VDH VIRGINIA DEPARTMENT OF HEALTH

Annual Organizational Report for FY 2021

Mission

Protect the Health and Promote the Well-Being of All People in Virginia

Vision

Become the Healthiest State in the Nation

Core Values

Our Culture Values Service, Equity, and Making Data-Informed Decisions

VDH Goals

1. **Maintain a Competent and Valued Workforce**
   Recruit and retain the best employees. Ensure that VDH staff are properly developed and coached. Plan for knowledge transfer for future succession. Demonstrate that VDH employees are valued.

2. **Foster Healthy, Connected, and Resilient Communities**
   Implement population health strategies in Virginia. Foster community collaboration. Share timely, reliable, actionable, sub-county level data.

3. **Be a trusted source of Public Health Information and Services**
   Deliver public health information accurately and timely in the format and delivery method in which it is most effective. Create systems, policies, and practices that improve health for all people in Virginia. Make our services more clear and visible to the public user. Reinforce the role and mission of public health to federal, state, and local communities.

4. **Assure the Conditions that Improve Health Opportunity**
   Build partnerships at the state and local level to increase community capacity to focus on determinants of health. Enact “health in all policy” approaches at the state and local level. Strengthen organizational infrastructure to support health equity.

5. **Provide Internal Systems that Deliver Consistent and Responsive Support**
   Create a culture of continuous quality and process improvement at VDH. Establish an internal culture of customer service excellence.

VDH Annual Organizational Report for FY 2021

August 1, 2021

Report Mandate:

Appropriation Act (Ch.1289 – Item 307 F.)

The Virginia Department of Health shall report a detailed accounting, annually, of the agency's organization and operations. This report shall include an organizational chart that shows all full- and part-time positions (by job title) employed by the agency as well as the current management structure and unit responsibilities. The report shall also provide a summary of organization changes implemented over the previous year. The report shall be made available on the department's website by August 15 of each year.

Summary

The following report provides a detailed accounting of the Virginia Department of Health's organization and operations through fiscal year end 2021. The fiscal year is July 1 – June 30.

The report provides summary information by each Office/Division along with unit responsibilities and/or core functions. An organizational chart for each Office/Division follows each summary. The organizational chart displays all of the full-time (classified) and part-time (wage) employees as well as contract positions. Gray boxes indicate the position is vacant. Included on the charts are the working title, role title, and position number. Utilization of wage and contract positions supplement classified staff. Wage positions are limited to 1,500 hours per year.

Finally, the report will provide a summary of all organizational changes made throughout fiscal year 2021. This will include organizational structure changes and staff changes regarding filled positions and separations.

Virginia Department of Health Organizational Structure

The mission of the Virginia Department of Health (VDH) is to protect the health and promote the well-being of all people in Virginia. Thirty-five Local Health Districts serve communities throughout the state. Population Health oversees epidemiology, family health services, and health equity. Public Health and Preparedness manages environmental health services, drinking water, radiological health, emergency medical services, emergency preparedness, and the medical examiner's office. VDH also maintains the state's vital records and manages licenses and certifications for hospitals, nursing facilities, home care, and hospice programs. VDH works with lawmakers to create policy for the health of all Virginians.

Virginia Department of Health's goals are to:

- Maintain a Competent and Valued Workforce
- Foster Healthy, Connected, and Resilient Communities
- Be a Trusted Source of Public Health Information and Services
- Assure the Conditions that Improve Health Opportunity
- Provide Internal Systems that Deliver Consistent and Responsive Support

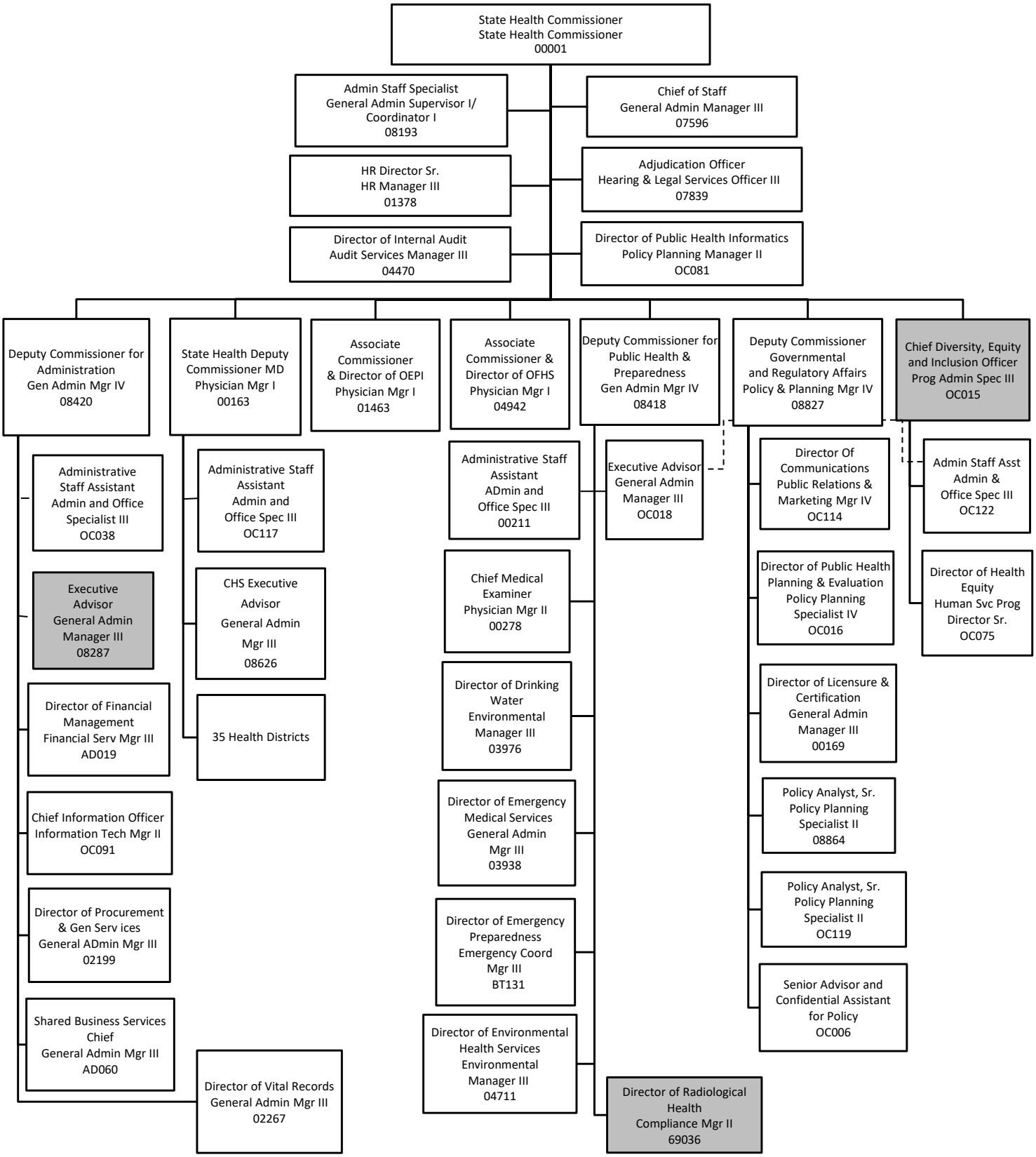
Office of the Commissioner

The State Health Commissioner is appointed by the Governor and reports to the Secretary of Health and Human Resources. The State Health Commissioner is responsible for the oversight of all statewide public health activities, including Community Health Services, Population Health, Public Health and Preparedness, Government and Regulatory Affairs, Human Resources, Administration, and Internal Audit.

The Health Commissioner, Chief of Staff, Deputy Commissioners, and Executive Advisors form the Commissioner's Leadership Team. The team meets regularly to consider and discuss information, issues, and actions that affect all offices and districts within the agency in order to make decisions that support the agency's mission and vision, while adhering to its core values.

Office of the Commissioner

7/15/2021



Office of Human Resources

The Director of Human Resources (OHR) reports to the State Health Commissioner in consultation with the Deputy Commissioner for Administration. OHR is the centralized administrative office dedicated to providing a wide range of HR leadership, strategic services and HR guidance to all of VDH. The Office directly supports the strategic mission and the Commissioner's Leadership Team to maintain a competent and valued work force throughout the Agency. OHR provides oversight and compliance reviews of all agency human resources policies, procedures, and actions.

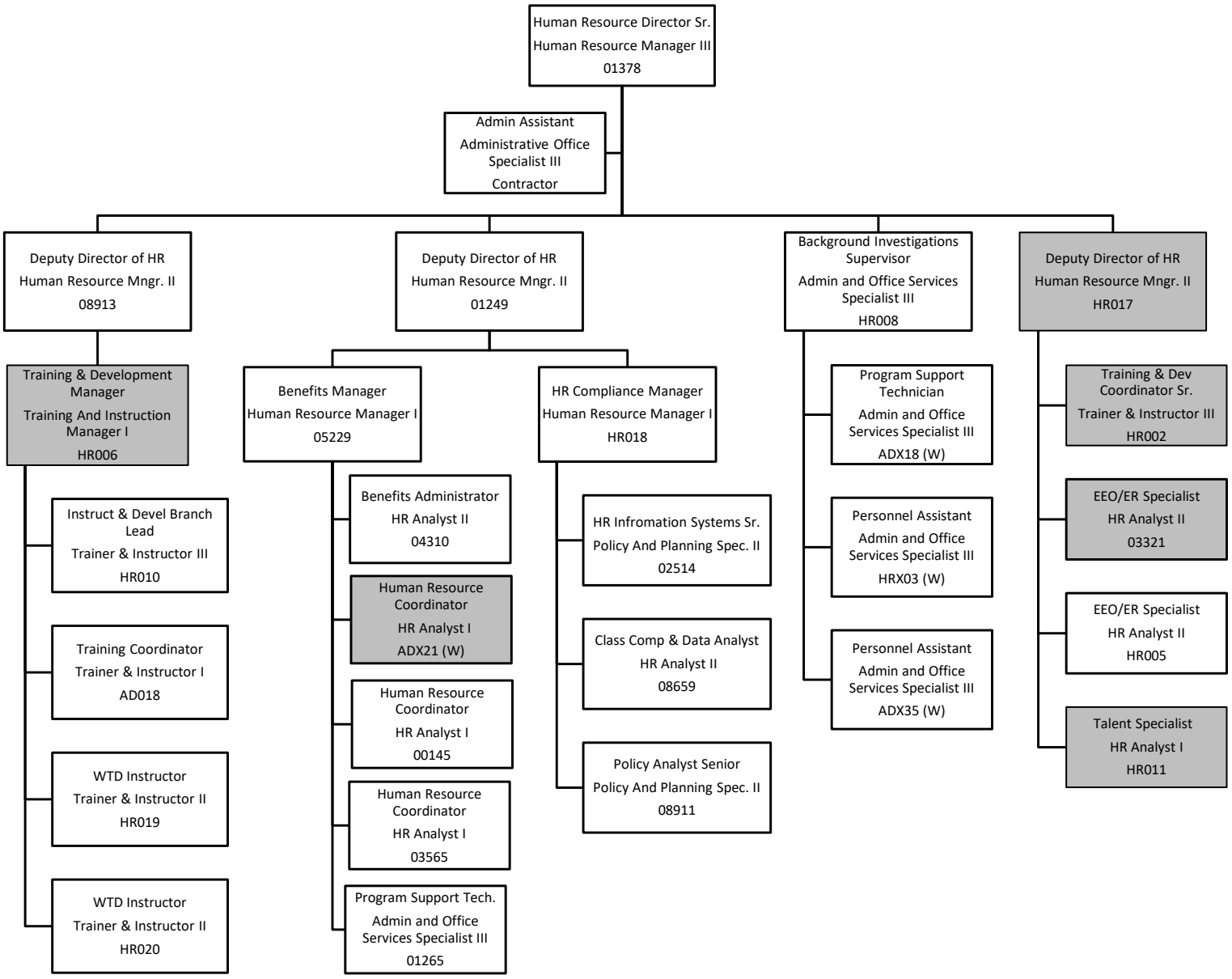
HR positions elsewhere in the agency provide operational HR services to Districts and Offices from the Office of Shared Business Services, reporting to the Deputy Commissioner for Administration.

Primary areas in OHR include:

- Benefits and Data Management
- Employee Engagement and EDI
- Leadership and Strategic Programs
- Background Investigations
- Workforce Training and Development
- Employment Programs (EEO, ADA, Talent Management, Investigations)
- Policy and Compliance (Classification, Compensation, Performance Management, HR Information Systems management)

Office of Human Resources

7/15/2021



Office of Internal Audit

The Director of the Office of Internal Audit (OIA) reports to the State Health Commissioner. OIA's mission is to provide independent, objective, and timely audits across the VDH enterprise, assisting all levels of VDH management in promoting economy, efficiency, and effectiveness in agency programs and operations; and detect and deter fraud, waste, abuse, and mismanagement. OIA ensures a balance of governance, risks, and controls are in place while adhering to the highest level of ethical principles and promoting a culture of continuous improvement to support the mission of VDH.

OIA is responsible for conducting independent and objective audits on VDH programmatic and information technology operations resulting in recommendations that should reduce costs, improve operational efficiency and effectiveness, strengthen internal controls, and achieve compliance with laws, regulations, and policy.

The objective of the OIA is to support VDH's mission to serve as a catalyst for positive change by:

- Facilitating good stewardship of resources
- Deterring fraud, waste, abuse, and corruption
- Advocating efficiency and effectiveness
- Promoting integrity and ethical conduct.

The objectives and related risks are broadly classified into the following categories:

- Operations
  - Appraise the efficiency and effectiveness of operations.
  - Assess the adequacy, effectiveness, and application of administrative and financial internal controls for safeguarding agency assets and ensuring thereliability of information and data.
  - Perform special investigations at the request of agency management, as well as Fraud, Waste, and Abuse hotline allegations referred to VDH by the Office of the State Inspector General.
  - Consult with management and staff during the development or updating of policies, procedures, or systems including the VDH Information Security program.
  - Coordinate activities with the Auditor of Public Accounts and other external reviewers; and monitor the status of agency corrective action plans to resolve findings noted by the Auditor of Public Accounts and other outsidereviewers.
  - Complete the Agency Risk Management and Internal

Controls assessment.

- Information Technology (IT) Security Audit
  - To assess the effectiveness of a system's IT security controls and review compliance with Commonwealth IT Security Standards.

- Reporting
  - Report significant risk exposures and control issues, including fraud risks,governance issues, and other matters needed or requested by the Commissioner.

Office of Internal Audit

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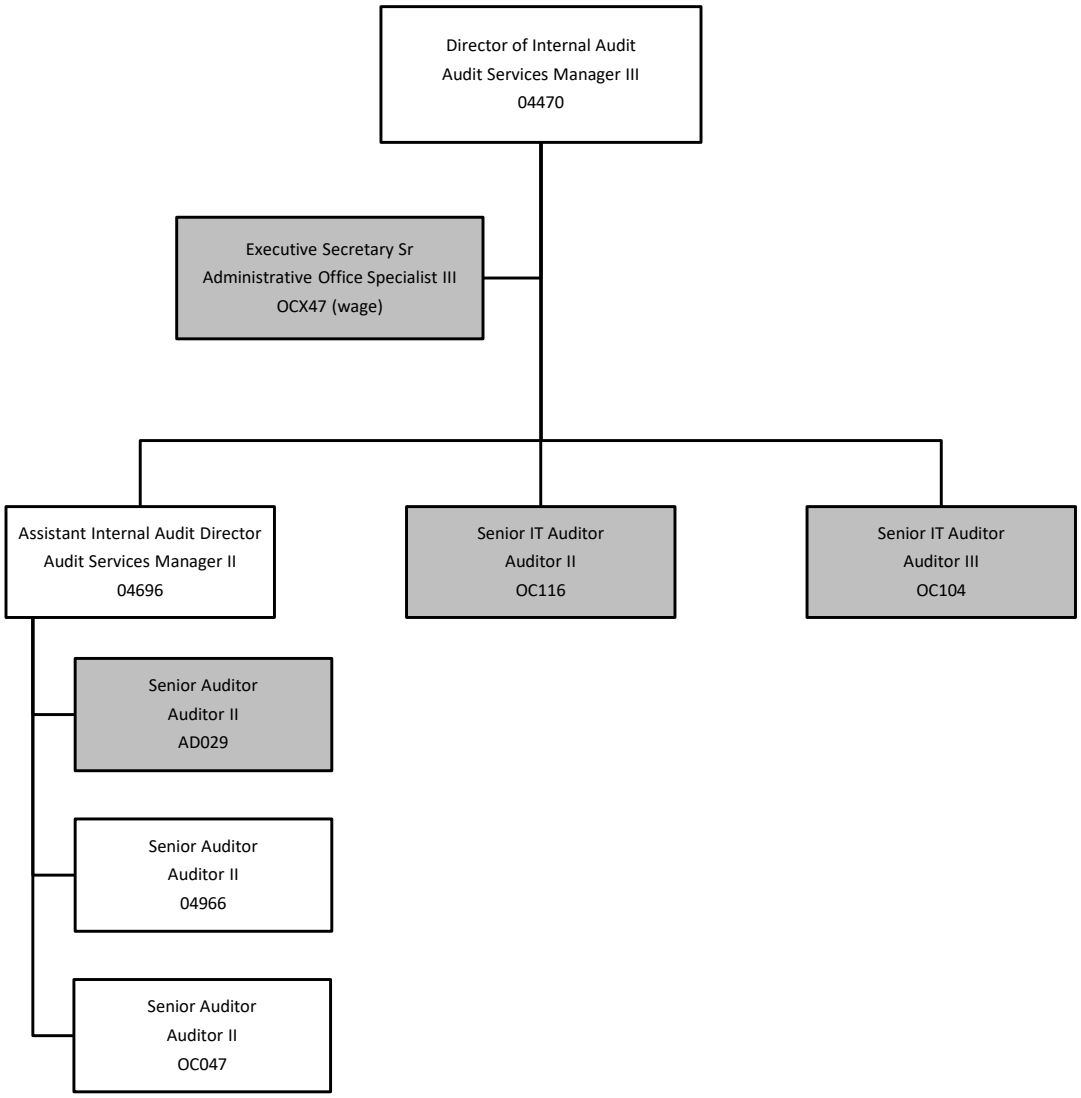

Administration

The Deputy Commissioner for Administration reports directly to the State Health Commissioner. Administration oversees the offices of Financial Management, Information Management, Procurement and General Services, Vital Records, and Shared Business Services. Working together, these offices support the mission of VDH by removing administrative burden from work units and programs.

Key responsibilities include:

- Budget, General Accounting, Payroll
- Grant Management
- IT Project Management, Enterprise Data Management/Statistics
- Procurement and Contracts
- General Services and Maintenance
- Human Resources support

Administration created and reviews the VDH Code of Ethics which established standards and mandates ethical behavior by VDH workers in the performance of their duties and responsibilities to the public, colleagues, management and other customers. It is the foundation for accomplishing the VDH mission, delivering public health services, and inspiring the public's trust in VDH workers.

Administration

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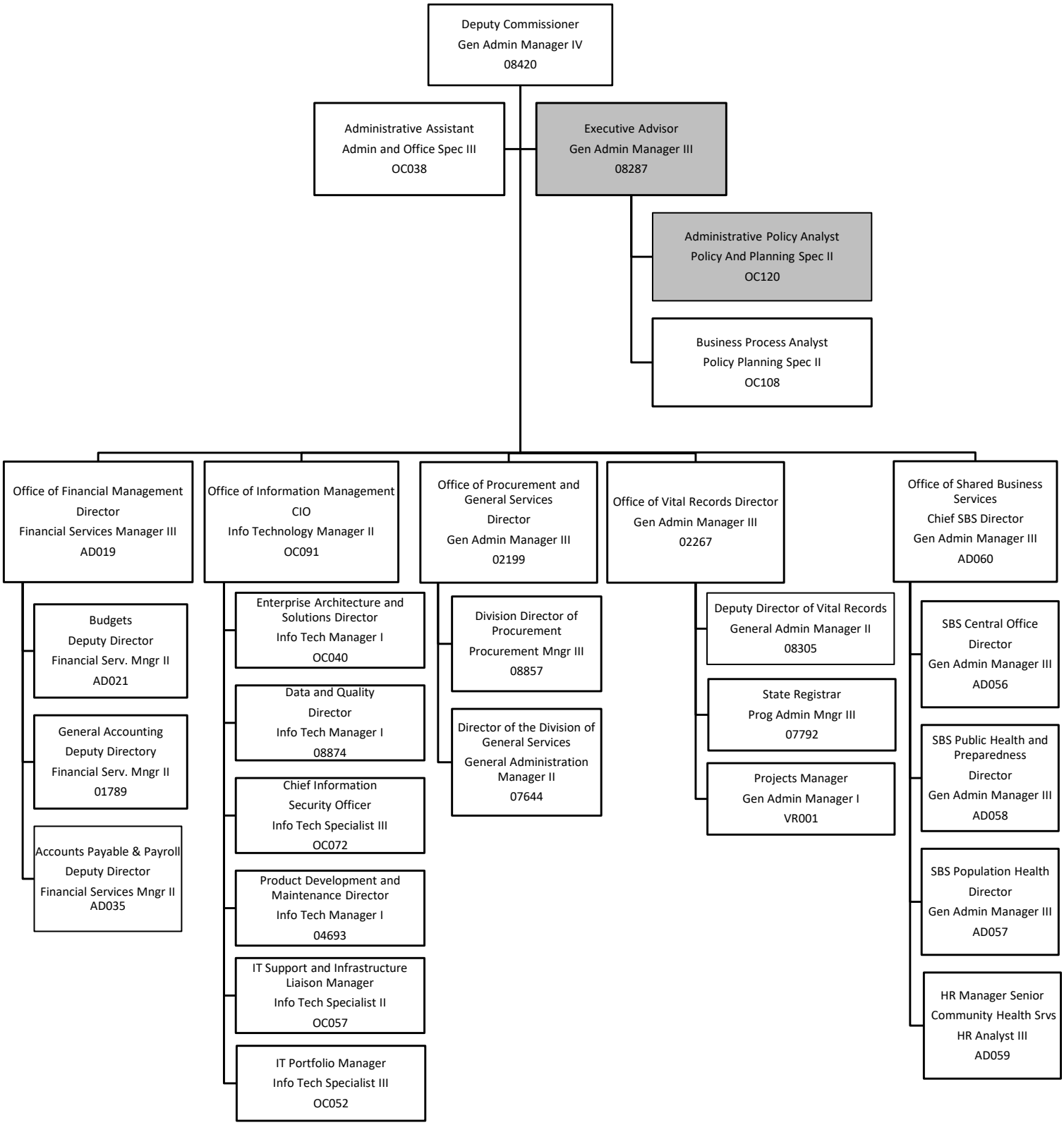

Office of Financial Management

The Director of the Office of Financial Management (OFM) reports to the Deputy Commissioner for Administration. OFM supports the mission of VDH by providing direction, planning, and oversight for financial policies and procedures. Cardinal is the official financial system of the Commonwealth.

The main functions of OFM are:

- **Budget –** The Budget Division provides oversight and assistance to agency senior management and program managers in budget development and execution. This section works closely with the Department of Planning and Budget and legislative "money committee" staff to ensure that the agency maximizes its opportunities for new funding to meet the ever-changing needs of public health.

- **General Accounting –** The General Accounting Division supports the financial operations of district and central office programs. Responsibilities include financial reporting, reconciliation, federal grants accounting, time and effort reporting, special fund cash management, chart of accounts maintenance, revenue/receivables management, petty cash management, fixed asset accounting and lease accounting. General Accounting ensures that these functions are performed in accordance with the policies and procedures set forth by the Department of Accounts, Auditor of Public Accounts, State Treasury, and the Federal Government.

- **Payroll –** The Payroll Division is responsible for accurately processing all pay and benefit transactions and to ensure that all employees, both full-time and wage, receive appropriate and timely paychecks. In addition this division is responsible for benefit reconciliations and leave administration for all classified employees. This requires close coordination with the various program offices, the VDH Office of Human Resources and the Department of Accounts. This division also processes payroll for the Virginia Foundation for Healthy Youth.

