



Governor's Sterling Award Best Practice



Title of Best Practice: DOH-St. Johns - Utilizing the Incident Command Structure for Daily, Non-Emergency Workforce Needs

Description of Best Practice: (Please provide a one to two paragraph description of best practice)

DOH-St. Johns routinely uses tools from the *Incident Command Structure (ICS)* to assist in the day-to-day management of its operations. Although common in the coordination of emergency services, this organization has modified its use of ICS tools to more rapidly respond to the daily needs of a public health department. For example, the ICS reporting structure is used to manage the Organization's Daily Operations meeting each morning and its daily Report Out meeting each evening. This enables a meaningful review and discussion of upcoming workforce coverage needs, and allows for staff to be reallocated, ensuring that critical service areas remain operating at optimal levels. In this way, the Incident Command System acts as a framework that allows for the integration of operational, support, and communication services not only in times of disaster but as daily operational need dictates.

Additionally, in early 2015, the ICS structure was used as the means to manage the DOH-St. Johns move from its 1960's era building to a new state of the art building provided by the County. During this move, critical functions such as Epidemiology, Disease Control, and WIC continued to operate in either the nearby Environmental Health facility or remotely via the DOH-St. Johns Mobile Center. The usage of the ICS framework allowed for a smooth, orderly move (despite typical moving problems) while ensuring the continuity of critical services to our community.

Results: (What key results have been achieved as a result of best practice?)

FTEs have been reduced from 103 in 2011 to 63 in 2015, yet customer satisfaction rates remain greater than 97%. Our segmented data has also seen a steady improvement in all areas (Vital Statistics; Immunizations; Adult Health and Pediatric Dental).

Employee Satisfaction Survey results in the areas of *Teamwork & Cooperation* have steadily improved; we now enjoy a 86% approval rate, increasing steadily since 2008.

We have been able to sustain or improve our Employee and Customer Engagement while servicing more of our population per full time equivalent (FTE) which is now at a rate of 3,318 per 1 FTE employee.

Application: (How could this best practice be replicated in other organizations?)

This process can easily be replicated by organizations of all types and sizes, and offers a systematic process by which workload considerations can be made on a daily basis and adequate staffing ensured to meet daily workforce needs.