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# MEMORANDUM

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Date: March 9, 2022

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshner   
Acting County Administrator

Re: **Board of Supervisors March 1, 2022 Consent Agenda Item 4**

Supervisor Christy requested supplemental information regarding the range of contracting activity with Partners In Health. Attached please find a detailed summary from Dr. Cullen that describes both contractual and non-contractual collaborations between the Public Health Department including the value of such contracts, and a description of the individual scopes of work.

Currently the County has three federal and state multi-year contracts approved by the Board and valued at \$22.9 million. These are intended to support COVID-19 testing and vaccination in school settings, underserved communities, and across the community. Partners In Health is providing technical assistance and support for some of these activities via these three sub-contracts with a total value of \$974,000 or 4.2 percent of the total awarded amount.

Significantly, this contractor has invested \$438,845 of its own separately contracted federal resources in Pima County in support of COVID-19 mitigation in vulnerable communities. This support was provided to the Sunnyside Foundation, Tucson Indian Center, and other local entities and was in coordination with the Health Department.

Partners In Health has been a valuable asset and well-performing contractor that brings value to COVID-19 prevention activities in Pima County.


JL/fg

Attachment

c: Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,  
Health and Community Services  
Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Terry Cullen, MD, MS, Public Health Director, Pima County Health Department

Date: March 8, 2022

To: Francisco Garcia, MD, MPH  
Deputy County Administrator

From: Theresa Cullen, MD, MS   
Health Department Director

**Re: Request for Information – Partners In Health Subcontracts**

**Background:** During the height of the COVID-19 pandemic, Pima County Health Department (PCHD) sought new, innovative opportunities to mitigate the impact of COVID-19 in Pima County by partnering and collaborating with local and national organizations to help us identify best practices, models and systems. Partners In Health (PIH) National Learning Collaborative, in which PCHD is a member, assisted us with the tasks listed above. As a member of the learning collaborative, we recognized the value, knowledge and expertise PIH offered, and therefore requested technical assistance, support and guidance for contact tracing and care coordination design and implementation. A formal contractual agreement for this assistance (at no cost to Pima County) was created, effective July 7, 2020 – April 30, 2023.

In addition to the work above, PIH's RECOVER (Reaching Equity through Community-based Vaccination Engagement and Resourcing) initiative, funded via a Health Resources and Services Administration grant (HRSA-21-136), has allocated over \$438,845 to Pima County communities over the last 6 months through sub-contracts with the following community based organizations:

- Tucson Indian Center - \$130,000
- ACE/LUCHA - \$102,452
- Sunnyside Foundation - \$206,393

**PCHD Grant Opportunities and Funding:** In the Spring/Summer of 2021, PCHD was presented with three unique, non-competitive opportunities to obtain grant funding to further Pima County's COVID-19 mitigation strategies and address health disparities; The National Initiative to Address COVID-19 Health Disparities, funded by the Centers for Disease Control (CDC), and two funding opportunities from the Arizona Department of Health Services (ADHS), one to address COVID-19 Vaccine Equity and another to support K-12 School Reopening Programs and enhance PCHD's Epidemiology and Laboratory Capacity (ELC).

Strategies under these funding sources required the mobilization of partners and collaborators to advance health equity and address social determinants of health as they relate to COVID-19 health disparities among populations at higher risk and that are underserved.

In an effort to sustain the work cited above and leverage PIH's expertise in building equity-first programming, data-driven practices, and high-quality strategy implementation, PCHD identified PIH as a funded partner for these grants.

Please refer to Attachment 1 for information related to each grant, including the total award received by PCHD, amount awarded to PIH, PIH Scope of Work, anticipated outcomes, PIH tasks/deliverables and PIH outputs to date, in addition to the percent of each award subcontracted to PIH.

Attachment

**Grant: National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities**

**Purpose:** The purpose of the project is to address COVID-19 related health disparities and advance health equity by expanding local capacity and services to prevent and control COVID-19 infection (or transmission) among populations at higher risk and that are underserved, including racial and ethnic minority groups and people living in rural communities.