- **Accounts Payable –** The Accounts Payable Division ensures all agency disbursements, with the exception of payroll, are processed in compliance with agency, state and federal policies and procedures and by applicable prompt pay requirements. The division audits and approves multiple voucher types to include vendor payments, travel reimbursements and journal entries. In addition, this division oversees the employee travel charge card program, the agency telecom and fleet billing and payment of the small purchase charge card program.

Office of Financial Management

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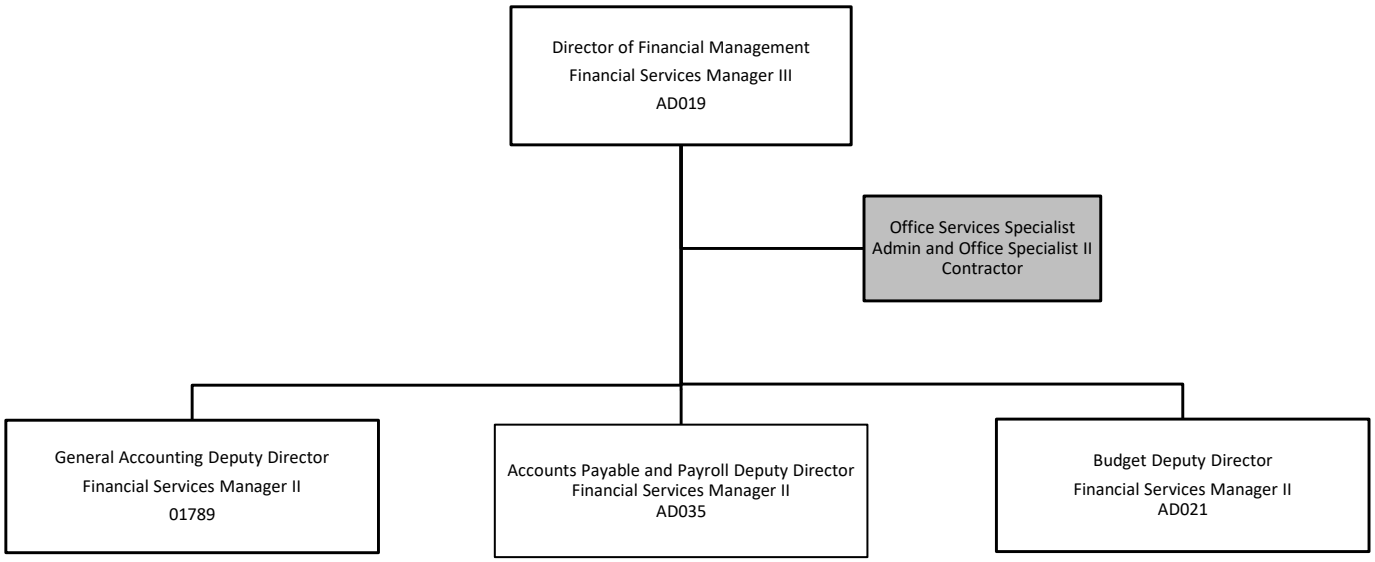

Office of Financial Management

General Accounting

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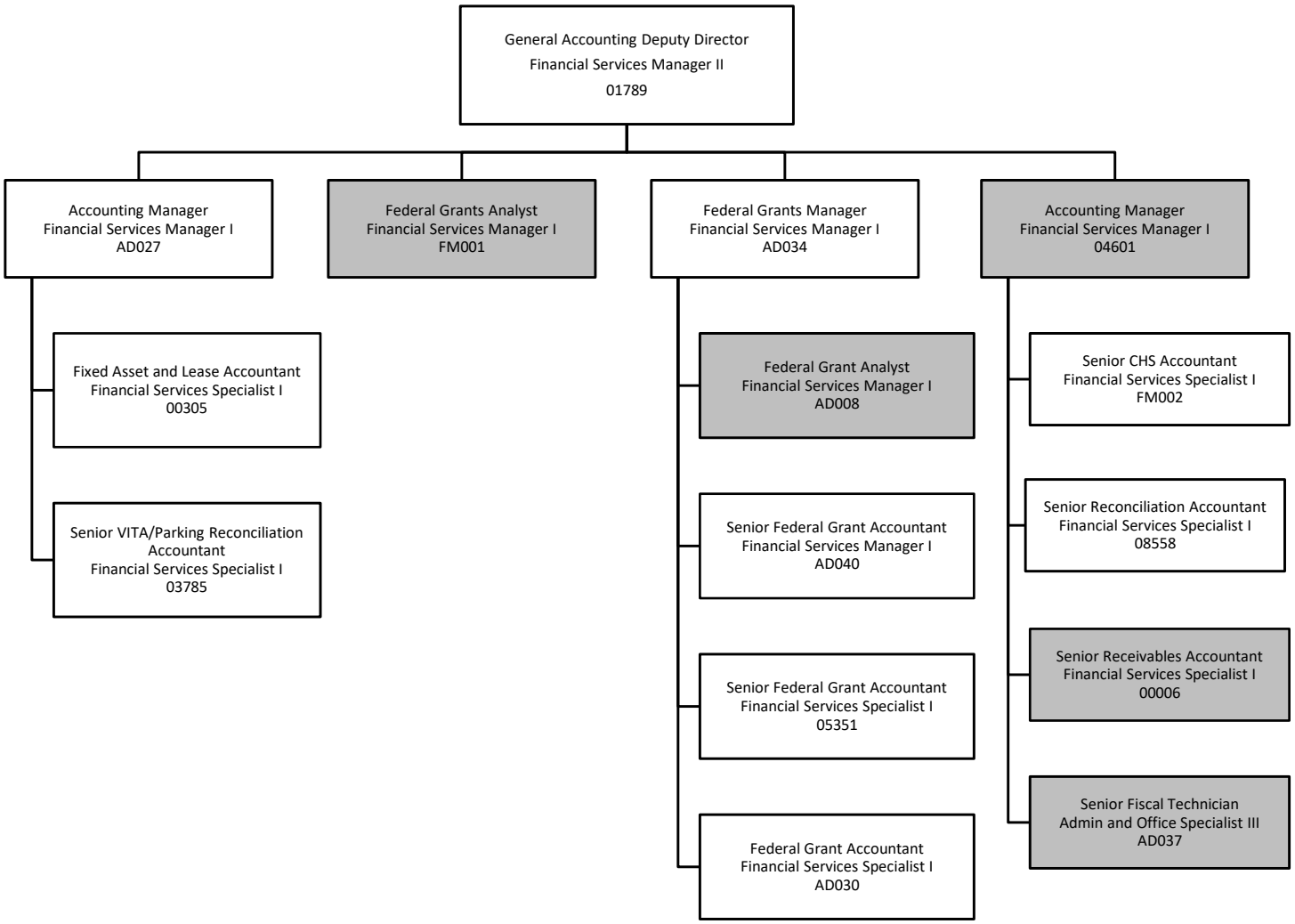

Office of Financial Management

Accounts Payable and Payroll

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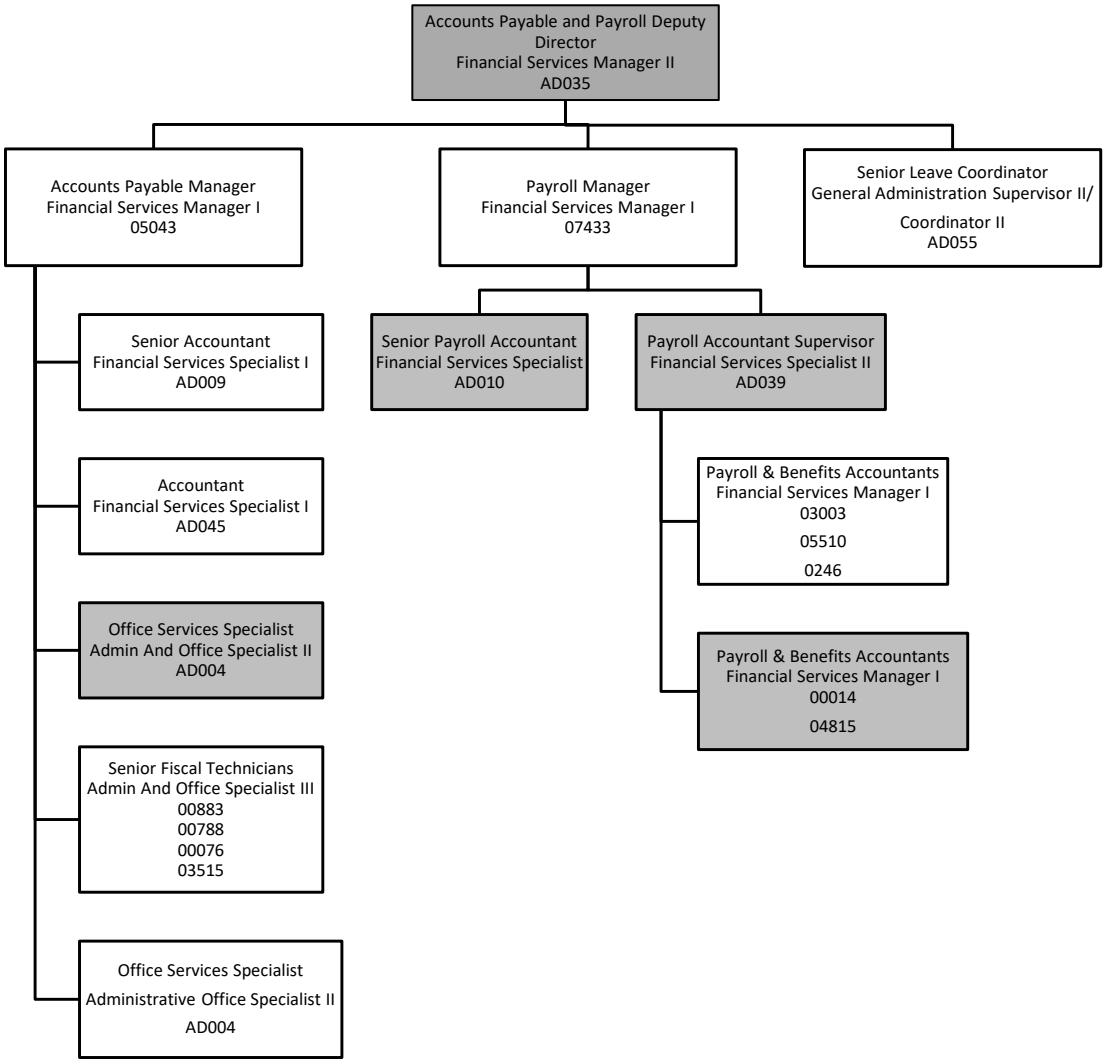

Office of Financial Management

Budget

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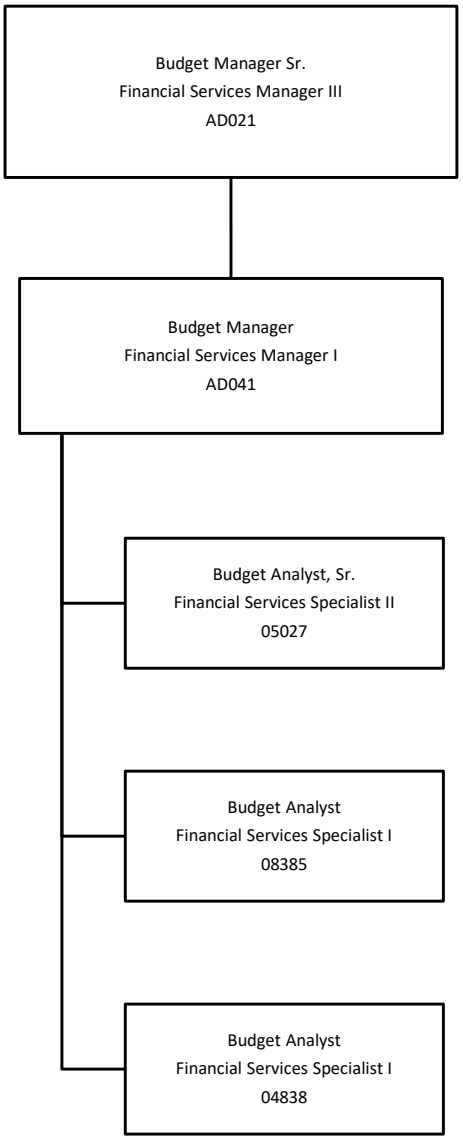

Office of Information Management

The Chief Information Officer of the Office of Information Management (OIM), reports directly to the Deputy Commissioner for Administration. OIM functions to provide general IT support and consultation services including application development, project management, data support and services, information security, infrastructure guidance, enterprise architecture, VITA coordination, and overall customer support.

Specifically, OIM's core responsibilities and program areas are:

- **IT Portfolio Management and Services**: The goal is to facilitate the delivery of customer-centric IT solutions on time, within budget, and in a manner which meets or exceeds the expectations of customers and stakeholders. Project managers work with VITA, as appropriate, to adhere to IT Project Management and Procurement standards. Staff includes certified Project Management Professionals, VITA certified Project Managers, and Business Analysts.

- **General IT Services** Including GIS support, web design and support, electronic signature administration (DocuSign) and support, IT procurement and contract management, SharePoint services, REDCap support and service requests. Assistance is provided to business units regarding grants and contracts related to IT services.

- **IT Infrastructure and Support**
  - **Secure File Transfer Protocol (SFTP)**: Management of the approved method of sending sensitive files or data from one place to another, including to or from organizations that are not part of VDH.
  - **Infrastructure Operations:** Review of technology requests, identifying VITA in scope and out of scope requirements, direction and guidance to Agency for using VITA services, managing requests for and collaborating with business units to identify solutions, and agency telecommunications support.
  - **Asset Management:** Laptops/PC Refresh, Windows OS migration/upgrade, software subscription renewals and user license support.

- **Application Development and Support**: Provides application planning, design, development, implementation, maintenance, database management, quality assurance, and change management. OIM supports over 100+ applications. Staff includes developers, business analysts, database analysts, and quality assurance engineers. The Customer Services Support team provides assistance to VDH customers.

- **Some of the Enterprise Systems developed and supported by OIM include**: WebVISION, EMS Suite, VVESTS, STLAR, WebF&A
- **Quality Assurance**: Provides quality assurance testing for all applications developed in-house; assistance with testing vendor-supported applications, including mobile apps on both the iOS and Android platforms; and web-based application vulnerability testing.
- **Applications Help Desk Support**: Setting up users, password reset, general application related questions, and application notifications.

- **Data Management and Governance**: This work unit develops processes and methods for how people interact with data, including acquisition, storage, processing, analysis, and dissemination. Data Governance helps to ensure that VDH works from the same set of assumptions, and involves developing processes and methods for the organization to follow.
  - **Emergency Department Care and Coordination (EDCC)**: A collaborative effort that provides real-time patient data to coordinated patient care plans; connecting all hospital emergency care departments in Virginia, and integrating with the Prescription Monitoring Program and the Advanced Health Care Directive Registry.
  - **Vital Event Statistics Program**: The mission of this program is to assure access to timely, comprehensive population-based health data to support community needs assessments, evidence-based policy and program decisions, and evaluations of health outcomes and services. Data is collected via vital records, with surveys, and by partnerships with other public and private entities such as the U.S. Census Bureau.
  - **Enterprise-level data processing and support**: The collection, manipulation, and dissemination of data from various sources to various destinations. Sources and destinations may be internal to VDH or external, and may take multiple forms including (but not limited to) VDH-designed or managed databases, vendor-supported proprietary data systems, flat files, or HL7 data streams.
  - **Data Sharing Agreement Support**: Assistance with developing, reviewing, or enforcing data sharing agreements between VDH and other organizations.

- **Information Security**: The VDH Information Security Officer (ISO) provides governance and oversight on the Agency's Information Security (IS) Program in order to improve the Agency's security posture. This work unit continuously promotes security awareness and education on security best practices and IS policies in and outside the workplace with weekly security tips, annual security awareness training, posters, and lunch and learn sessions. The ISO coordinates audit requests with Internal Audit and Auditors of Public Accounts (APA), and evaluates the effectiveness of the Agency's Information Security Program to ensure adequate internal and security controls in applications and business

processes have been implemented. Corrective action plans are submitted to VITA Commonwealth Security & Risk Management (CSRM) to ensure that the necessary steps are taken to provide a safe, secure technology environment to support the Agency's mission.

- **Enterprise Architecture and Solutions**: This work unit provides enterprise-wide technology strategies and technical architecture for VDH's Information technology platforms and solutions; provides key advice and consultation to executive leadership on technology and architecture topics; and supports and manages VDH HL7 messaging infrastructure.

- **Informatics and Data Analytics**: Data management, integration, analysis, reporting, and quality control.

Office of Information Management

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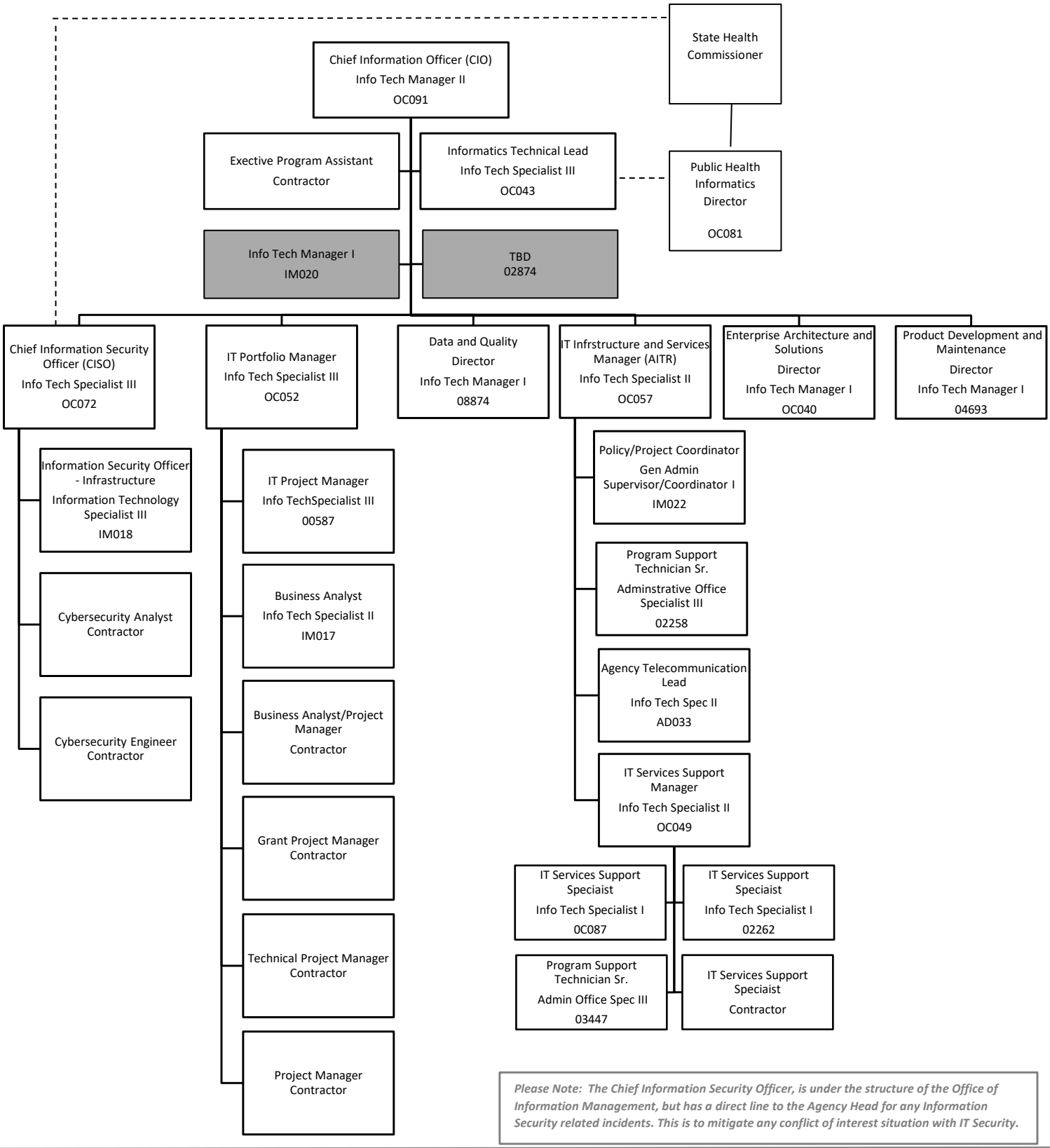

Please Note: The Chief Information Security Officer, is under the structure of the Office of Information Management, but has a direct line to the Agency Head for any Information Security related incidents. This is to mitigate any conflict of interest situation with IT Security.

