinic and translates all COVID-related materials (in-house)

Current Staffing-

Limited Duration Positions: 3

Temp FTE equivalency: 9

D. Outbreak response for high consequential settings (e.g. congregate settings, day care, schools, and businesses)

Service Delivery:

- Case Management for individuals (high risk/need or linked to outbreak)
- Infection prevention and outbreak management
- Business outreach and educational outreach to businesses through community business partners like Chambers of Commerce, Business Advocates and other business organizations

Service level:

- Schedule: offering services 7 days/week, respond within hours
- High quality, reliable, specialized services and consultancy
- Consultants to these groups/ quasi-enforcement/ regulatory body

Current Staffing-

LTD: 4

Temp FTE equivalency: 8

E. Wrap around support and Isolation Motel

Service Delivery:

- Management of all requirements and priorities at isolation motel sites: high priority needs, hot meal delivery, food box delivery, medication delivery, security, etc.
- Case management and support, and referral to CBO's for collaborative support services

Service Level:

- Schedule: offering services 7 days/week (all day)
- Case management capacity:
 - 40 clients/ households/week (including isolation motel)
 - Serve up to 600 individuals per month – mix of DCHS and CBO support (some duplication with above)
- Availability of up to 12 isolation rooms/16 beds (and Super 8 Redmond overflow: 8 rooms, 13 beds)

Current Staffing-

Limited Duration Positions: 3

Temp FTE equivalency: 4

What ~30k per week (current service level) could get the County?

This is assuming same demand level as current state with varying service level.

A. Hotline, Public Education/Information, Outreach, and Data:

Service Delivery:

- Public information, distribution and education: connecting to vaccine information/sites, testing information and resources
- Connection to Wrap Around services and CBO's for services: food resources, mortgage and utility assistance, lost wage assistance
- Connection to highly trained case management team to identify, process and refer to escalated services/resources (e.g LTCFs, businesses, schools, etc)
- Onsite outreach for BIPOC groups, and/or individuals, and businesses
- Preparation, analysis and reporting out data: cases rates, outbreaks, vaccination rates & testing volume
- Regular social media and dashboard updates (up to 15,000 public hits/week)

Service Level:

- Hotline Schedule: 8 hours M-F (9am-5pm), Saturday: only check voicemails & no services on Sunday
 - Reduced hours and days
 - Wait time and drop calls will increase
- Outreach Schedule: reduced from 7 days/week to 5 days/week with reduced hours
- Outreach accessibility reduced from 3 languages to only Spanish
- Data quality remains consistent

Change in Staffing:

LTD: 2.0

Temp FTE equivalency: 7.5

B. Testing

Service Delivery:

- Maintain only minimal outbreak testing response
- Minimal distribution of free rapid testing supplies
- No additional community testing and/or technical support for community entities

Service Level:

- Will not provide high throughput or community testing events
- Provide remote technical assistance with limited onsite support

Change in Staffing-

Limited Duration Positions: 0

Temp FTE equivalency: 0.5

C. Vaccination

Service Delivery:

- Standing community clinics/week (locations will vary)
- Assist with targeted clinics:
 - Pediatric clinics
 - Congregate settings (e.g. homebound, jails, LTCF, etc)
(with interpreters/translators for community accessibility)
- Facilitate mass vax population events (through coordination with OHA/ FEMA)

Service Level:

- Schedule: reduce days and/or hours of operation (decisions based on demand, access and equity)
- Equity focus on the community clinic
- Reduce vaccine productivity up to 1,000 doses/week (from 1600 doses)
 - potential increase in wait times depending on volume

Change in Staffing-

Limited Duration Positions: 3

Temp FTE equivalency: 6

D. Outbreak response for congregate settings and businesses

Service Delivery:

- Case Management for individuals (high risk/need or linked to outbreak)
- Infection prevention and outbreak management
- Business outreach and educational outreach to businesses through community business partners like Chambers of Commerce, Business Advocates and other business organizations

Service Level:

- Schedule: reduced from 7 days/ week to 5 days/ week
- Limited comprehensive case management for high risk individuals
- Limited business outreach

Change in Staffing-

Limited Duration Positions: 4

Temp FTE equivalency: 4

E. Wrap around support and isolation motel

Service Delivery:

- Management of all requirements and priorities at isolation motel sites: high priority needs, hot meal delivery, food box delivery, medication delivery etc.
- case management and referral to CBO's for collaborative support services

Service Level:

- Schedule: Maintain 7days/week with reduced hours to 10-3pm
- Increase in wait time for referrals and placement, impacting hospital system's bed capacity
- Case management capacity:
 - ~30 clients/ households/week (including isolation motel)
 - Serve up to 400 individuals per month – mix of DCHS and CBO support (some duplication with above)
- Availability of 9 isolation rooms/13 beds at Super 8 in Redmond

Change in Staffing-

Limited Duration Positions: 3

Temp FTE equivalency: 0

BUDGET IMPACTS:

Budget impacts depend on Board policy decision.

ATTENDANCE:

Erik Kropp, Interim Health Services Director

Nahad Sadr-Azodi, Public Health Director

Cheryl Smallman, Business Manager