<b>Total Grant Amount Awarded to PCHD</b> \$6,510,503	<b>Period of Performance</b> 6/1/2021 – 5/31/2023	<b>PIH Contract Amount</b> \$500,000  Contract No.: CT-HD-22-057-00  PIH = ~8% of Total Grant Award	<b>Term of Sub-Contract</b> 10/5/2021 - 5/31/2023	<b>Procurement Method</b> This Subrecipient Agreement is a non-Procurement contract and not subject to Procurement rules.	<b>Scope of Work:</b> Partners In Health will provide leadership, support and technical assistance/guidance to the PCHD in its efforts to conduct coronavirus testing, disseminate critical information to marginalized communities, and ensure that these communities receive effective health care coordination; comprehensive education related to coronavirus spread, prevention and care, with additional focus on reducing social stigma related to COVID-19.	<b>Outcomes:</b> -Reduce COVID-19 related health disparities -Improve and increase testing and contact testing among populations at higher risk -Improved local health department capacity and services to prevent and control COVID-19 infection or transmission among populations at higher risk	
						<b>Activities</b>	<b>Outputs/Progress</b>
						- Improve data collection and reporting for testing and contact tracing for populations at higher risk and that are underserved - Build plans for collecting and reporting timely, complete, representative, and relevant data on testing, incidence, vaccination, and severe outcomes by membership in one or more population groups disproportionately affected by health disparities - Assist PCHD in creating a Public Health Disparities Data Services focus to support the collecting, analyzing, and reporting of standardized data to ensure programs and policies have the data needed to inform strategies related to advancing equity	- To date, PIH has been working with the PCHD Health Disparities Team, PCHD Data Analytics Team, and Dr. Karen Wang of Yale to conduct a data landscape analysis of current programs to determine a starting point for the creation of standardized data collection, language and policies -We are supporting PCHD to analyze the data and impact of the initiative to distribute testing kits to community members via local libraries -PIH facilitated a donation of 14,000 free CareStart COVID-19 home test kits to support the Tucson Indian Center and Tohono O’odham Nation Health Care

Pima County Subcontracts to PIH

						<ul style="list-style-type: none"><li>-Assist PCHD in the creation of an Office of Health Equity to lead and coordinate the interdepartmental, county-wide health equity efforts and implementation of the health equity plan</li><li>-Assist PCHD in planning and implementing rebuilding and resiliency efforts to create long term systems change</li><li>- Assist with facilitating strategic connections with external organizations to support PCHD in creating a public health-legal partnership that will embed a staff lawyer into the Health Department to address structural problems contributing to health inequities</li></ul>	<ul style="list-style-type: none"><li>-PIH continues to leverage lessons learned during the pandemic from health departments across the US to share innovative examples of programs creatively addressing the social determinants of health to improve health outcomes</li><li>- Initiation of work pending contractual agreement with a legal aid partner has begun</li><li>-PCHD and PIH will soon be meeting with Community Workforce Development Department to discuss the incorporation of the EELs program into this activity</li></ul>
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**Grant: Centers for Disease Control and Prevention, 2019 Epidemiology and Laboratory Capacity (ELC) Reopening Schools, passed through Arizona Department of Health Services (ADHS) on IGA No. CTR057423**

**Purpose: Funding is to be used to provide wrap-around support services to individuals from K-12 settings (students and staff) who have tested positive for COVID-19 between the dates of May 1, 2021-May 15, 2022. Behavioral health support services are emphasized.**

<b>Total Grant Amount Awarded to PCHD</b> \$6,839,460	<b>Period of Performance</b> 6/1/2021 – 5/31/2022	<b>PIH Contract Amount</b> \$250,000  Contract No.: CT-HD-22-204  PIH = ~4% of Total Grant Award	<b>Term of Sub-Contract</b> 1/4/2022 – 5/31/2022	<b>Procurement Method</b> Direct Select per Board of Supervisors Policy D29.6, 111-C	<b>Scope of Work:</b> PIH has been deeply involved in supporting the PCHD K-12 Schools Team throughout the pandemic. With this grant, PIH will continue to enhance PCHD’s ability to provide support to students and families in schools across the county have been severely affected by COVID.	<b>Outcomes:</b> - Address ongoing need for prevention, education and mitigation of COVID-19 in school communities that is culturally relevant and accessible - Provision of necessary resources and supports to K-12 students and their immediate family members who test positive for COVID-19 to ensure their recovery and timely return to the school environment - Coordination of assessment and delivery of wrap-around services to students, staff, and families experiencing COVID-related trauma to promote recovery and resiliency	
						<b>Activities</b> – Define and articulate a logic model of the grant – Monitor progress of the grant through process mapping and programmatic data collection – Work with stakeholders to identify appropriate programmatic and output indicators and appropriate targets – PIH will assist PCHD in identifying and maintaining systems for programmatic data collection – Facilitate the collection of community/stakeholder feedback on	<b>Outputs/Progress</b> -PIH facilitated working sessions to create a logic model and define key performance indicators (KPIs) -The PIH team has coordinated setup (and ongoing refinement) of the monitoring and evaluation plan for ELC project activities -PIH team members work with Maximus (contractor providing Case Investigation and Contact Tracing) to ensure systems are in place to capture necessary data and that new processes are running smoothly -PIH provided continuity, particularly