Office of Information Management

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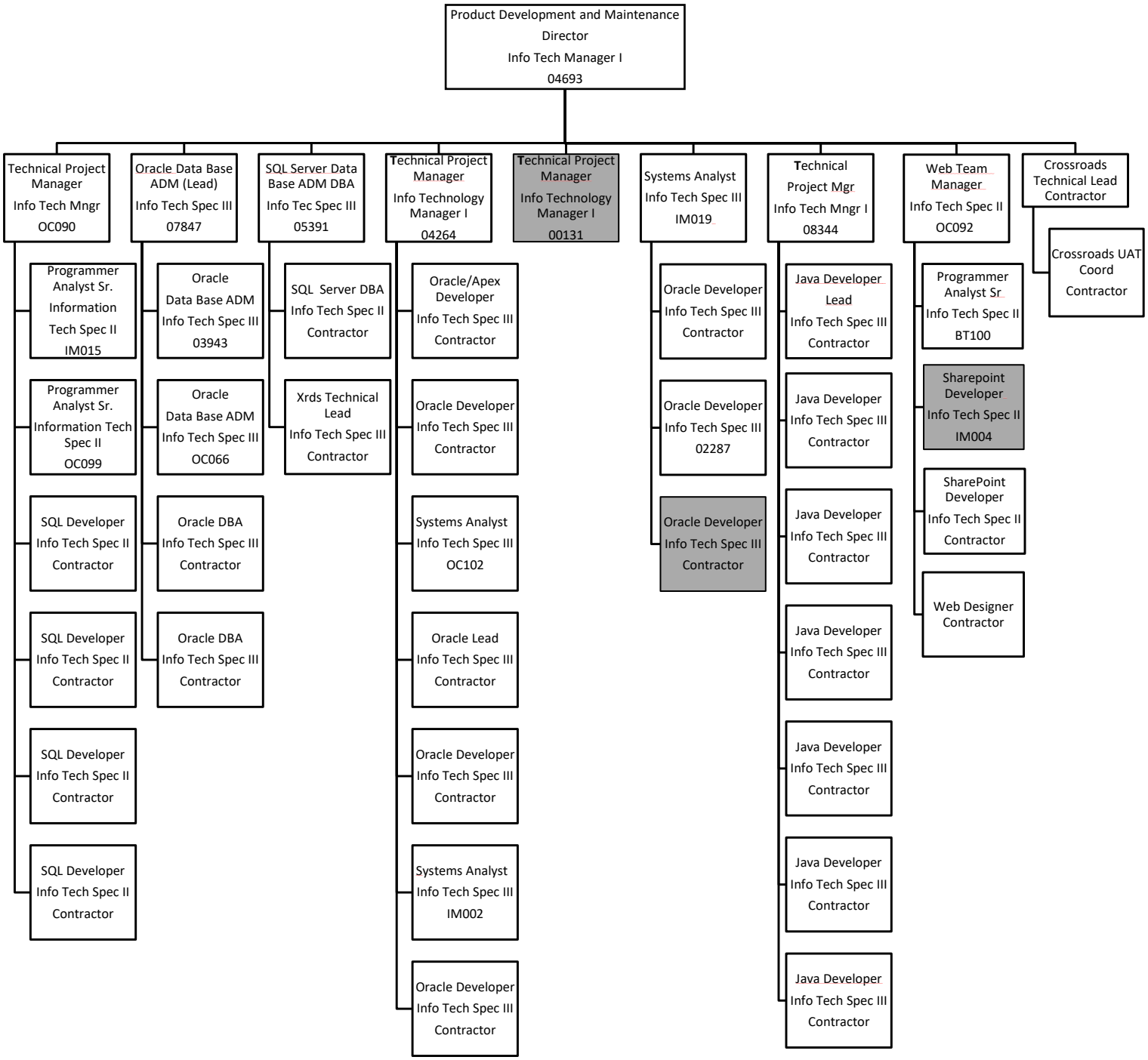

Office of Information Management

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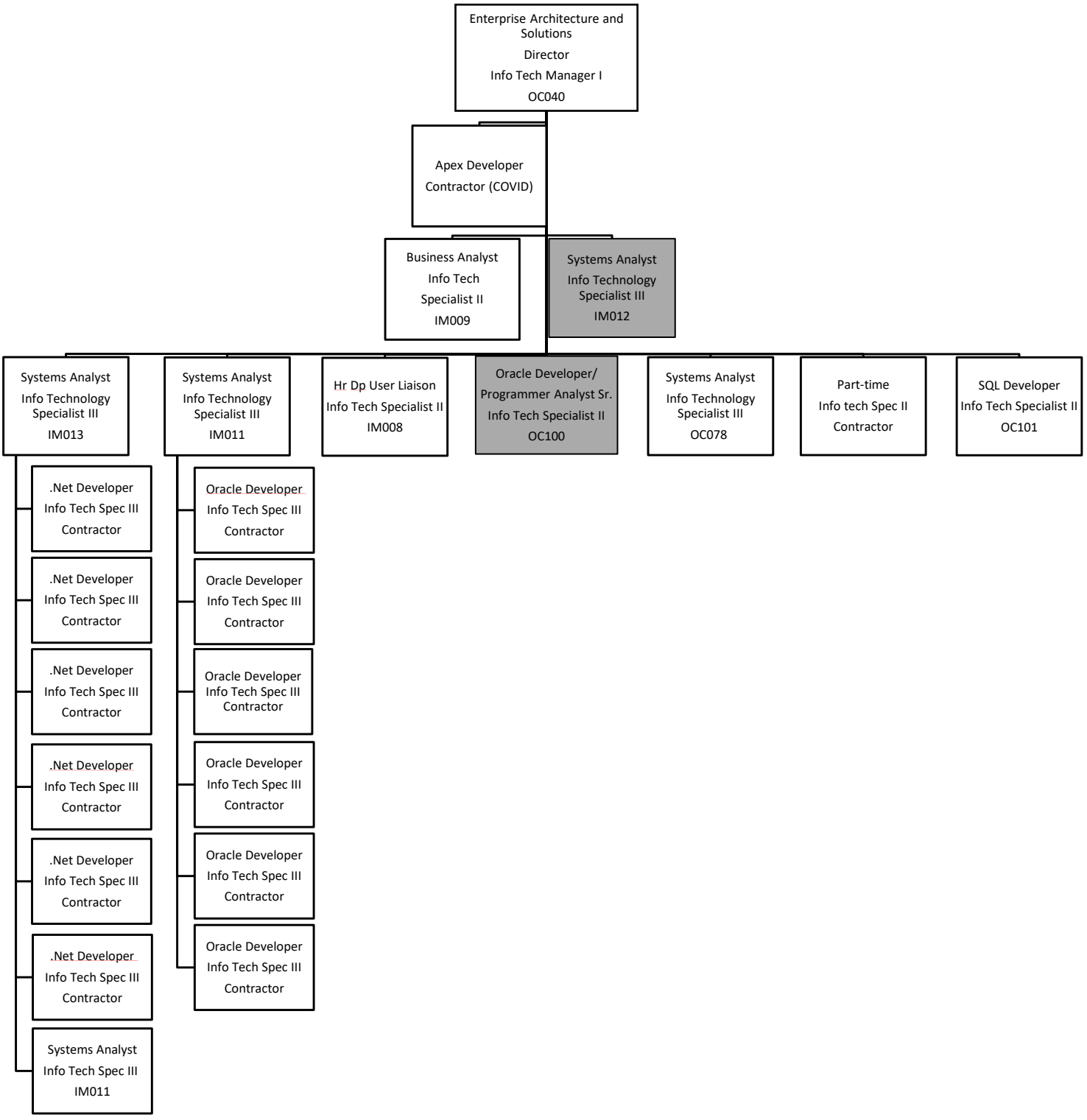

Office of Information Management

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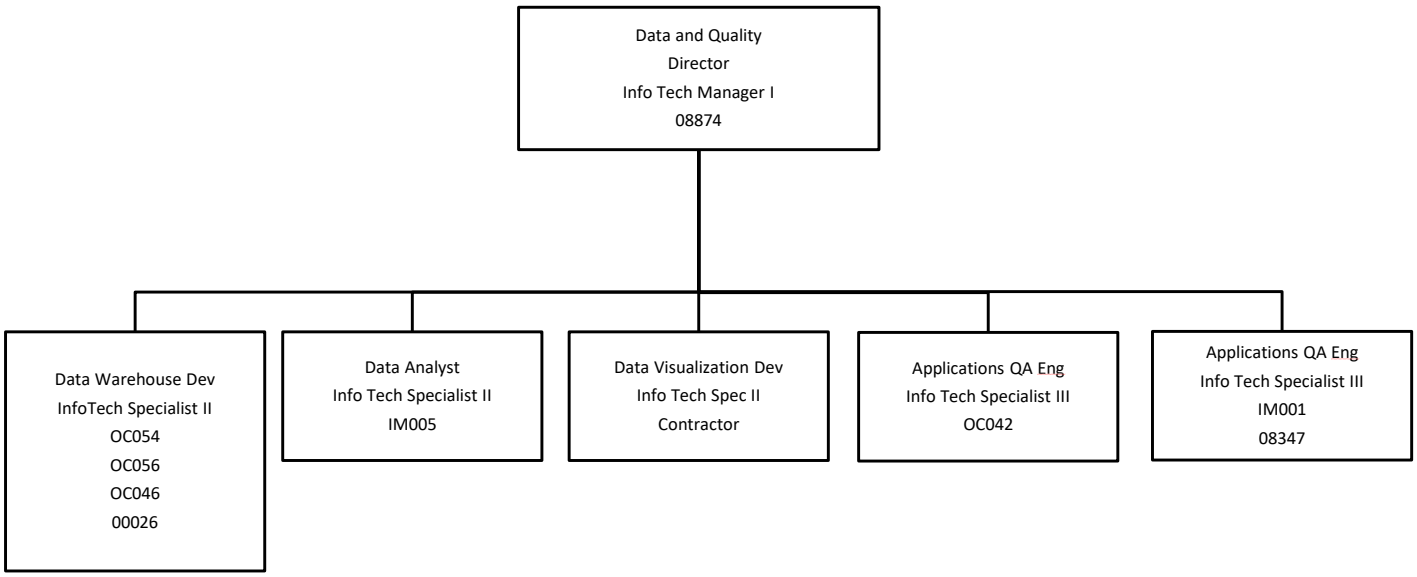


Office of Procurement and General Services

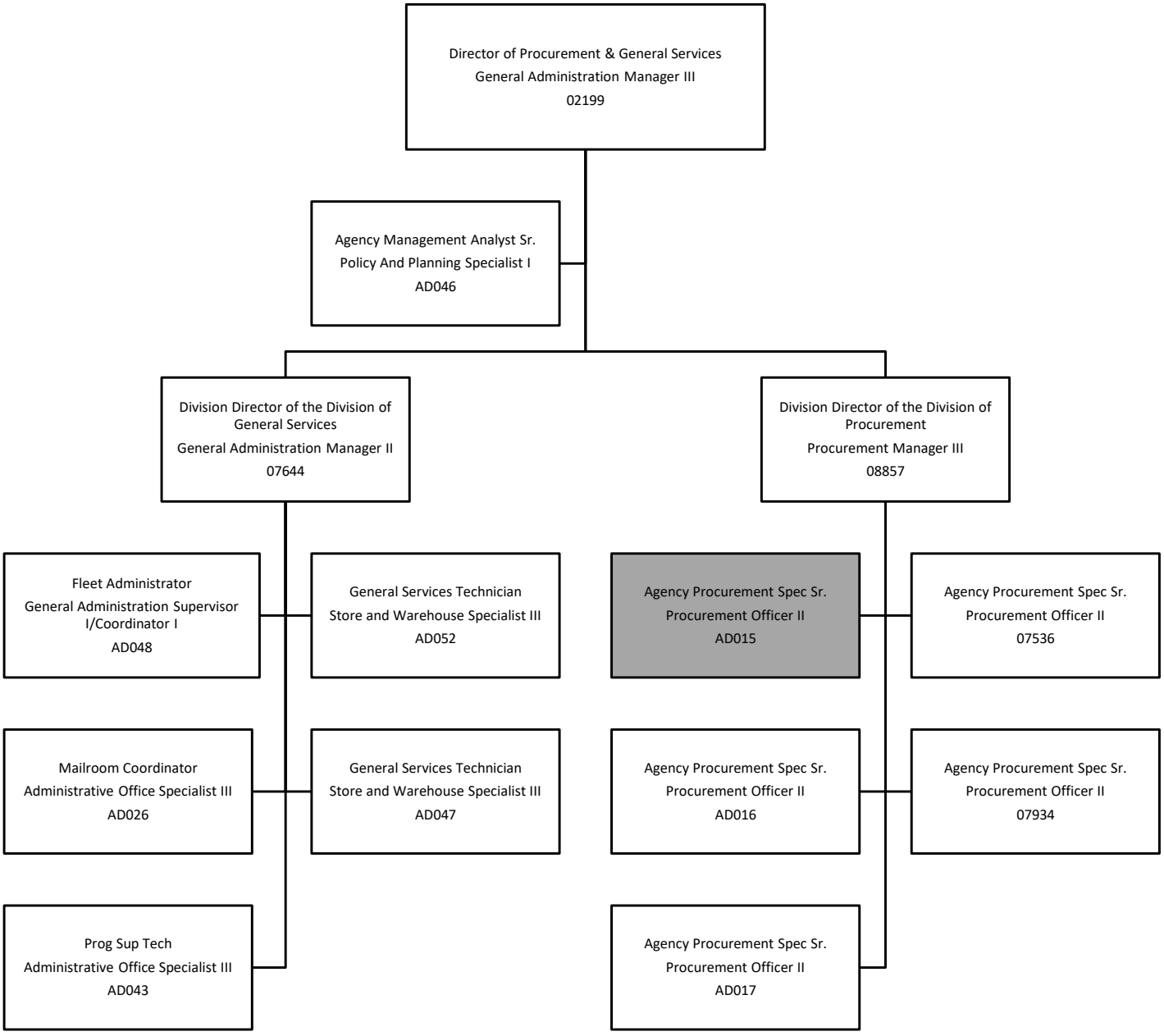
The Director of the Office of Procurement and General Services (OPGS) reports to the Deputy Commissioner for Administration and is the Chief Procurement Officer for the agency. The office consists of two divisions, the Division of Procurement and the Division of General Services. Each division director reports to the OPGS director.

- **Division of Procurement** is responsible for the oversight of the procurement of goods and services for the agency. The division maintains eVA access for agency-wide procurement personnel, conducts requests for purchase and invitations for bids for all procurements over $100,000, assists districts and divisions with contracts, sole source and/or emergency procurements, administers the small purchase charge card program, manages VDH contracts, and ensures compliance with State and VDH procurement policies, rules and regulations.

- **Division of General Services** is responsible for vehicle and fleet services, telecommunication services, and surplus property services for the entire agency. Additionally, it provides general services for VDH staff within the James Madison and James Monroe buildings including building access and parking assignments, coordinating maintenance with the State Department of General Services, surplus property requests, state mail services, and safety/emergency plans.

Office of Procurement and General Services

7/15/2021



Office of Shared Business Services

The Chief of the Office of Shared Business Services (OSBS) reports to the Deputy Commissioner for Administration. The mission of OSBS is to build an accountable and competent team through strategic partnerships to develop standardized business operations with the vision of being a valued business partner providing client centric solutions. This office was formed in December 2019 to develop VDH-wide administrative process accountability and standardization, while increasing customer service. The administrative core competencies will reduce the burden on program staffand devote more of their time to program functions and responsibilities.

OSBS provides Human Resources staff and support to Community Health Services. The CentralOffices, Public Health and Preparedness, and Population Health are supported in these five main program areas:

- Human Resources
- Finance
- Grants Administration
- Procurement
- General Administration

The Office of Shared Business Services also offers administration support for the COVID-19 Hiring Surge. The OSBS COVID-19 Project Manager reports to the SBS Chief. The project manager is responsible for the oversight, monitoring, and tracking of expenditures as well as providing guidance and oversight for the procurement and hiring effort in support of the COVID-19 response efforts.

Office of Shared Business Services

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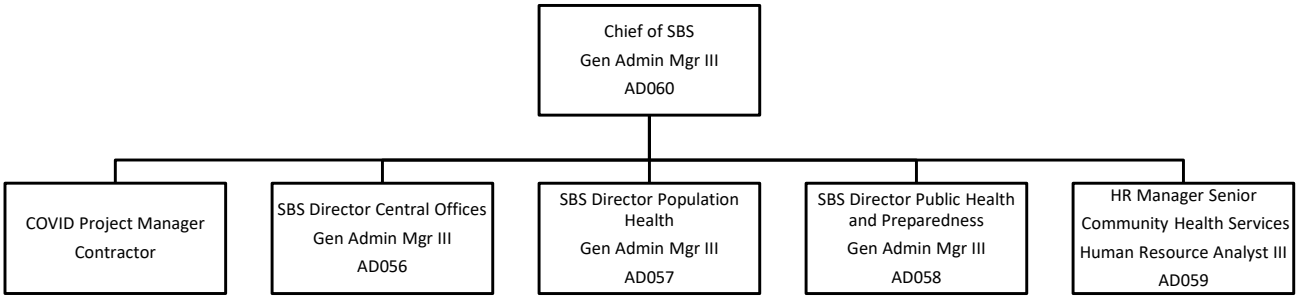

Office of Shared Business Services

Central Office

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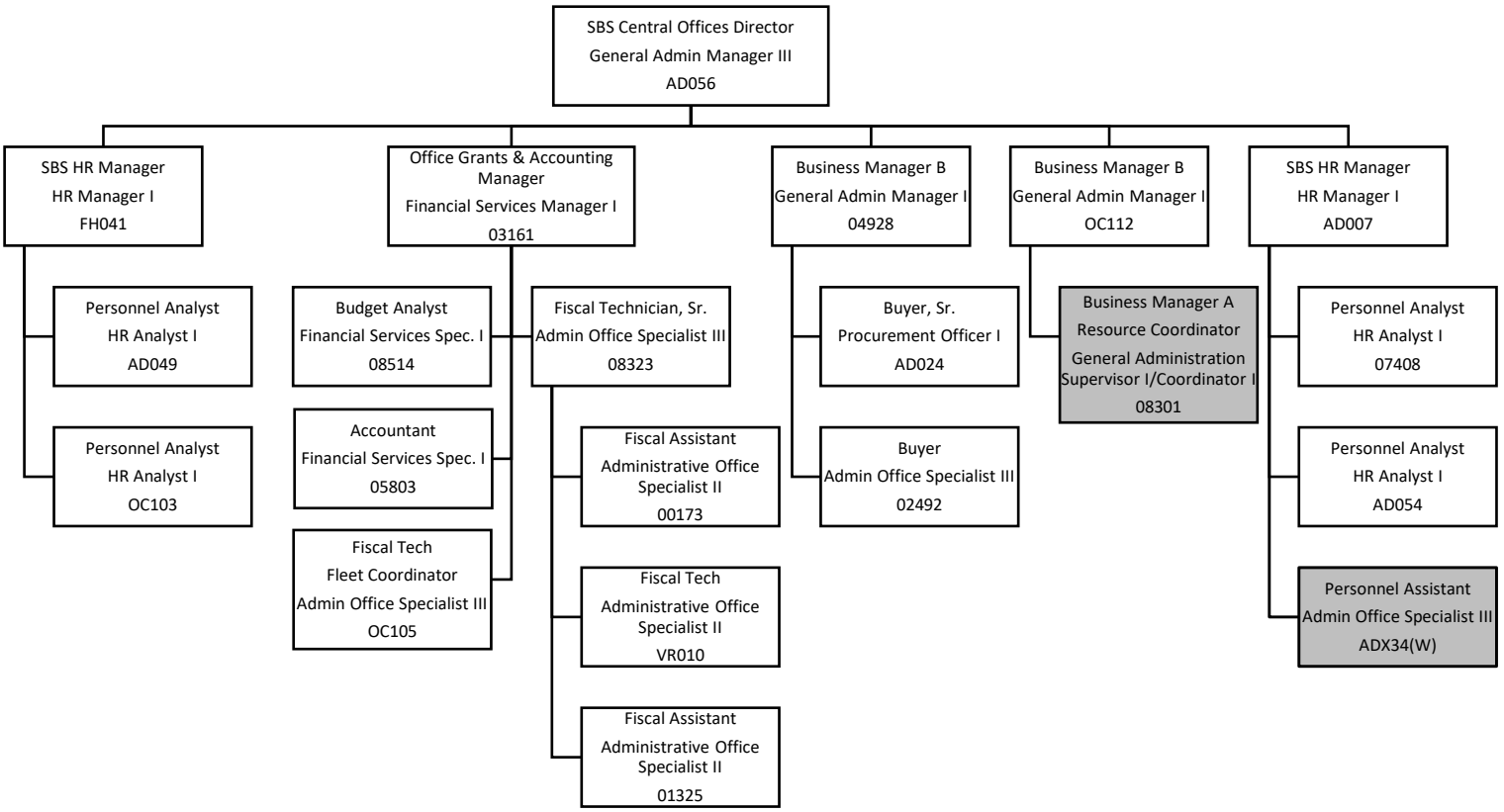

Office of Shared Business Services

Population Health

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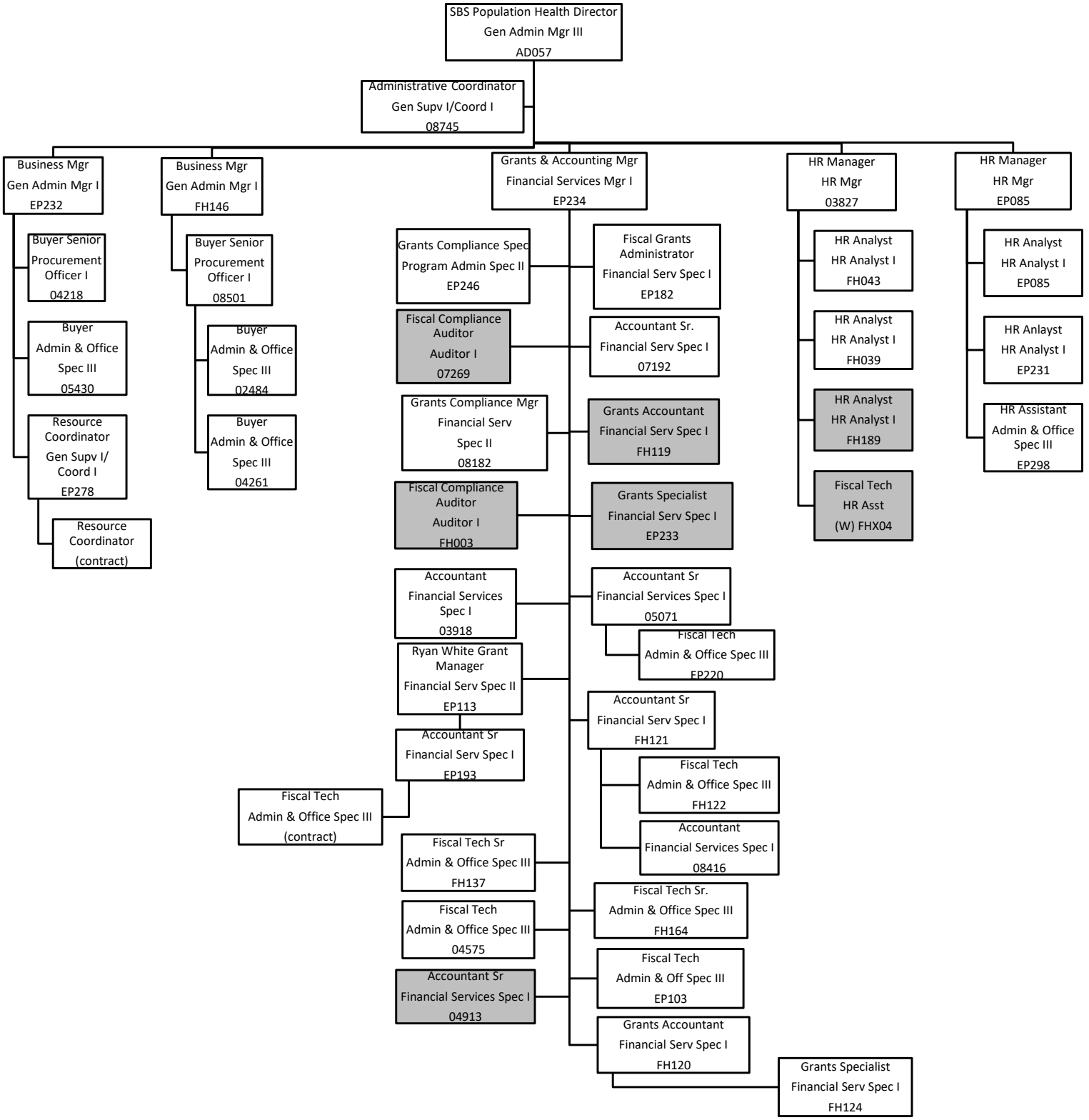

Office of Shared Business Services

Public Health and Preparedness

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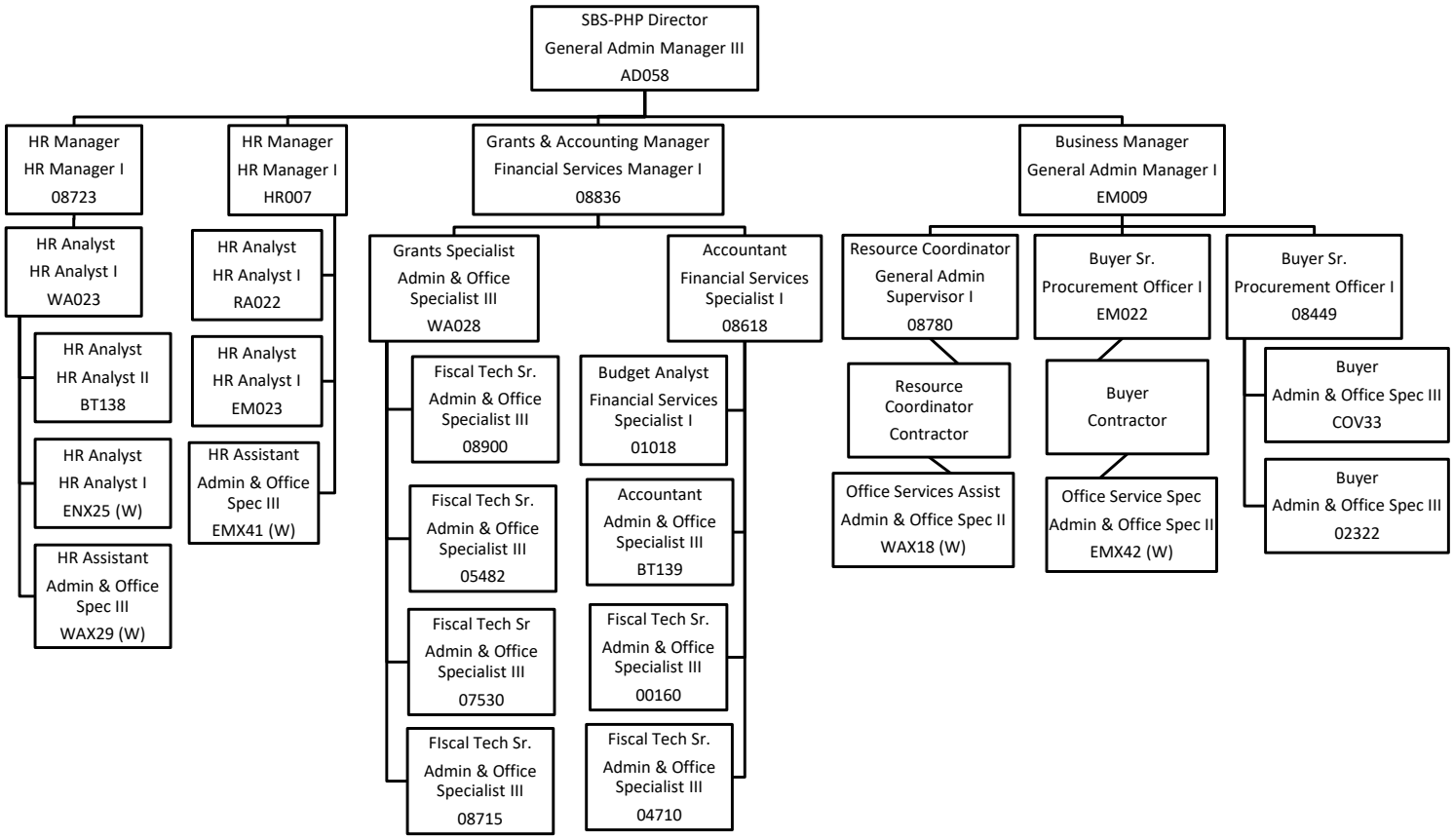

Office of Shared Business Services

Community Health Services

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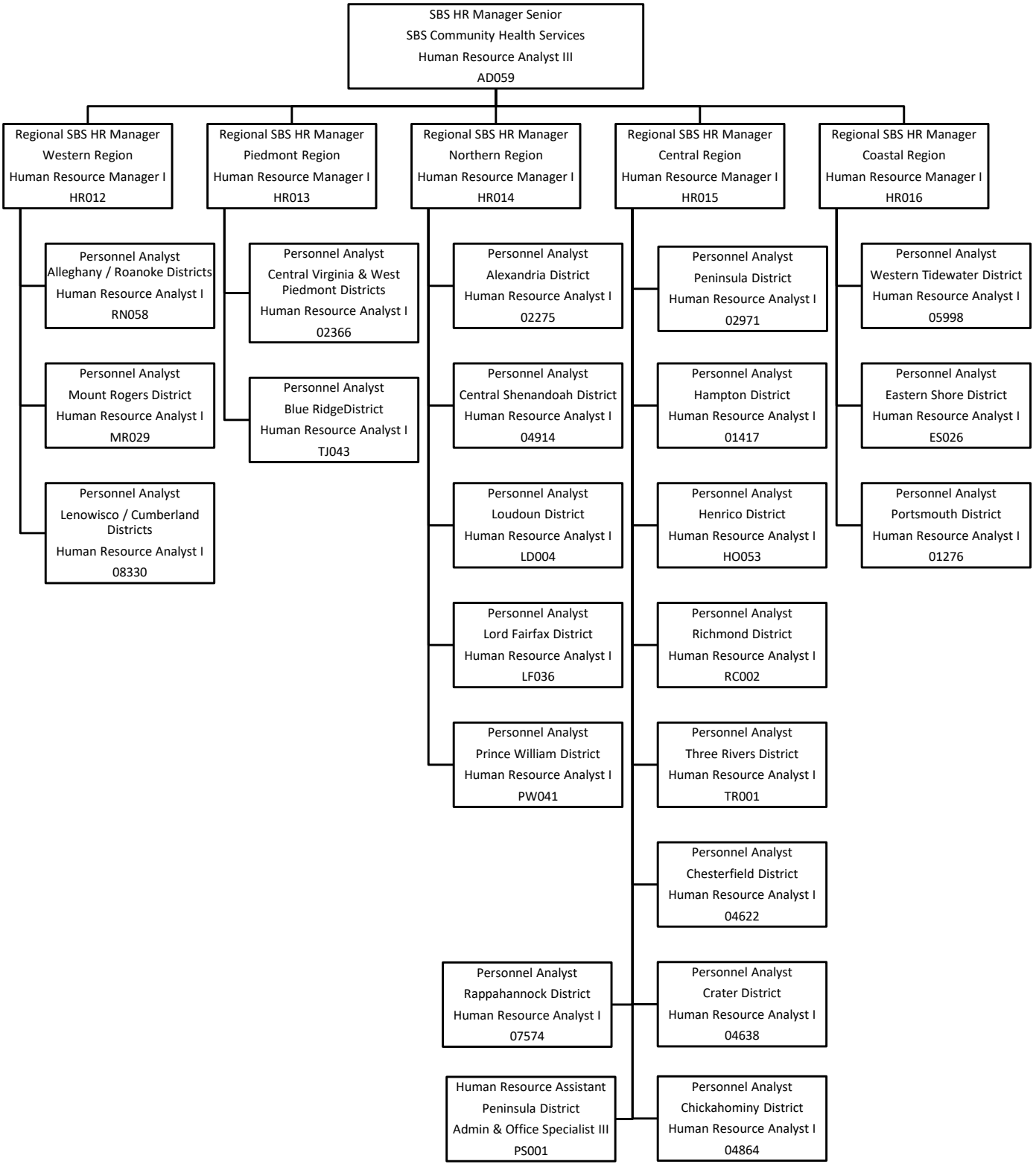

Office of Shared Business Services

COVID-19 Project Team

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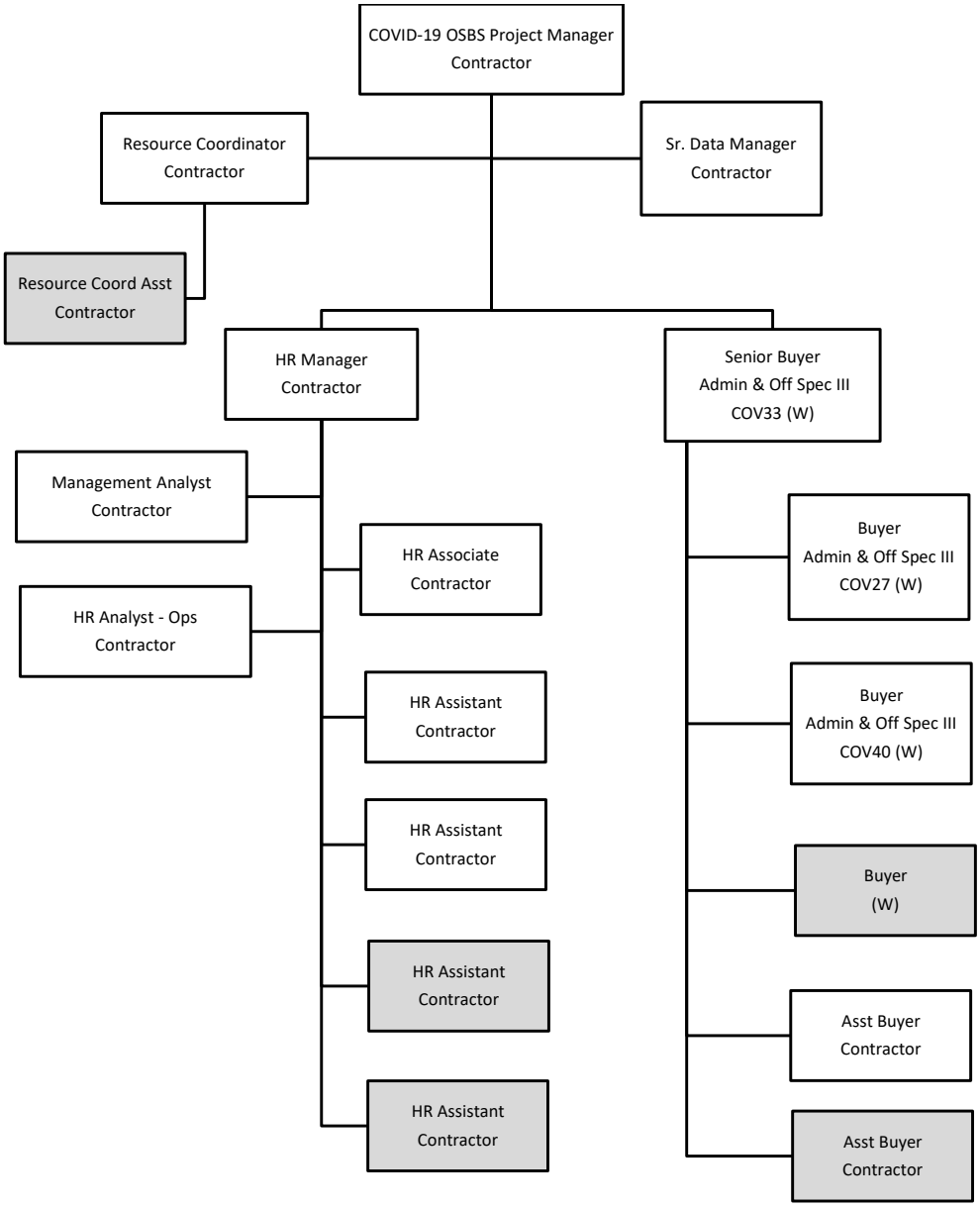

Office of Vital Records

The Director of the Office of Vital Records (OVR) reports to the Deputy Commissioner for Administration. The OVR director is responsible for overseeing the management, storing, and certification of Virginia's vital records.

The system of vital records for Virginia was established in 1912. The Office of Vital Records (OVR) is responsible for overseeing the management, secure storage, and certification of Virginia's vital records. OVR provides systems and support to reporting entities who record vital events (birth, death, marriage, divorce). These reporting entities include hospitals, funeral homes, and courts, along with smaller entities such as midwives and individual family members. Customers also obtain certified copies of vital records from the Office of Vital Records.

OVR certifies approximately 260,000 vital records and issues approximately 250,000 certified copies of vital records each year. Certified copies of vital records are available across Virginia in Local Health Districts and Department of Motor Vehicles locations. The Office of Vital Records also provides standardized, high quality data to the National Center for Health Statistics (NCHS). This data is used to inform health policy at the local, state and national level.

Office of Vital Records

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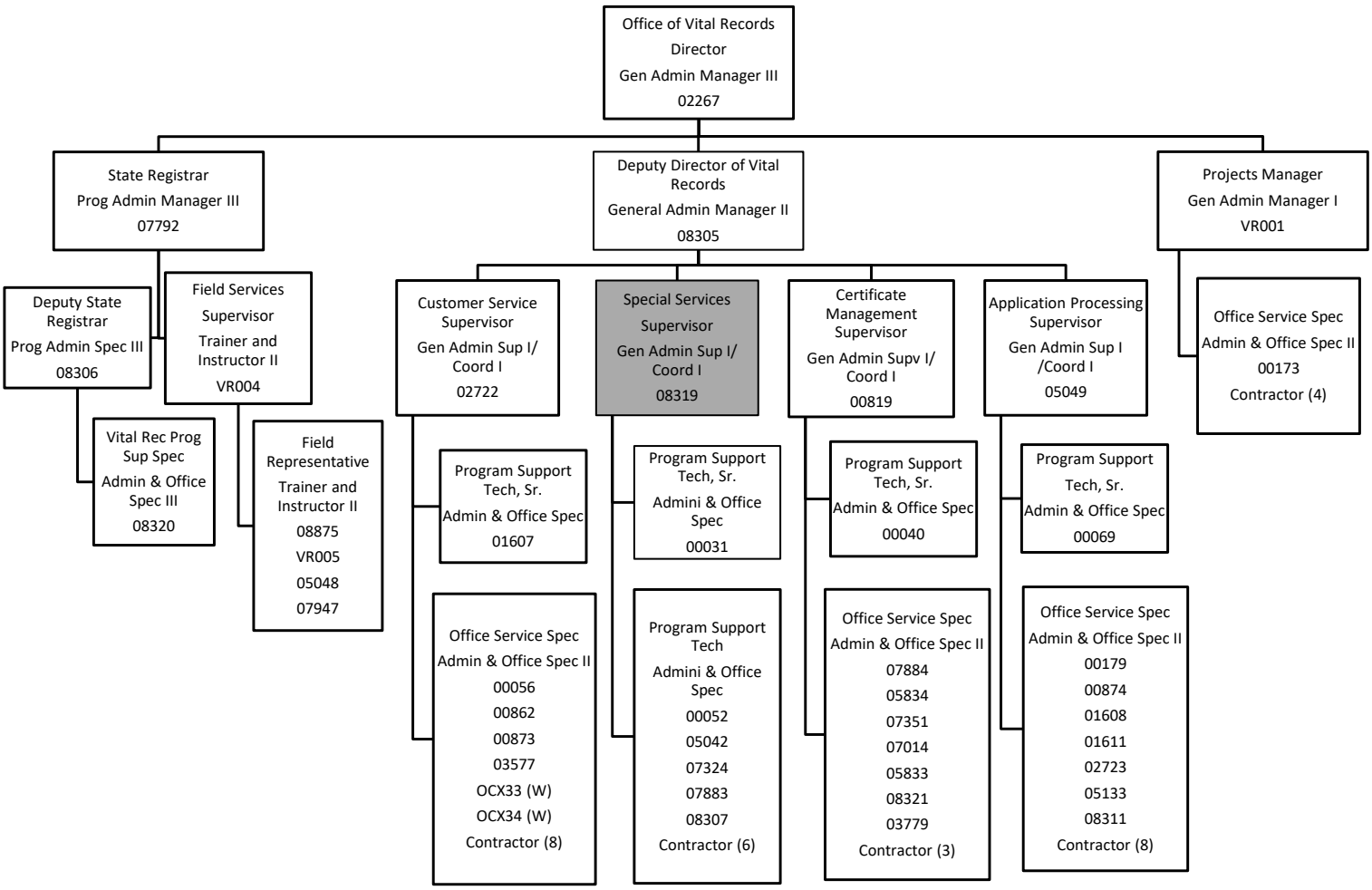
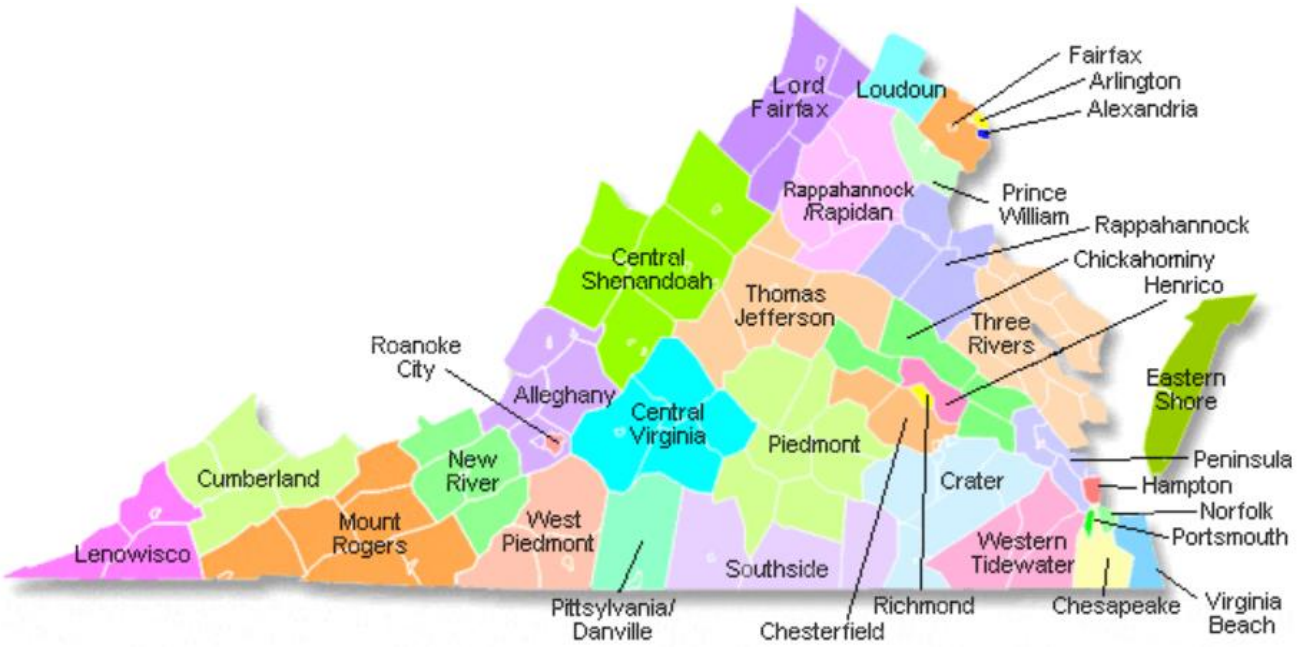


Community Health Services

The Deputy Commissioner of Community Health Services (CHS) reports to the State Health Commissioner. The Deputy Commissioner for CHS is responsible for providing centralized planning, oversight and management of the programs and operations of the health districts, assuring that the health districts of Virginia operate in a unified manner and in accordance with the agency mission and values. Community Health Services consists of thirty-five Local Health Districts, two of which are locally administered; offering clinical services and programs to the insured, uninsured and underinsured residents, as well as to the general public. Services offered include:

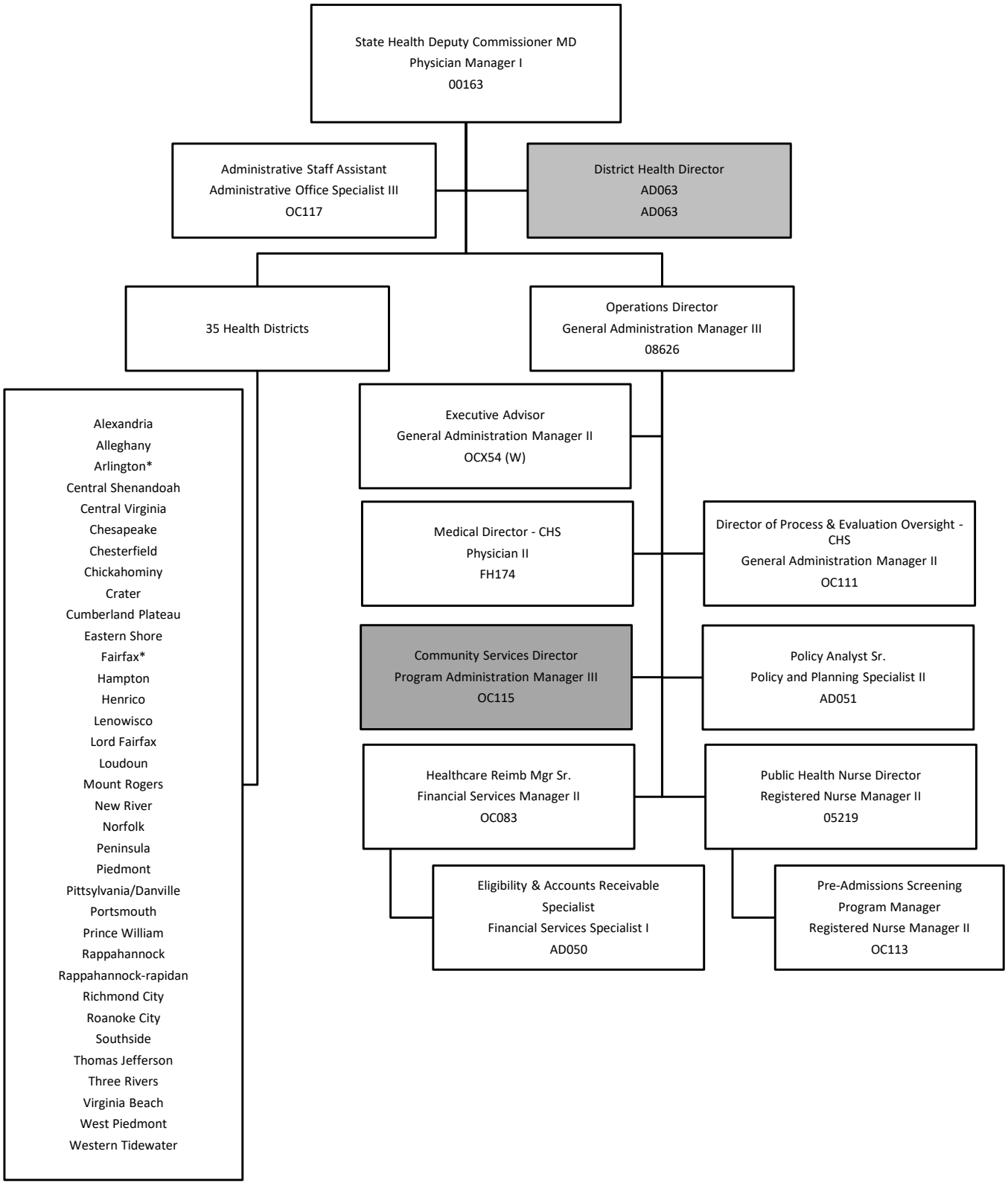
- Prenatal Services, Reproductive Health, and Family Planning
- Immunization Program and Services
- Lead Safety program
- WIC (Women, Infants, and Children) Supplemental Nutrition Program
- Virginia Family and Fatherhood Initiative; Empowers Fathers and Mothers to Improve the Well-Being of their Children
- Tuberculosis, STI, HIV Testing and Prevention
- Chronic Disease Prevention
- Youth Violence Prevention Program
- Opioid Information and Solutions
- Epidemiology Surveillance, Investigation, Testing, and Data Management
- Environmental Health Division (including Food and Water Safety, Rodent and Pest Investigations, Rabies Program, and Mosquito Surveillance)
- Vital Records
- Health Promotion Division (works with the community and develops programs and activities that promote and protect the health of all citizens)
- Emergency Preparedness and Response

Virginia's 35 Local Health Districts:



Office of Community Health Services

7/15/2021



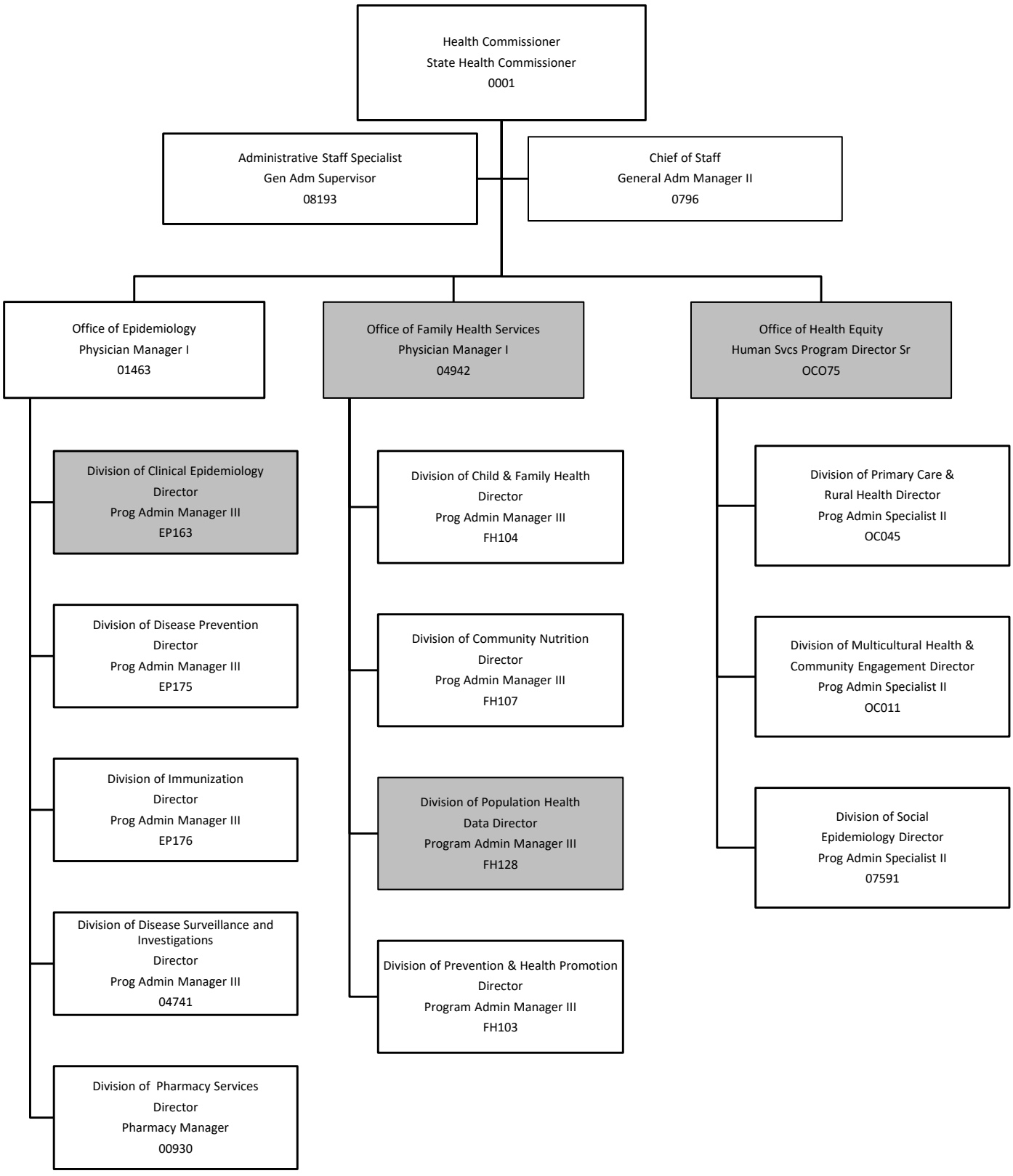
Population Health

The offices of Population Health report to the State Health Commissioner. The State Health Commissioner is responsible for providing guidance and oversight to the offices of Epidemiology, Family Health Services and Health Equity. Population Health works collaboratively with Local Health Districts and Community Health Services to utilize local population health managers to support local efforts to improve health.