					<p>key indicators and appropriate targets, and support the integration of feedback into the Monitoring and Evaluation framework</p> <ul style="list-style-type: none"> <li>- Support the evaluation of the PCHD's "Text, Talk, Act" activities that fall under the Schools K-12 grant; Identify appropriate tools and metrics for data collection and analysis to evaluate the success of the program and inform future efforts of PCHD to improve access to mental and behavioral health services for school age children.</li> <li>- Serve as a thought-partner to help coordinate relationships and partnerships between stakeholders to contribute to project success</li> <li>- Incorporate best practices and learning from other school districts or local educational authorities/behavioral health agencies around the country</li> <li>- Support programmatic changes in response to shifting COVID-19 pandemic dynamics</li> <li>- Provide a technical advisor to help set up and support the PCHD's Epidemiological Intelligence Unit</li> </ul>	<p>for school liaisons and behavioral health task force participants, during this transition in PCHD staff / ELC grant managers</p> <ul style="list-style-type: none"> <li>-PIH created and trained users on data collection tools (surveys, trackers, and databases)</li> <li>-PIH provides ongoing analysis to Project Manager on program implementation, and works with ELC team to troubleshoot and strengthen project activities as needed</li> <li>-We continue to support the overall coordination of ELC project and grant-adjacent activities such as the facilitating Behavioral Health Coalition meetings</li> <li>-On 2/14, we hired an EIU Technical Advisor to support outbreak investigations, advise on school testing policy, and layout long-term response strategy development for COVID and future pandemic preparedness</li> <li>-We are providing ongoing oversight to the relationship between PCHD and a new behavioral health partner, Text Talk Act; PIH led the development of the monitoring and evaluation plan as well as advised on their program design and implementation protocols</li> <li>-We continue to support and assist Maximus with Case Investigation and Contact Tracing, while simultaneously working with PCHD to outline key considerations for transitioning these activities back in-house to PCHD staff</li> </ul>
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**Grant: ADHS Immunization Services IGA No. ADHS18-177695, Amendment#6, COVID-19 Vaccination Equity Funding**  
**Purpose: Expand vaccine access and equity for racial and ethnic minority groups as well as economically disadvantaged people.**

<b>Total Grant Amount Awarded to PCHD</b> \$9,559,161	<b>Period of Performance</b> 7/1/2020 – 6/30/2024	<b>PIH Contract Amount</b> \$224,412  Contract No.: CT-HD-22-203  PIH Contract = ~2% of Total Award	<b>Term of Sub-Contract</b> 3/1/2022 – 6/30/2024	<b>Procurement Method</b> Direct Select per Board of Supervisors Policy D29.6, 111-C	<b>Scope of Work:</b> Partners In Health will provide leadership, support and technical assistance/guidance to the PCHD in its efforts to increase COVID vaccination uptake as well as expand broader vaccine access across Pima County.	<b>Outcomes:</b> 1. Reduced COVID-19-related health disparities 2. Improved and increased vaccination among populations at higher risk and that are underserved, including racial and ethnic minority groups, economically disadvantaged people and people living in rural communities 3. Improved infrastructure and access for all vaccination services including COVID-19, influenza and general pediatric and adult immunizations	
						<b>Activities</b>	<b>Outputs/Progress</b>
						<ul style="list-style-type: none"> <li>– Support PCHD to establish a learning collaborative to include both internal and external partners; This group will convene to share experiences and best practices to improve the outcomes of the interventions</li> <li>– Assist PCHD in identifying methods to collect and present relevant data pertaining to grant implementation</li> <li>– Collaborate with PCHD to improve data collection and presentation methods to demonstrate outcomes of grant activities</li> <li>– Offer guidance to PCHD in defining optimal roles and responsibilities of Vaccine Equity team members</li> </ul>	<ul style="list-style-type: none"> <li>-The PIH team has joined all calls to date to discuss opportunities to improve COVID-19 response coordination, as well as identify critical community leaders and stakeholders across each of the 5 Pima County Districts</li> <li>-We continue to provide assistance to PCHD to support expansion of COVID-19 mobile vaccine services across the County and on the Tribal Nations</li> <li>-We have facilitated brainstorming sessions to help define the roles and responsibilities of health coaches, health navigators, community health workers and public health nurses, as well as shared example job descriptions</li> </ul>

						<ul style="list-style-type: none"> <li>- Assist in the development of training plans to ensure staff are working to their highest capabilities</li> <li>- Collaborate with PCHD in the development of district level implementation plans</li> <li>- Investigate and share successful approaches in similar programs and suggest ways to implement proposed strategies</li> <li>- Provide ongoing feedback and guidance pertaining to grant implementation and planning</li> </ul>	<p>from programs across the country, to support the PCHD Vaccine Equity Team as they hire and onboard new staff</p> <ul style="list-style-type: none"> <li>-We have provided sample templates, FAQs, training documents, and shared best practices with regards to community outreach, engagement and education to address vaccine hesitancy and promote vaccine uptake</li> <li>-We continue to support the creation of targeted educational materials and messaging campaigns using culturally and linguistically appropriate messaging</li> <li>-PIH has provided translation services to ensure materials are available in multiple languages (Spanish, Haitian Creole, Arabic, Kirundi, Kinyarwanda)</li> <li>-PIH is an active participant in the PCHD Community Advisory Committee, and engages with other PCHD partners to facilitate coordination across existing programs</li> <li>- PIH has facilitated a partnership between the Pima County Health Department (PCHD), and Surgo Ventures to create a census-tract level dashboard to inform and evaluate vaccine uptake solutions; The dashboard aggregates and innovatively visualizes PCHD vaccination and case data alongside Surgo’s COVID-19 Community Vulnerability Index (CCVI)</li> </ul>
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