Population Health is the assessment of the distribution of disease(s) including health inequities, understanding the health factors that influence those disease outcomes, and the development and implementation of strategies, policies and programs that address those root causes and outcomes. Health factors that may influence disease trends may include social, economic, personal behaviors, environmental, health care, or biological. The work of population health includes a comprehensive assessment of the health status of Virginia and its subpopulations and communities, and using that data to inform state and local decision making together with multidisciplinary stakeholders. This cross-sector, data-informed approach leads to more equitable health environments and outcomes for all Virginians.

Population Health

7/15/2021



Office of Epidemiology

The Director of the Office of Epidemiology (OEPI) reports to the State Health Commissioner. OEPI works in conjunction with the Local Health Districts to prevent and control the spread of communicable disease in the Commonwealth. Staff conduct surveillance and provide direction and support to ensure that protective interventions are taken to promote the health and quality of life for all Virginians. OEPI is comprised of the following divisions:

- **Division of Clinical Epidemiology** provides guidance to prevent and control the spread of tuberculosis and healthcare-associated infections in the Commonwealth and oversees the Newcomer Health program. Staff provide the districts and the medical community with consultation, training and guidance on disease investigations.

- **Division of Immunization** focuses on the prevention and control of vaccine preventable diseases. Staff provide data and guidance to the health districts and are responsible for tracking immunization rates. The division manages the Virginia Vaccines for Children (VVFC) program, the Virginia Vaccines for Adults (VVFA) program, the Virginia Perinatal Hepatitis B program, and the Virginia Immunization Information System (VIIS).

- **Division of Disease Prevention** oversees the surveillance, investigation, prevention, testing, and treatment of sexually transmitted diseases (STDs), including HIV. The division operates programs to provide access to medications to prevent and treat HIV. The division also oversees services and programs that address the needs of people who inject drugs by improving hepatitis C virus testing and treatment and offering comprehensive harm reduction services.

- **Division of Disease Surveillance and Investigation** conducts surveillance of reportable conditions, emerging infectious diseases and suspected outbreaks of illness. Staff provide recommendations and guidance on disease investigations and ensure actions are taken to prevent the spread of communicable disease in the Commonwealth. The division manages the system used to support syndromic surveillance in Virginia (ESSENCE) and the Virginia Outbreak Surveillance System (VOSS).

- **Division of Pharmacy Services** provides vaccines, pharmaceuticals, and biologicals to support VDH's clinical operations, the Narcan distribution program and public health preparedness. Staff provide clinical and inventory

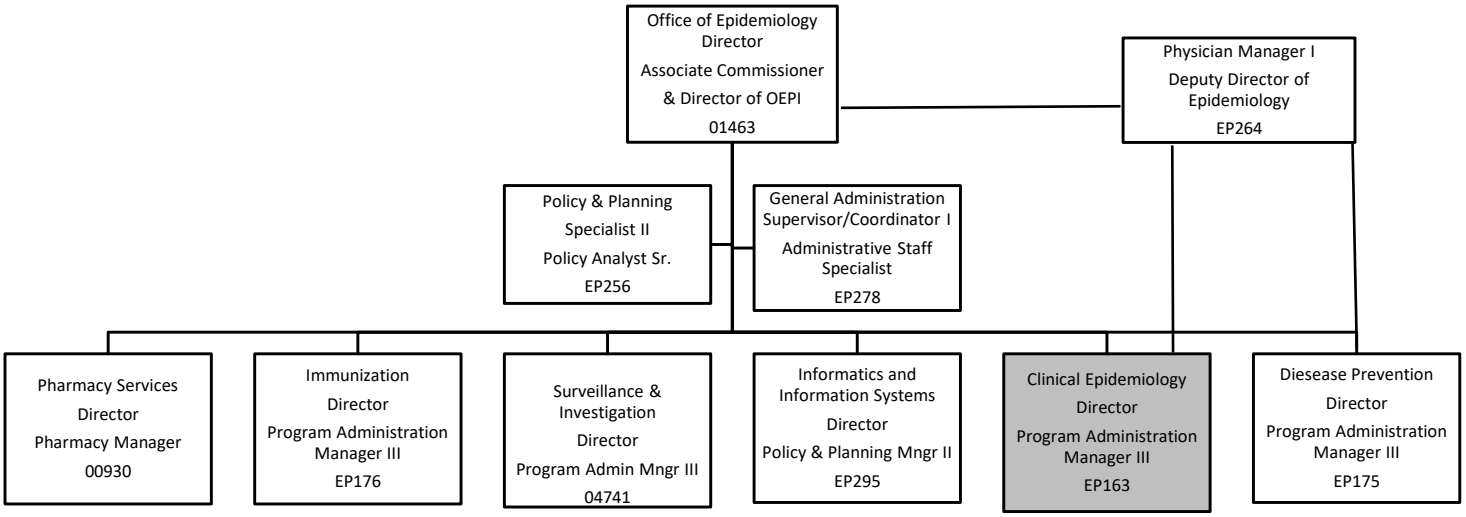
management consultation, advice and guidance related to pharmacy laws and regulations, perform site visits to medication access sites, and dispose of expired or unused drugs.

- **Division of Informatics and Information Systems** engages with external partners to facilitate electronic reporting of public health morbidity and provides resources and direction for data analysis and informatics initiatives. The division manages the Virginia Electronic Disease Surveillance System (VEDSS), the state's system for tracking reportable conditions, and systems to support case investigations and contact tracing

Office of Epidemiology

Leadership Team

7/15/2021

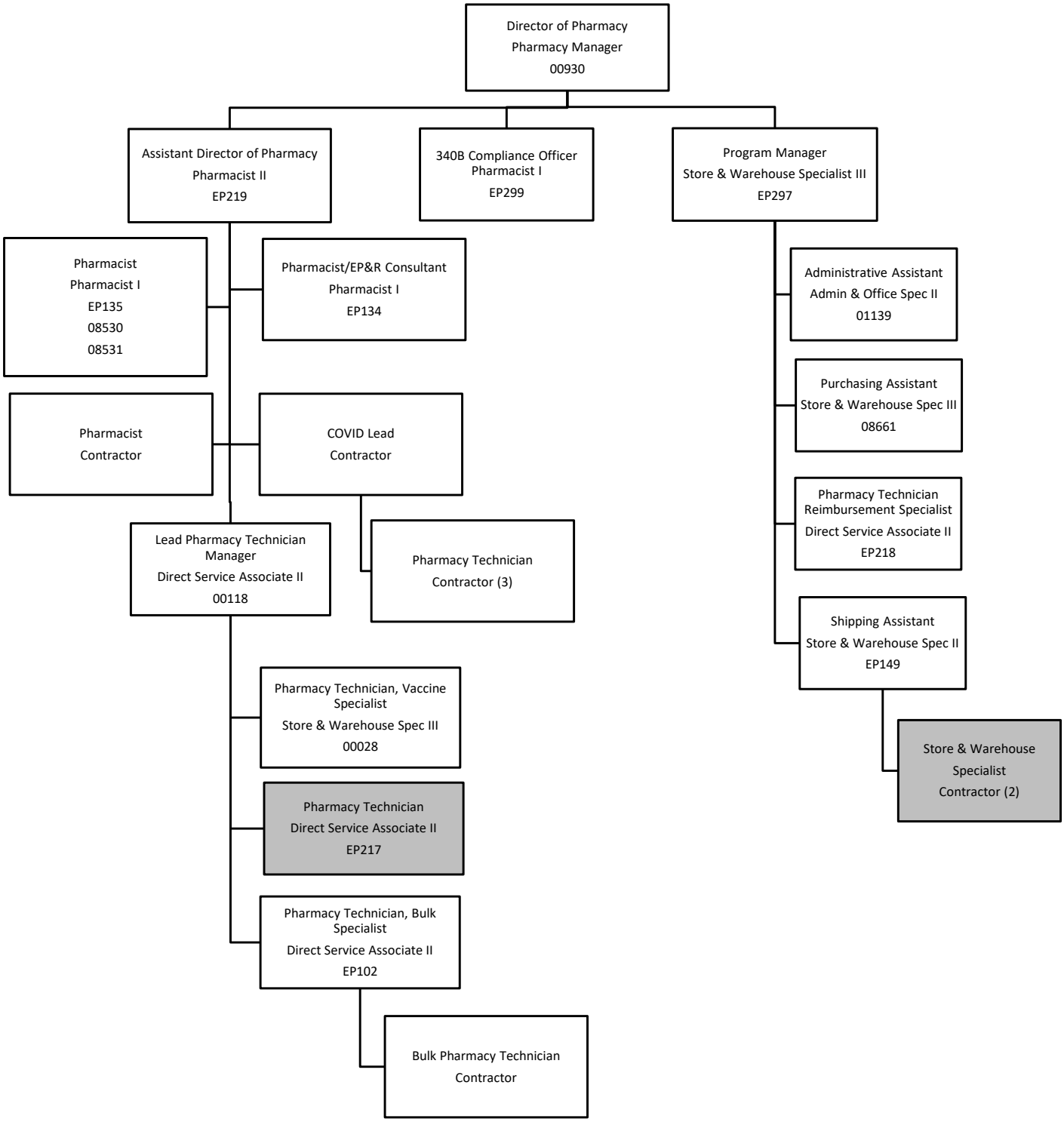


VIRGINIA DEPARTMENT OF HEALTH

Office of Epidemiology

Pharmacy Services

7/15/2021

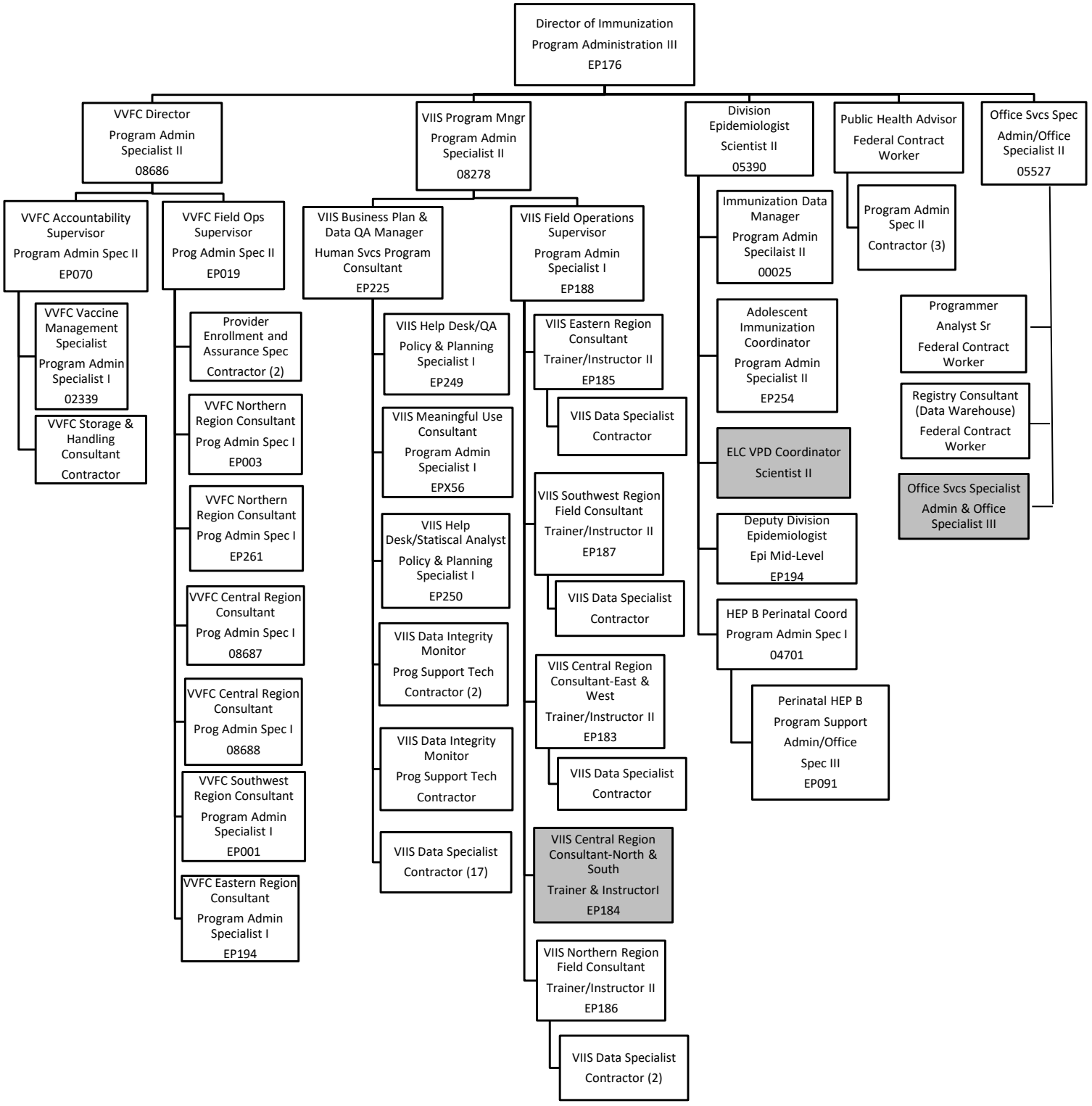


VIRGINIA DEPARTMENT OF HEALTH

Office of Epidemiology

Immunization

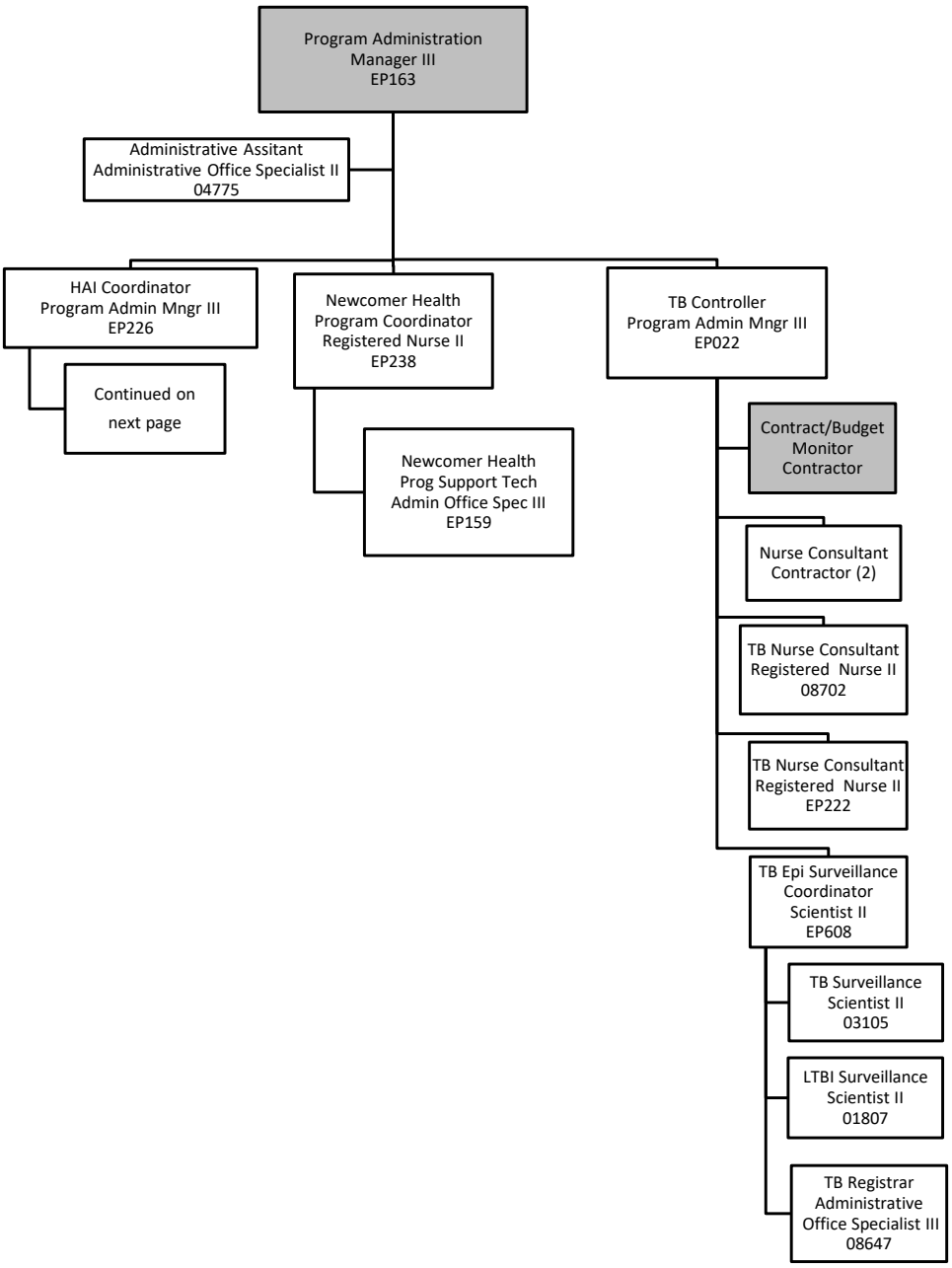
7/15/2021



Office of Epidemiology

Clinical Epidemiology

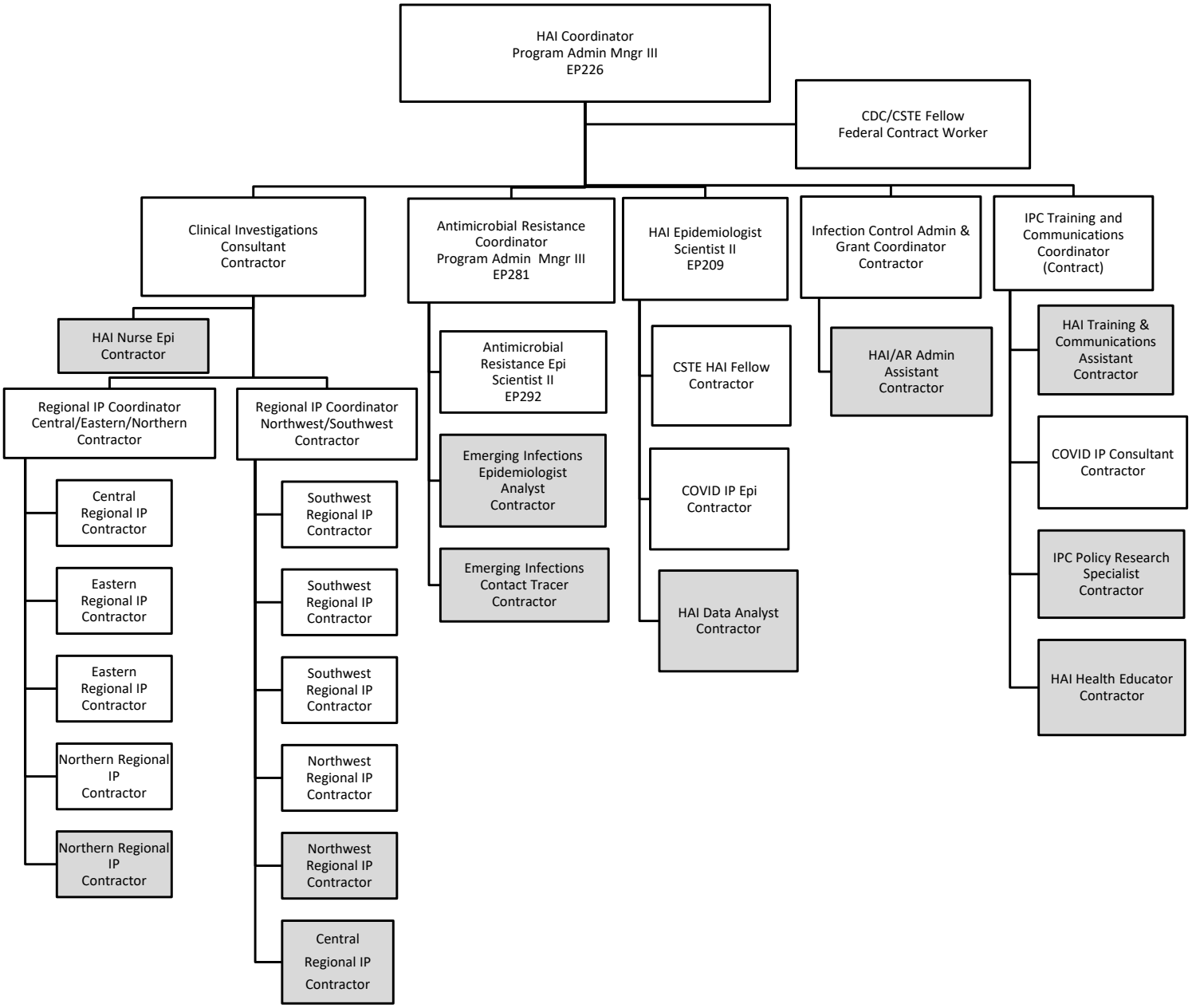
7/15/2021



Office of Epidemiology

Clinical Epidemiology (continued)

7/15/2021

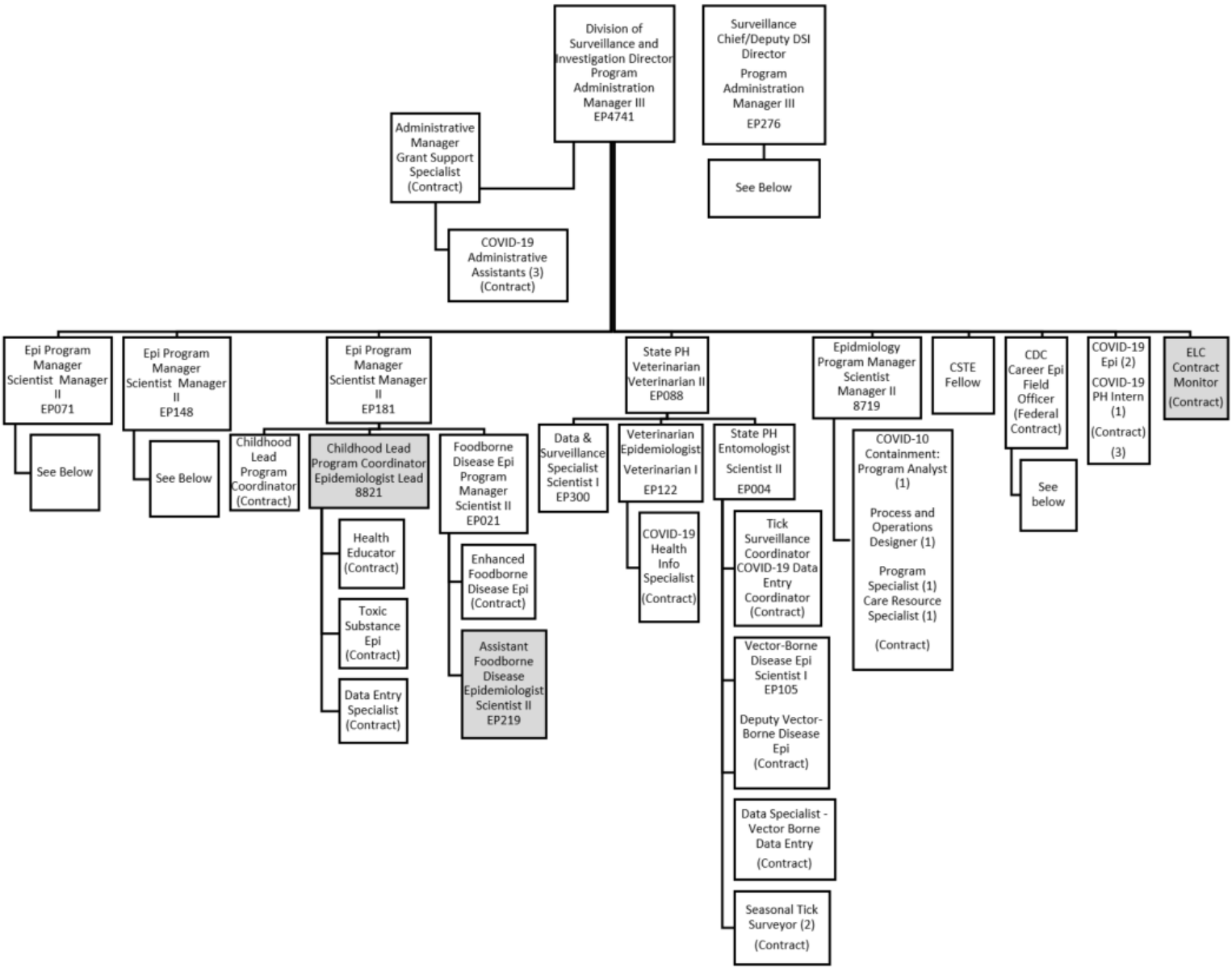


VDH VIRGINIA DEPARTMENT OF HEALTH

Office of Epidemiology

Surveillance and Investigation

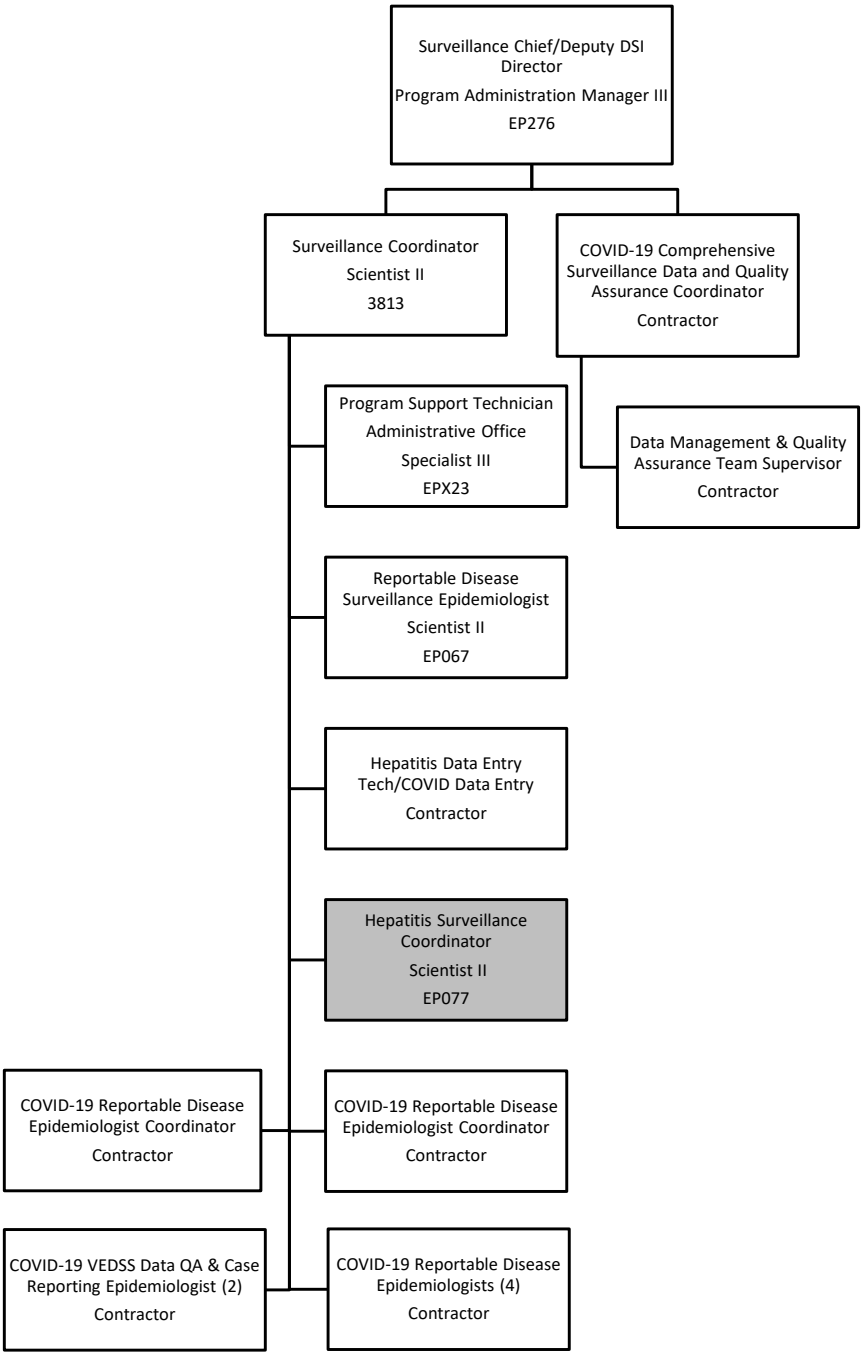
7/15/2021



Office of Epidemiology

Surveillance and Investigation (continued)

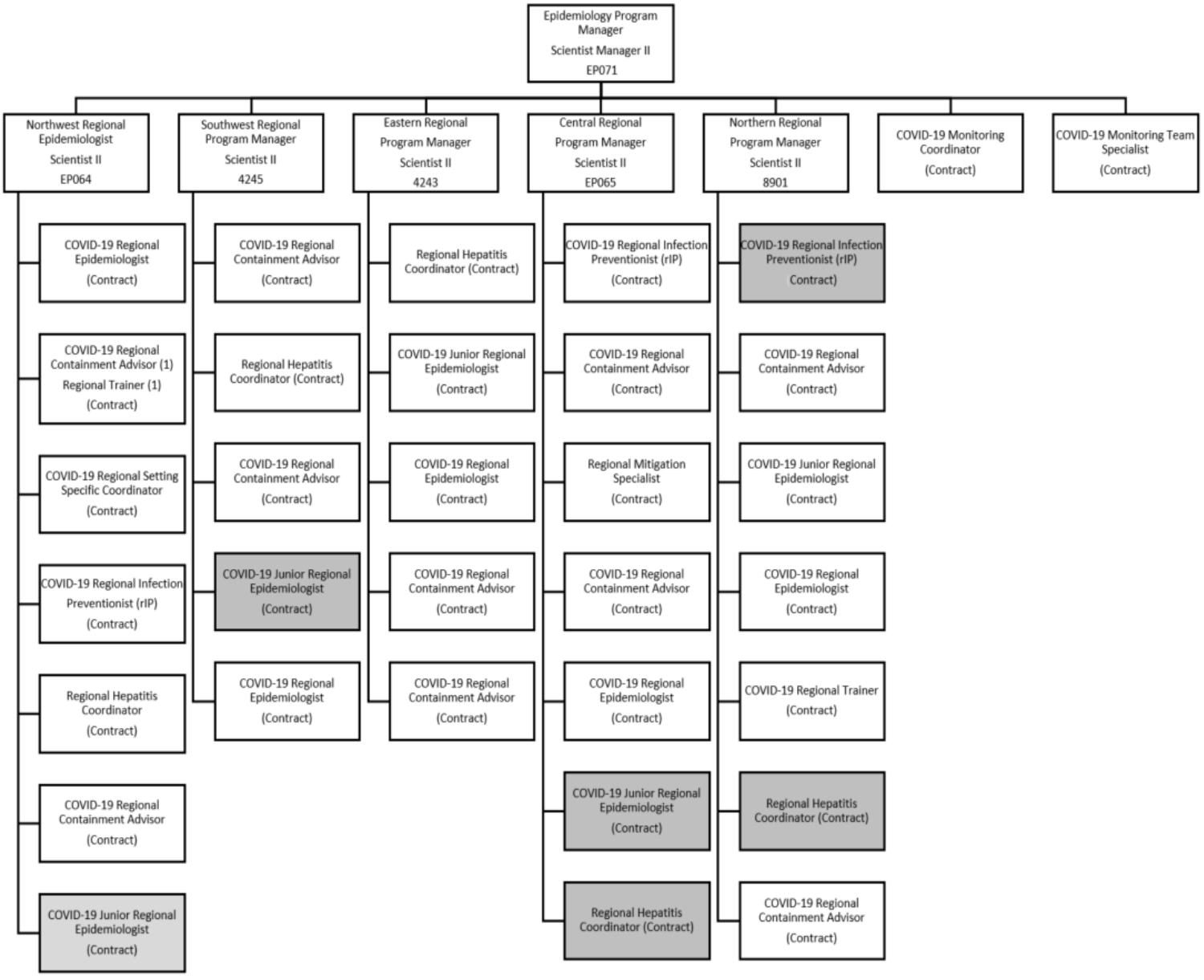
7/15/2021



Office of Epidemiology

Surveillance and Investigation (continued)

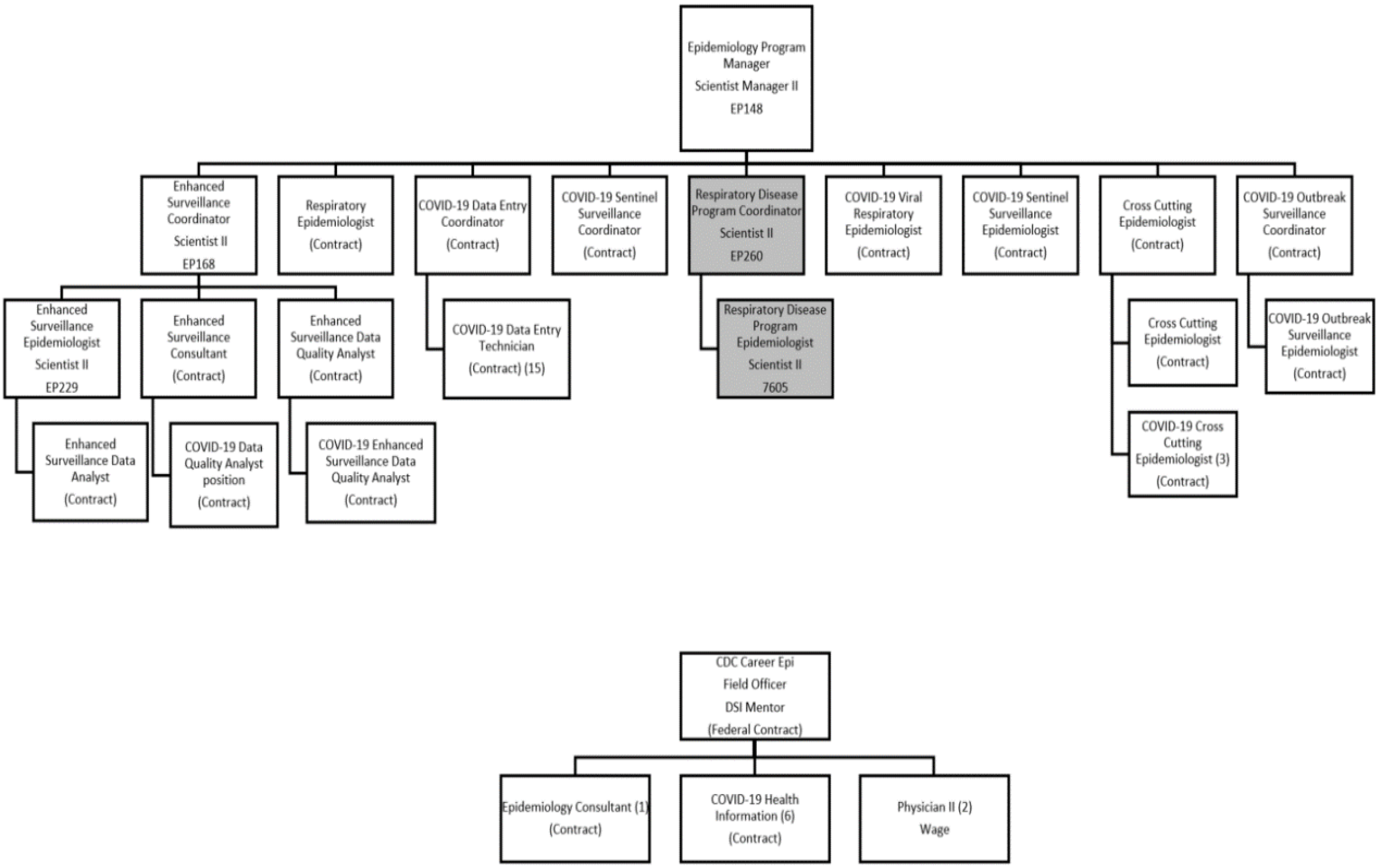
7/15/2021



Office of Epidemiology

Surveillance and Investigation (continued)

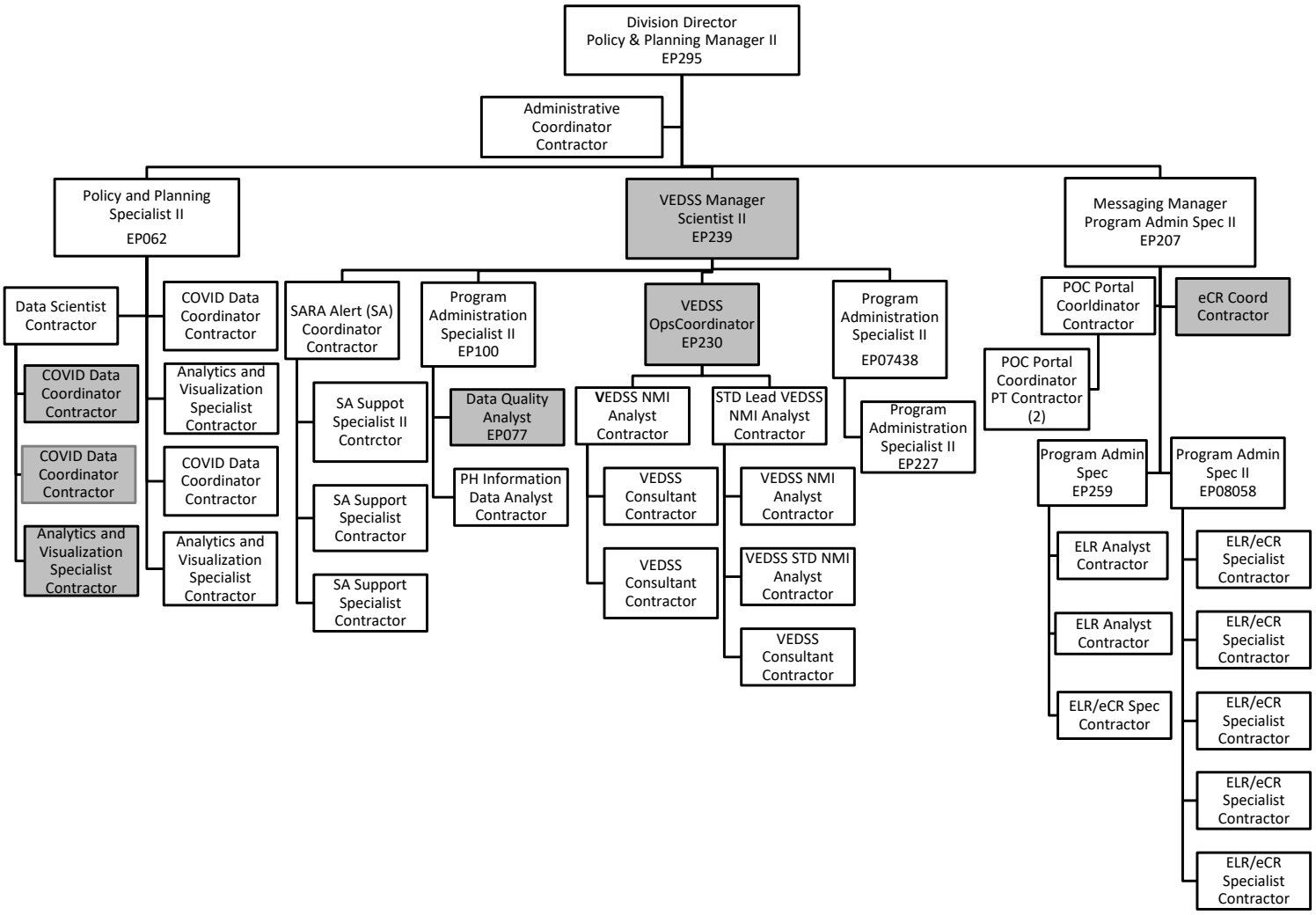
7/15/2021



Office of Epidemiology

Informatics and Information Systems

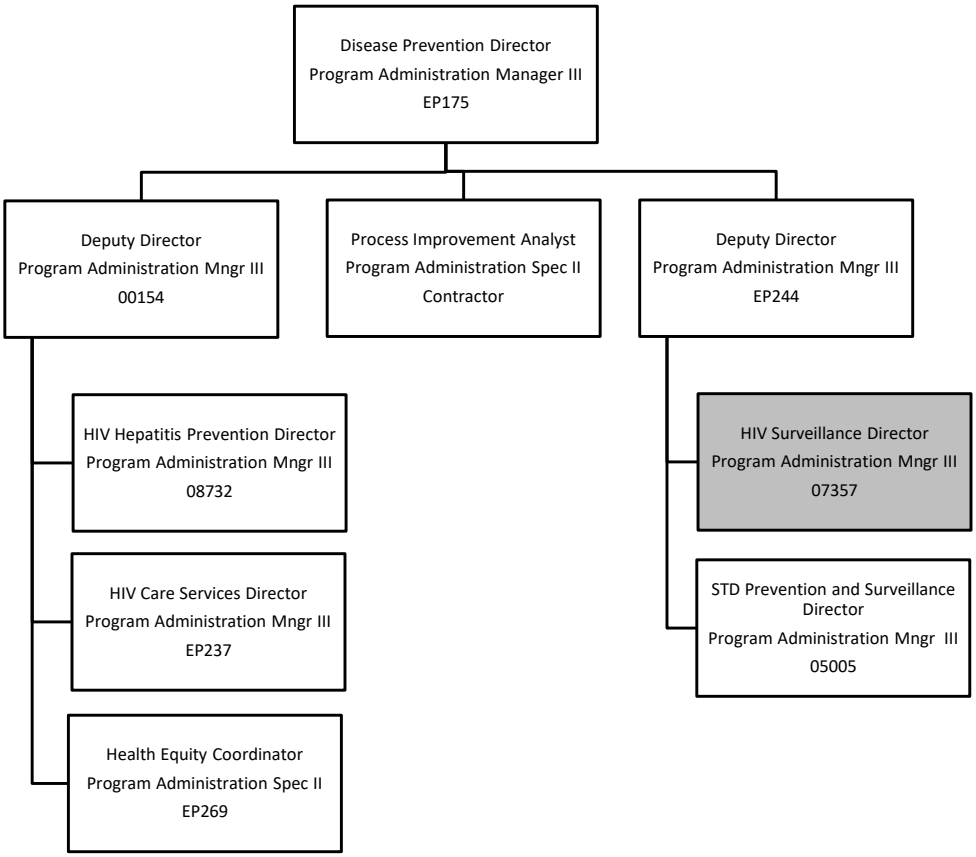
7/15/2021



Office of Epidemiology

Disease Prevention

7/15/2021

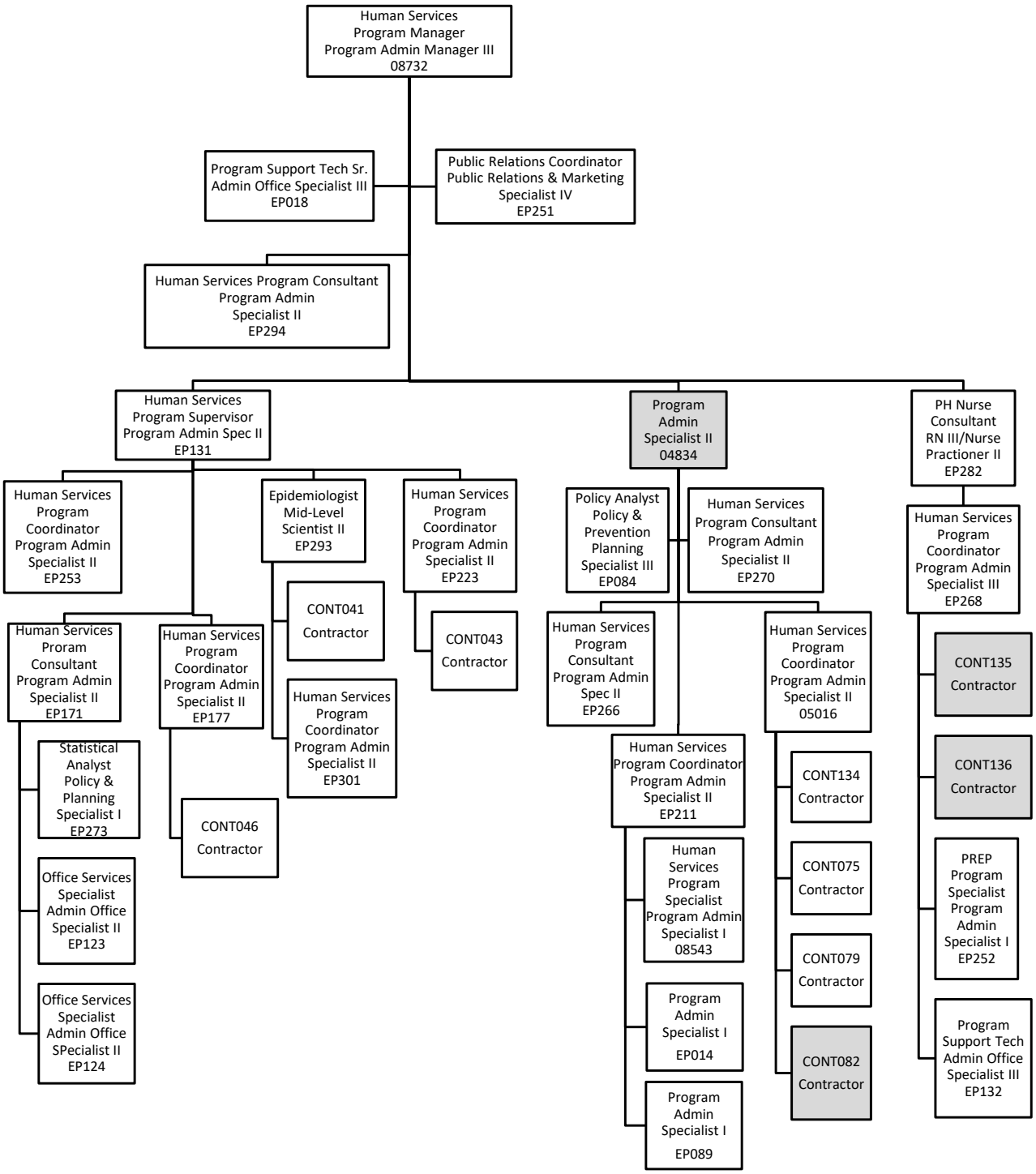


VDH VIRGINIA DEPARTMENT OF HEALTH

Office of Epidemiology

Disease Prevention

7/15/2021

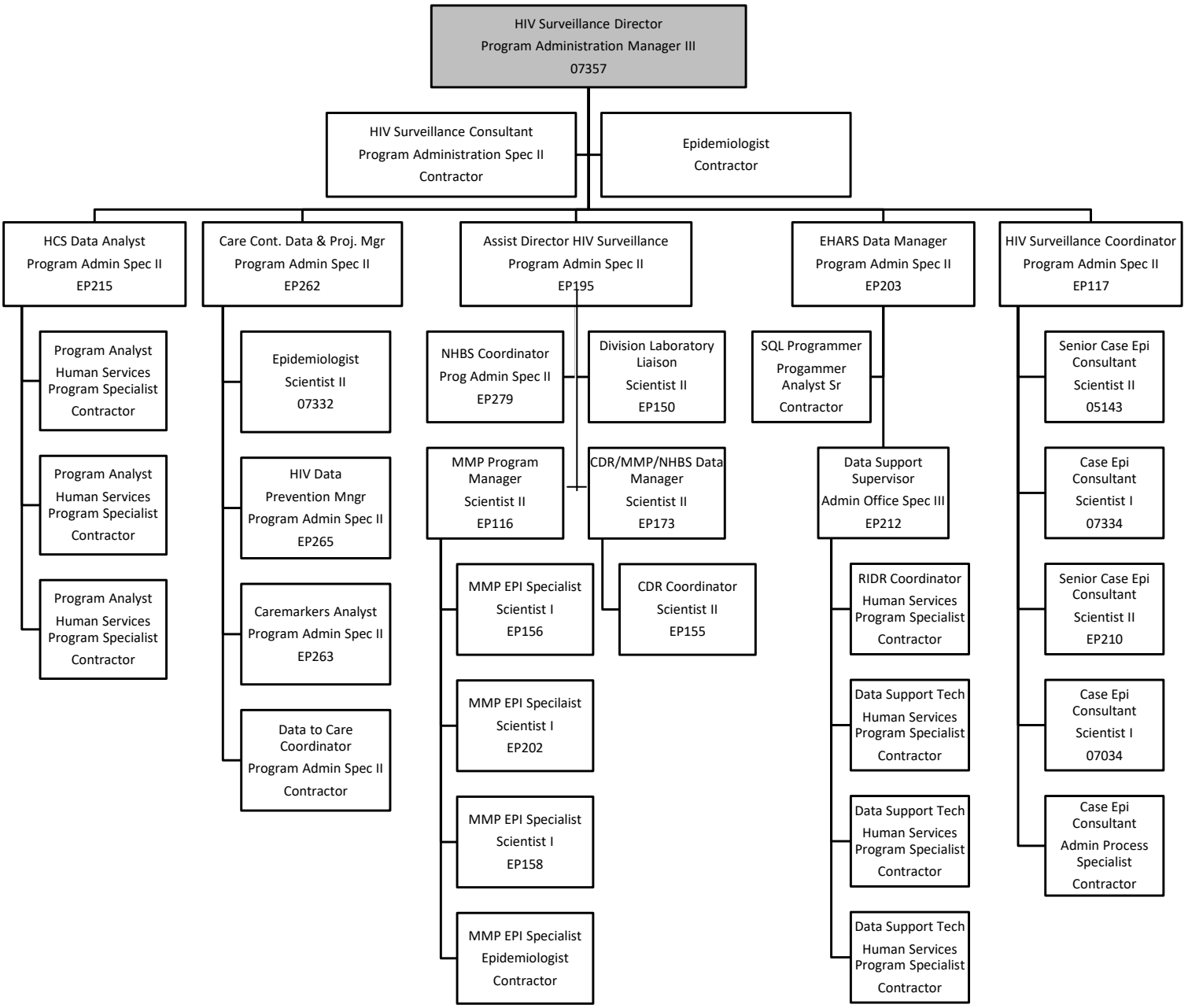


VIRGINIA DEPARTMENT OF HEALTH

Office of Epidemiology

Disease Prevention – HIV Surveillance

7/15/2021

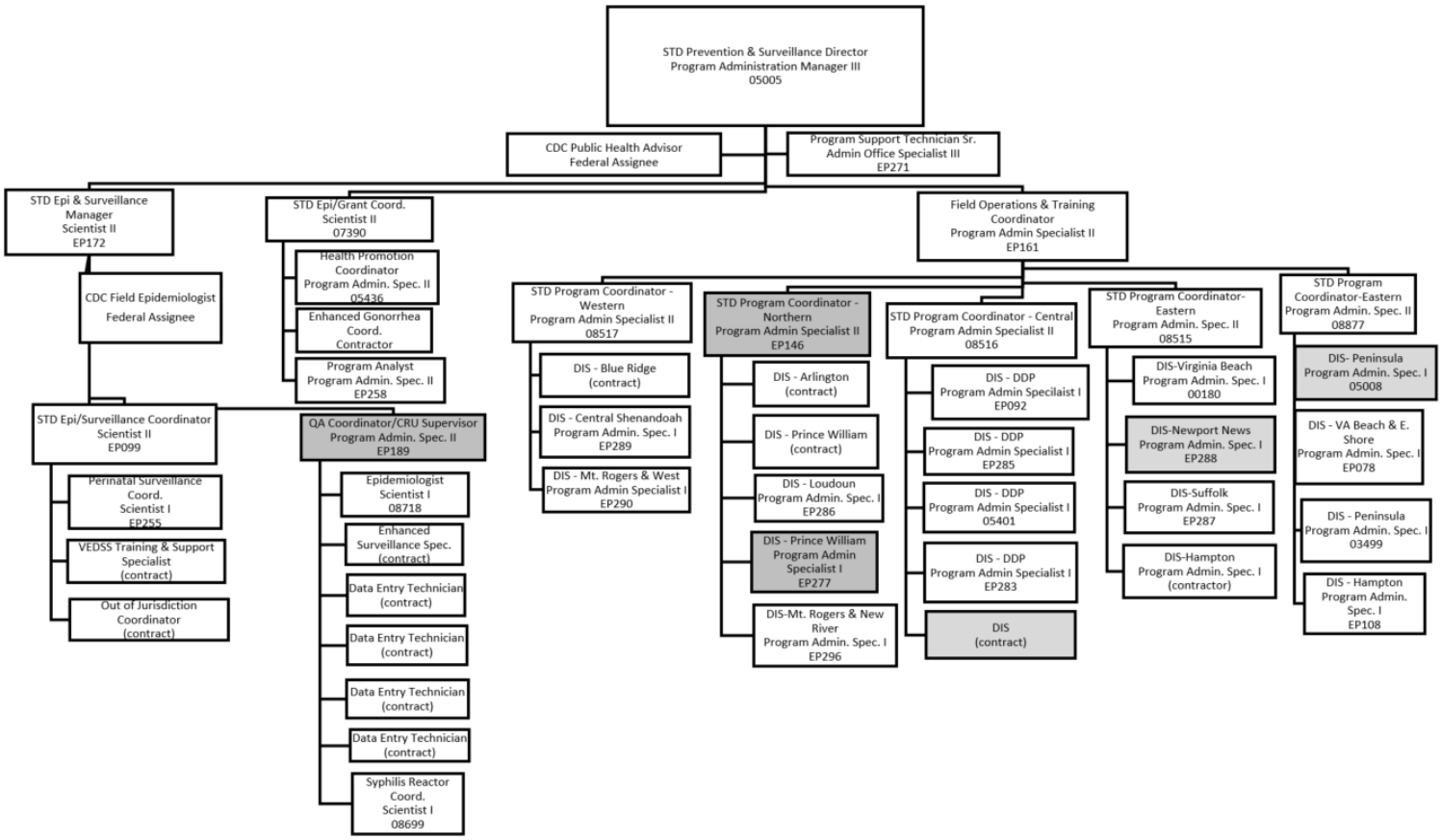


VIRGINIA DEPARTMENT OF HEALTH

Office of Epidemiology

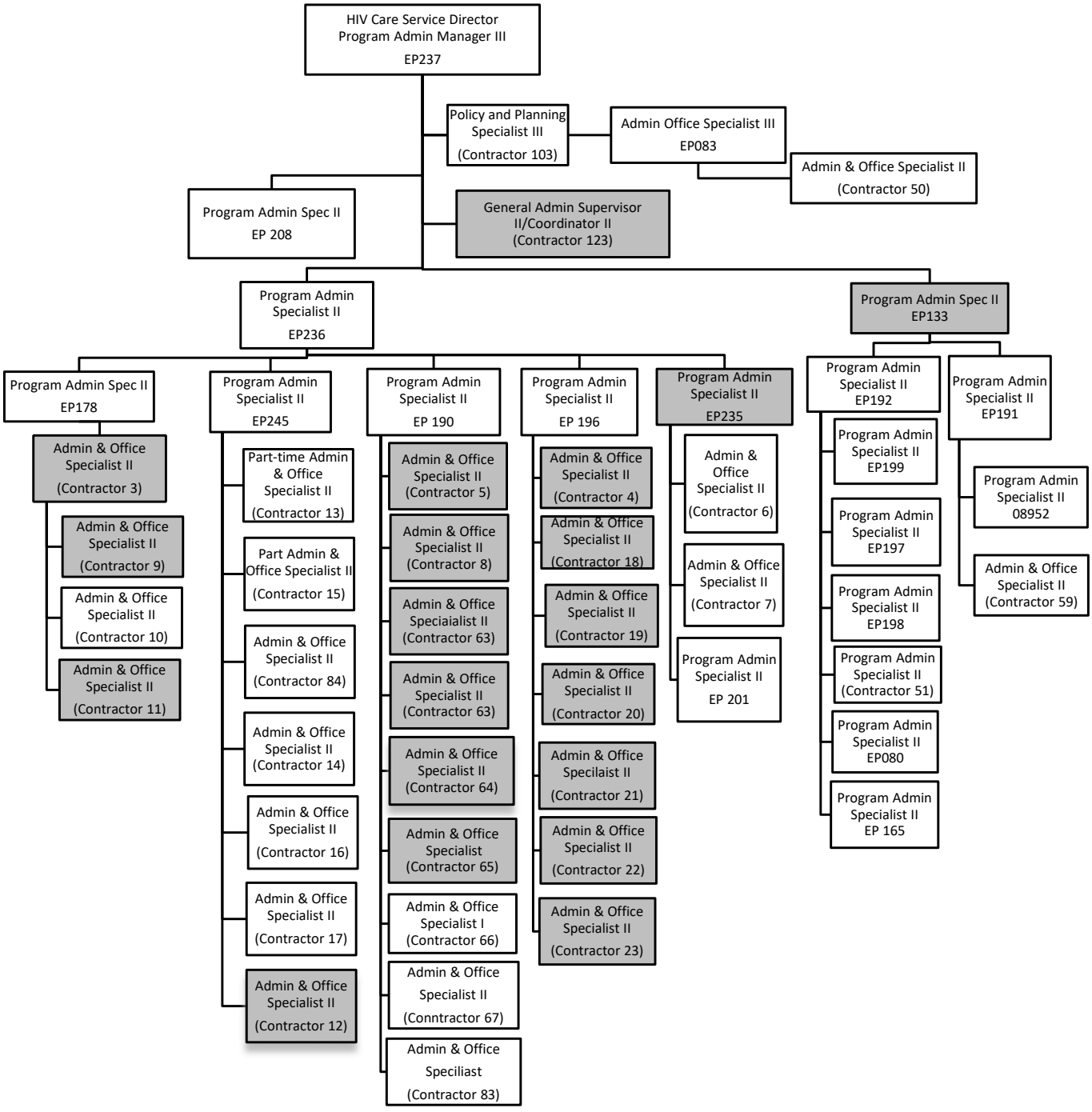
STD Prevention Services

7/15/2021



Office of Epidemiology - HIV Care

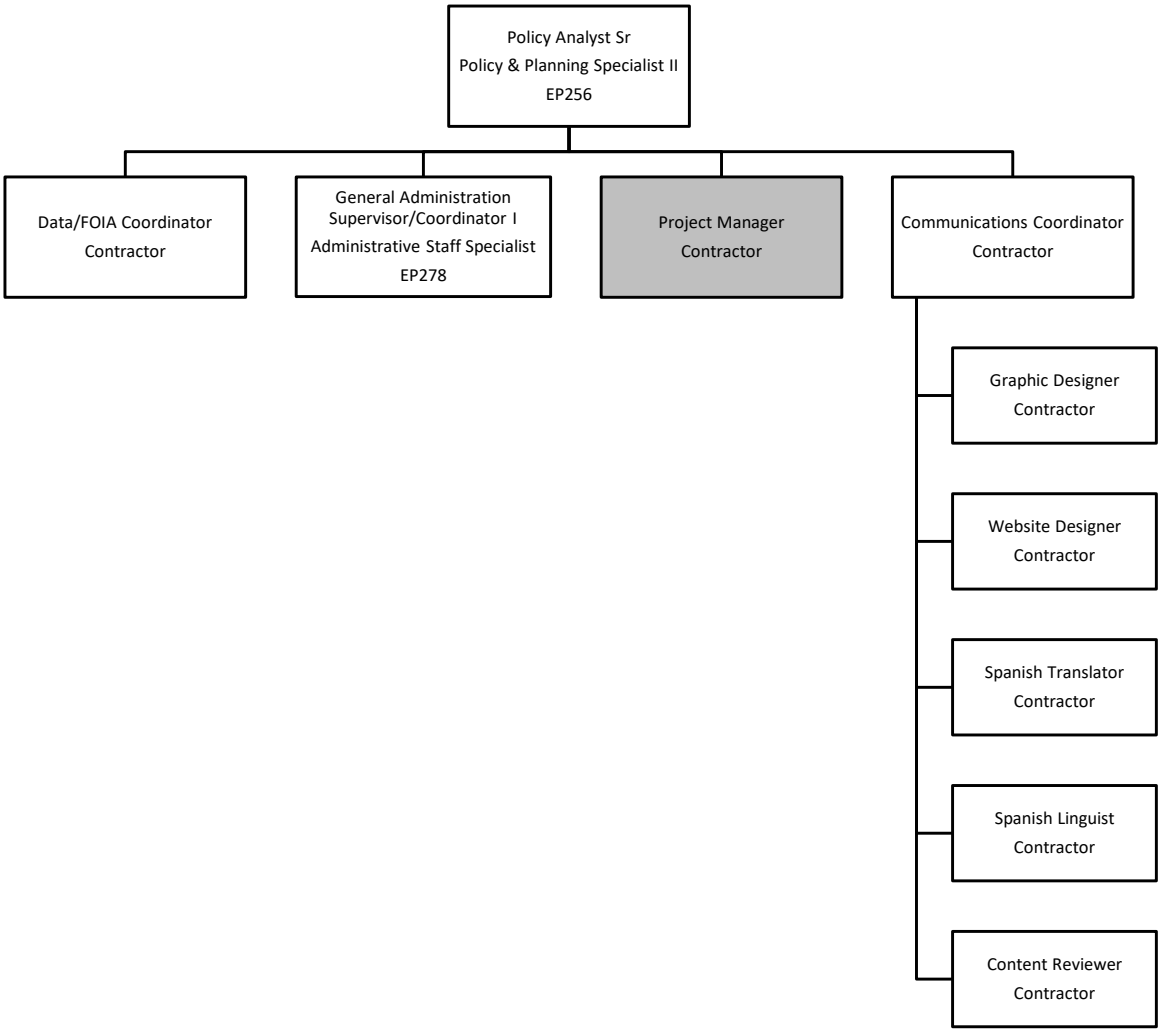
7/15/2021



Office of Epidemiology

Administration, Planning, & Communications

7/15/2021



Office of Family Health Services

The Director of the Office of Family Health Services (OFHS) reports to the State Health Commissioner. OFHS programs focus on strengthening the health of individuals, families and communities as well as risk avoidance strategies and information on how certain issues affect public health. The director of Family Health Services oversees the operations of the following divisions.

- **Division of Child and Family Health** - Protects and improves the health of people in Virginia with a focus on women, infants, children, adolescents, and their families. These programs give special attention to providing for vulnerable and under-served populations throughout Virginia.

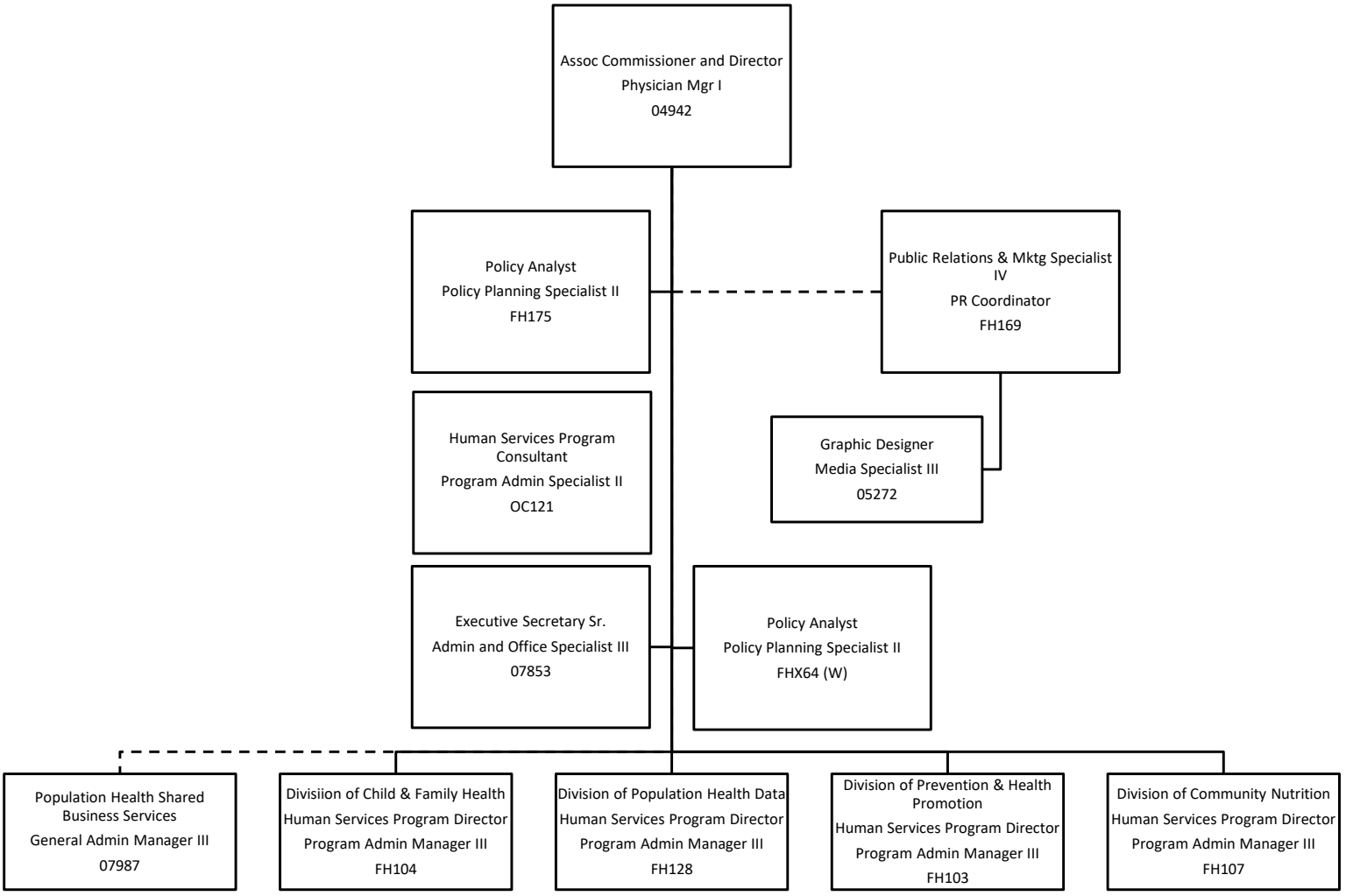
- **Division of Community Nutrition** - Provides nutrition education and supplemental nutritious food programs. Provides counseling at Women Infant and Children clinics and promotes and supports breastfeeding. Screens and refers people to other health, welfare, and social service agencies. This division also provides reimbursement for qualifying nutritious meals and snacks in daycare centers for children and adults and provides meals and snacks to emergency shelters, family day homes and at risk centers.

- **Division of Population Health Data** - Manages many large state-wide research and surveillance activities that are essential to public health. This division provides technical support to the other divisions, including assistance with research design, program evaluation, data analysis, and reporting epidemiological techniques and biostatistics. This division also collects and abstracts information on cancer diagnoses and treatment from hospitals, physicians, and laboratories to track incidence, prevalence, and survival of cancer in Virginia IT Infrastructure Partnership

- **Division of Prevention and Health Promotion** - Connects people to resources, provides information and funds community-based efforts to support healthy choices, reduce risk behaviors, prevent disease, and promote good health. This division supports prevention efforts addressing the leading causes of injury and violence related hospitalizations and deaths as well as those caused by chronic diseases and cancer. This division also addresses oral health that works in dental Health Professional Shortages Areas to provide dental screenings, referrals, fluoride varnish and dental sealants as well as supporting oral health for children with special health care needs.

Office of Family Health Services

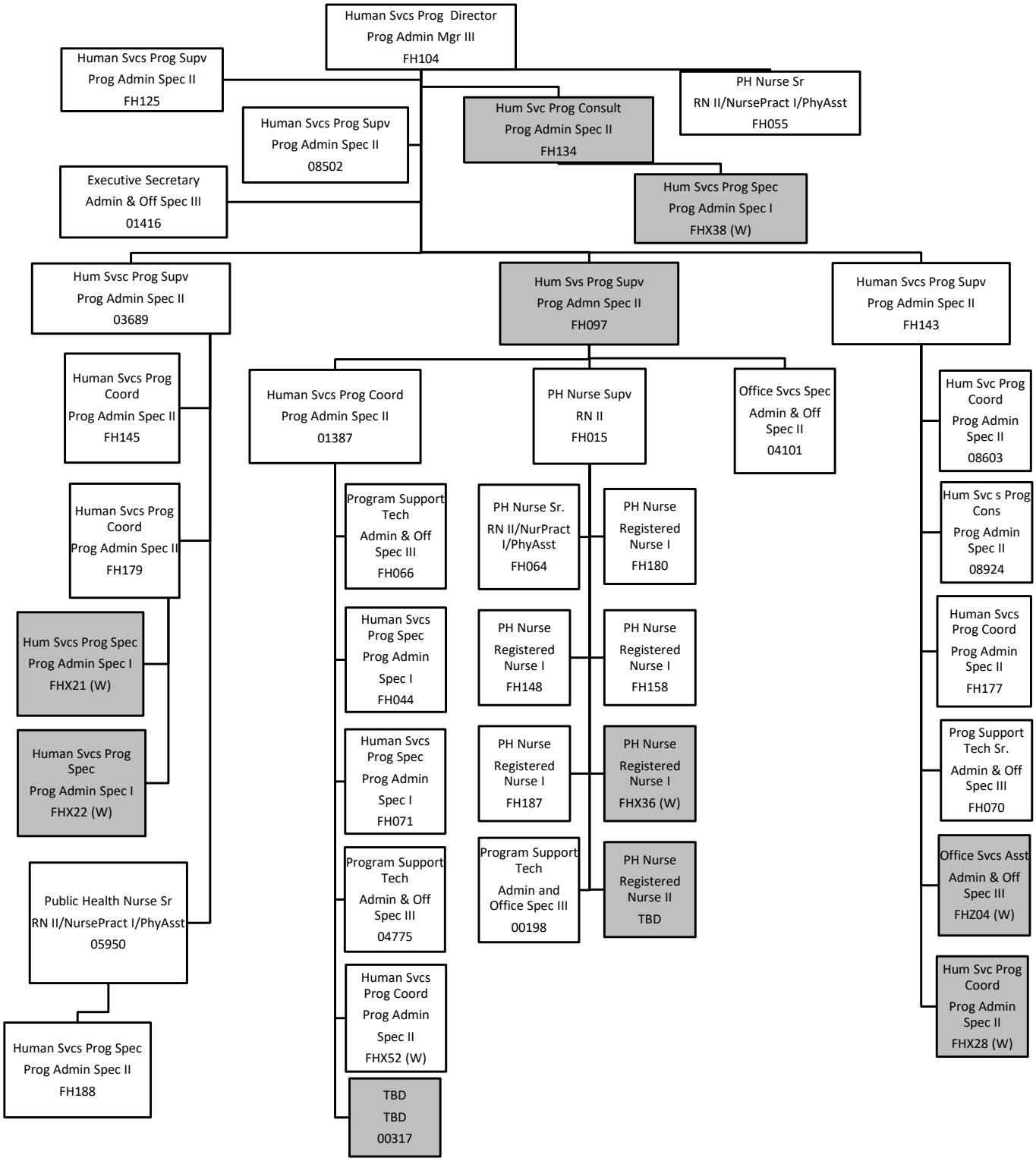
7/15/2021



Office of Family Health Services

Division of Child and Family Health

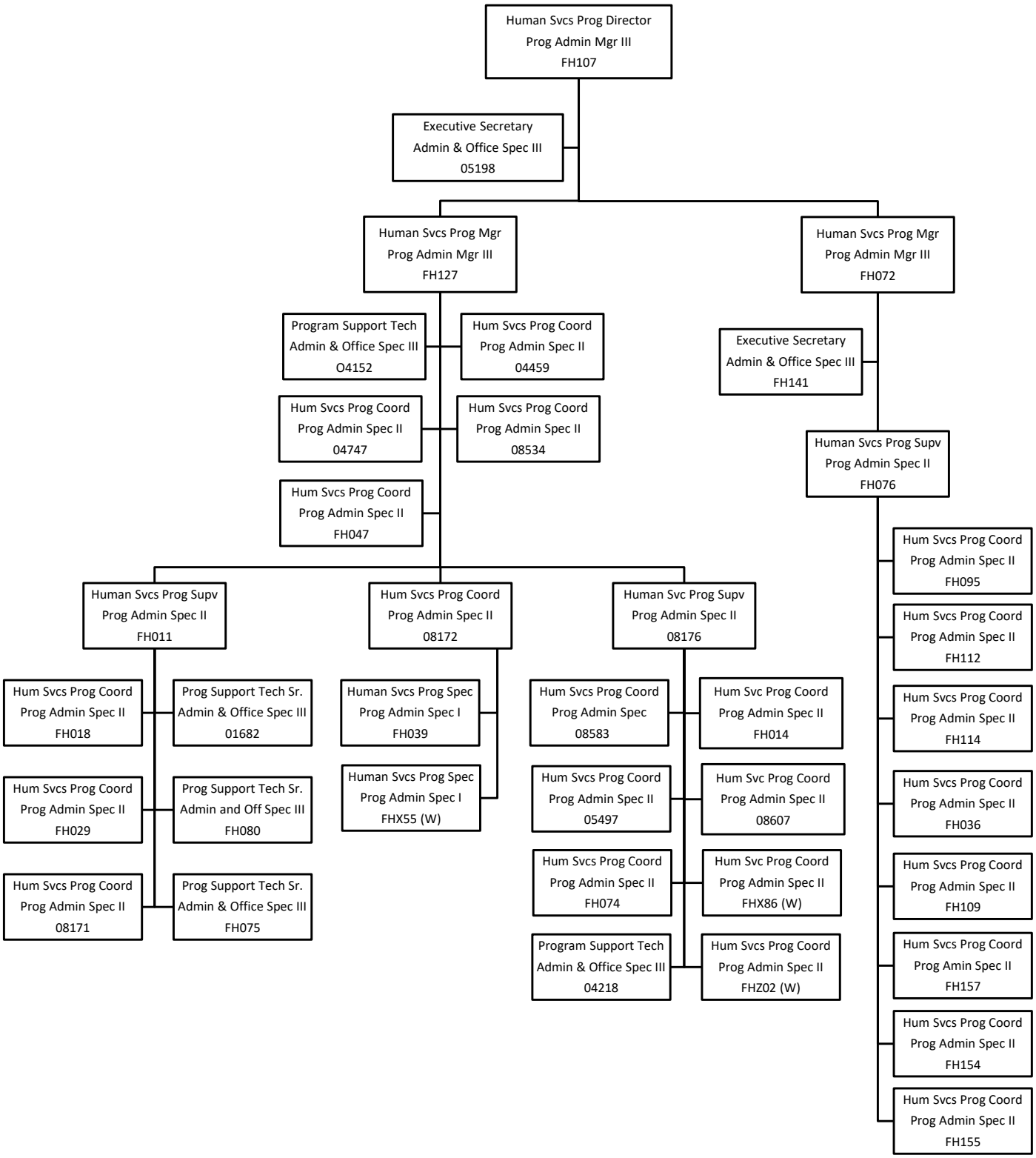
7/15/2021



Office of Family Health Services

Division of Community Nutrition

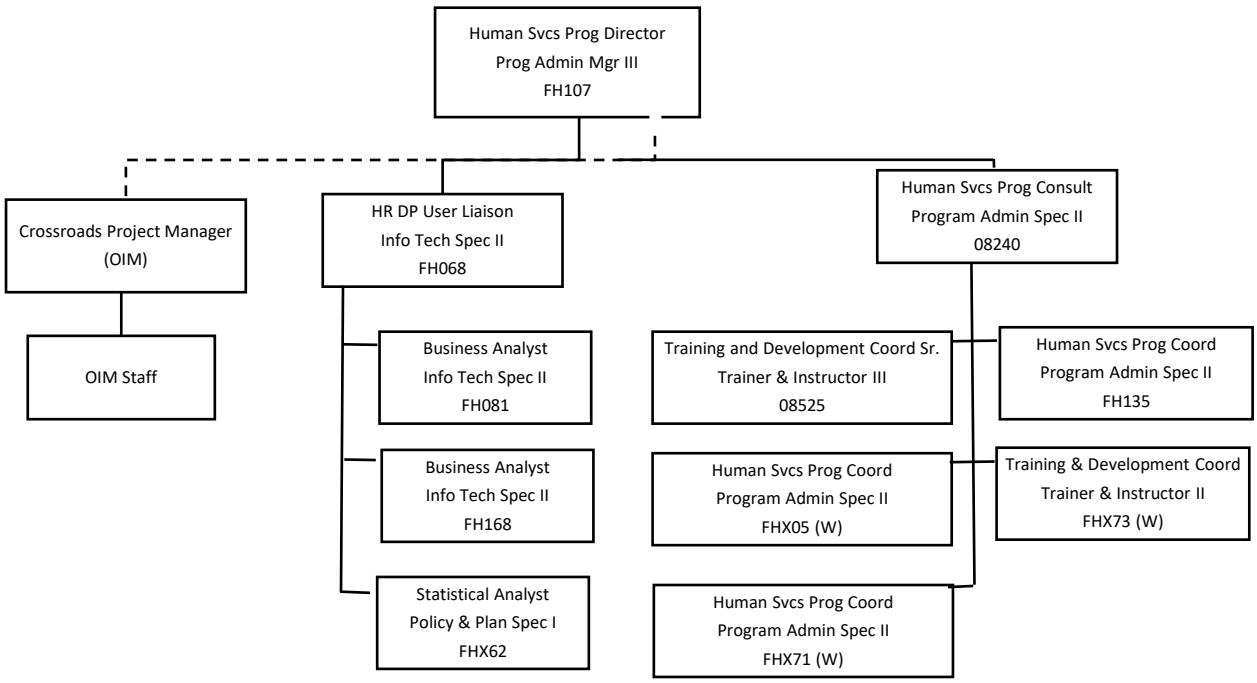
7/15/2021



Office of Family Health Services

Division of Community Nutrition (continued)

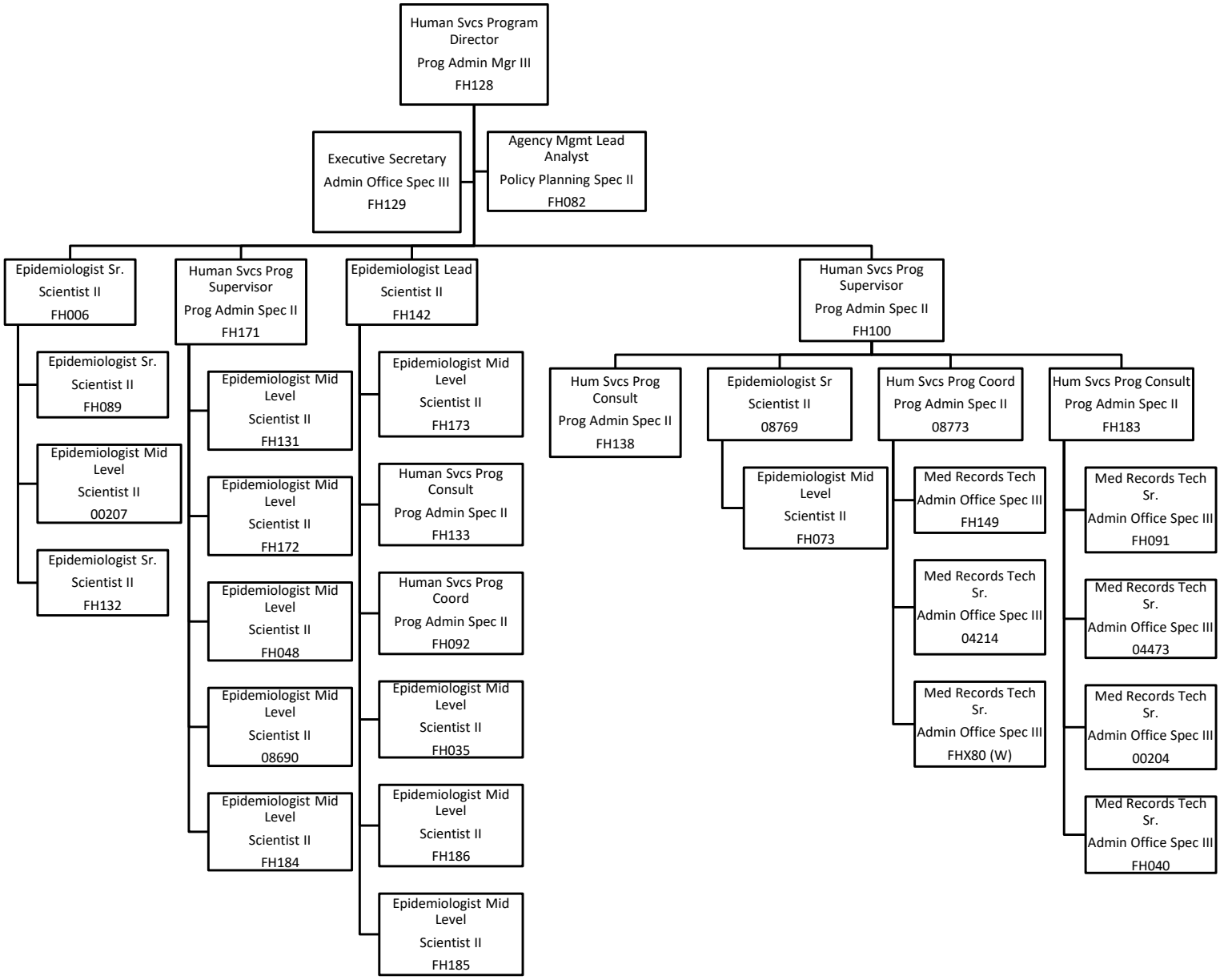
7/15/2021



Office of Family Health Services

Division of Population Health Data

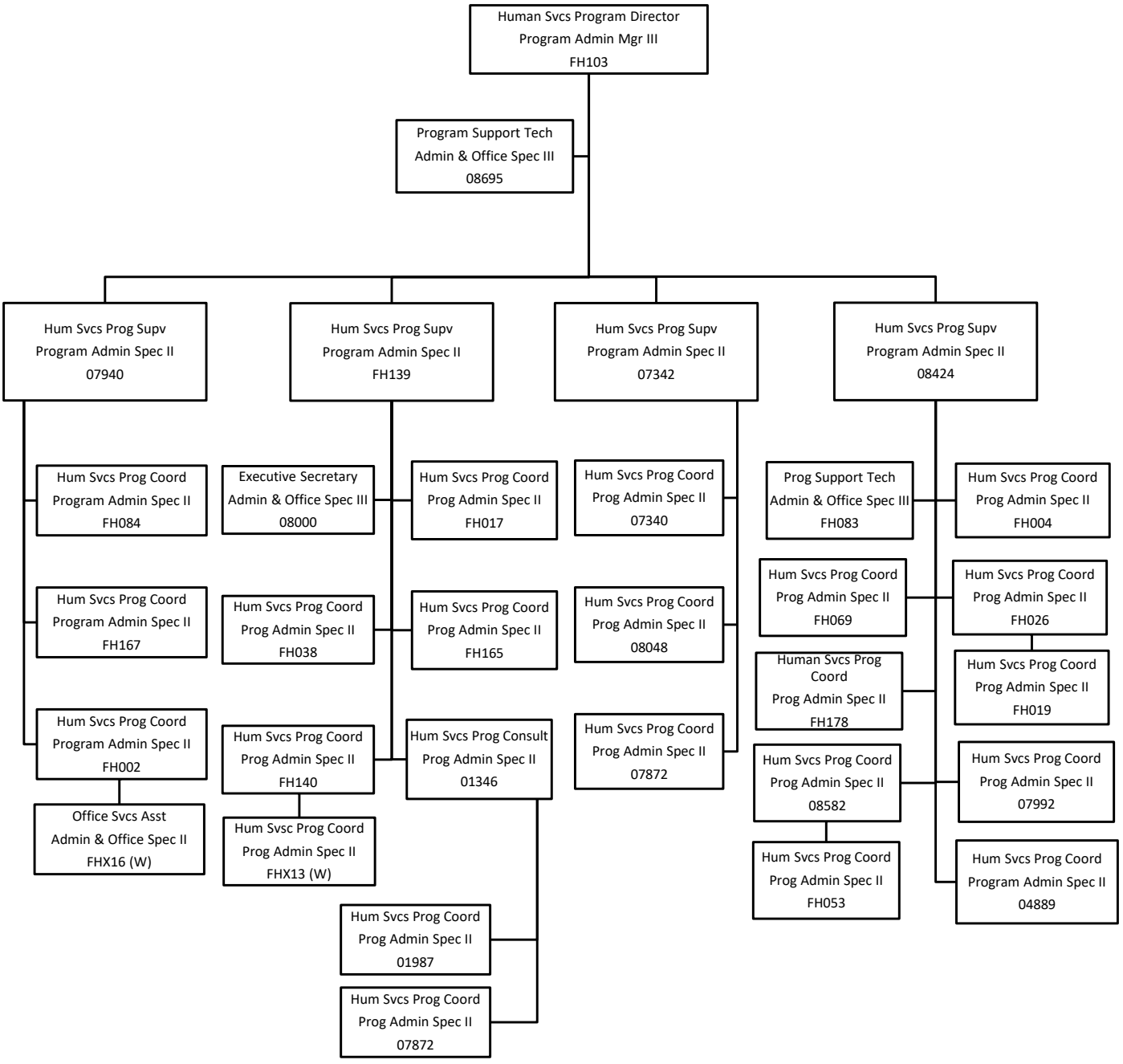
7/15/2021



Office of Family Health Services

Division of Prevention & Health Promotion

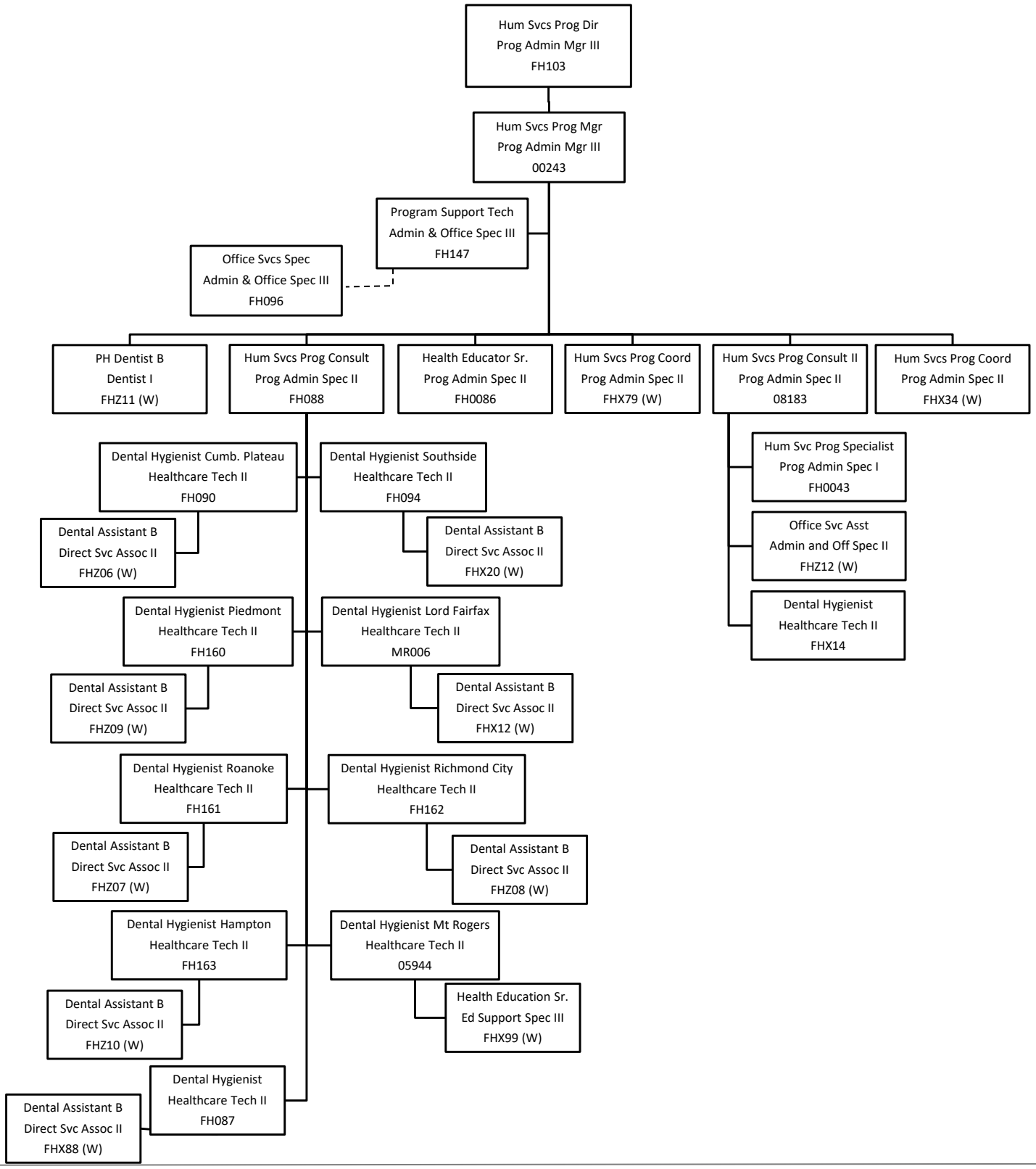
7/15/2021



Office of Family Health Services

Division of Prevention & Health Promotion - Continued

7/15/2021



Office of Health Equity

The Director of the Office of Health Equity (OHE) reports to the State Health Commissioner. OHE is committed to ensuring all Virginians have fair and quality health care by offering programs and services that focus on strengthening the health of rural communities, minorities, underemployed, and uninsured citizens. The Primary Care Office, within OHE, works to expand access to care to all underserved populations within the commonwealth.

The following divisions comprise OHE:

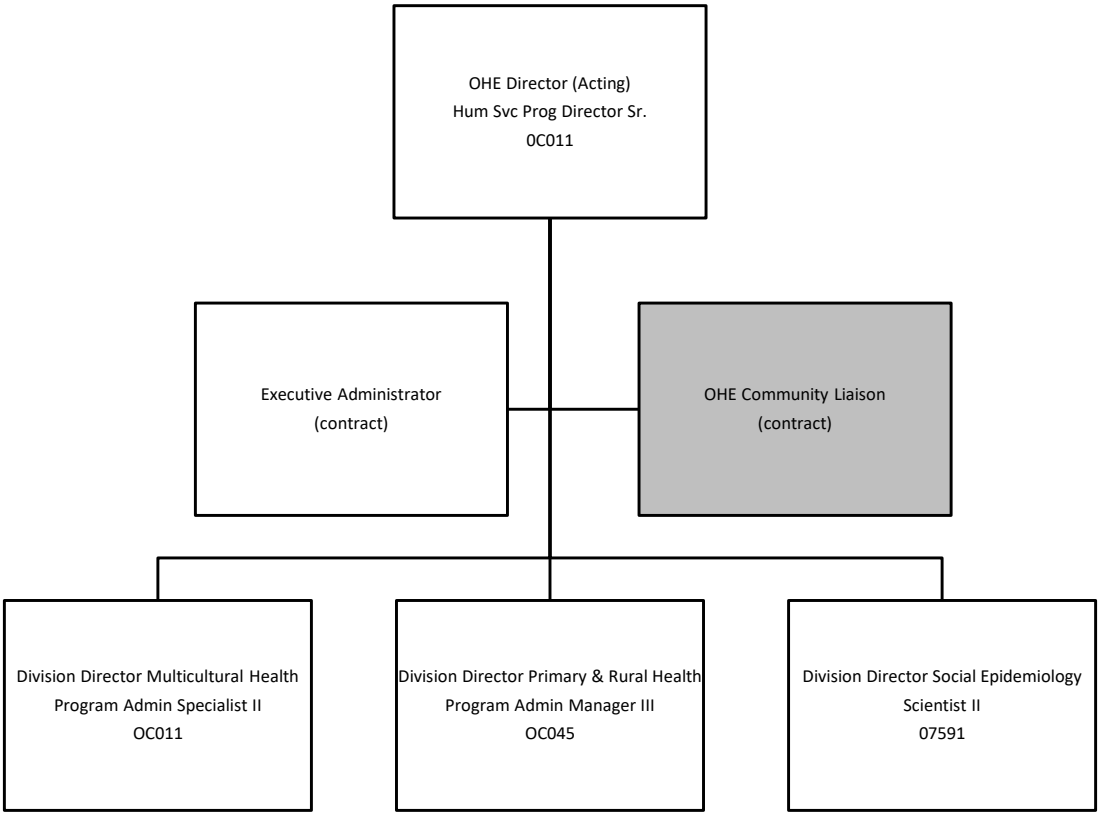
- **Division of Primary Care and Rural Health** – The goal of this division is to address and rectify health disparities affecting the state's rural residents by creating, funding, and supporting a quality and sustainable rural health care infrastructure. The goal of the U.S. Department of Health and Human Services Primary Care Office Cooperative Agreement Program is to assure the availability of quality health care to low income, uninsured, isolated, vulnerable and special needs populations and to meet these populations' unique health care needs.

- **Division of Multicultural Health and Community Engagement** - The goal of this division is to permanently change the conditions that produce differential health outcomes that will, over time, have a greater effect than traditional interventions. Programs and partnerships have been developed to promote awareness and identify approaches to eliminate health inequities that exist by socioeconomic status, race/ethnicity, geography, gender, immigrant status and other social classifications.

- **Division of Social Epidemiology** – This division provides information and insight to the public, stakeholders and policy-makers that inspires them to take actions that improve the lives of vulnerable Virginians. They do this by shining a spotlight on health disparities and shortage areas, analyzing the impact of social determinants of health, and evaluating and elevating upstream solutions to inequities.

Office of Health Equity

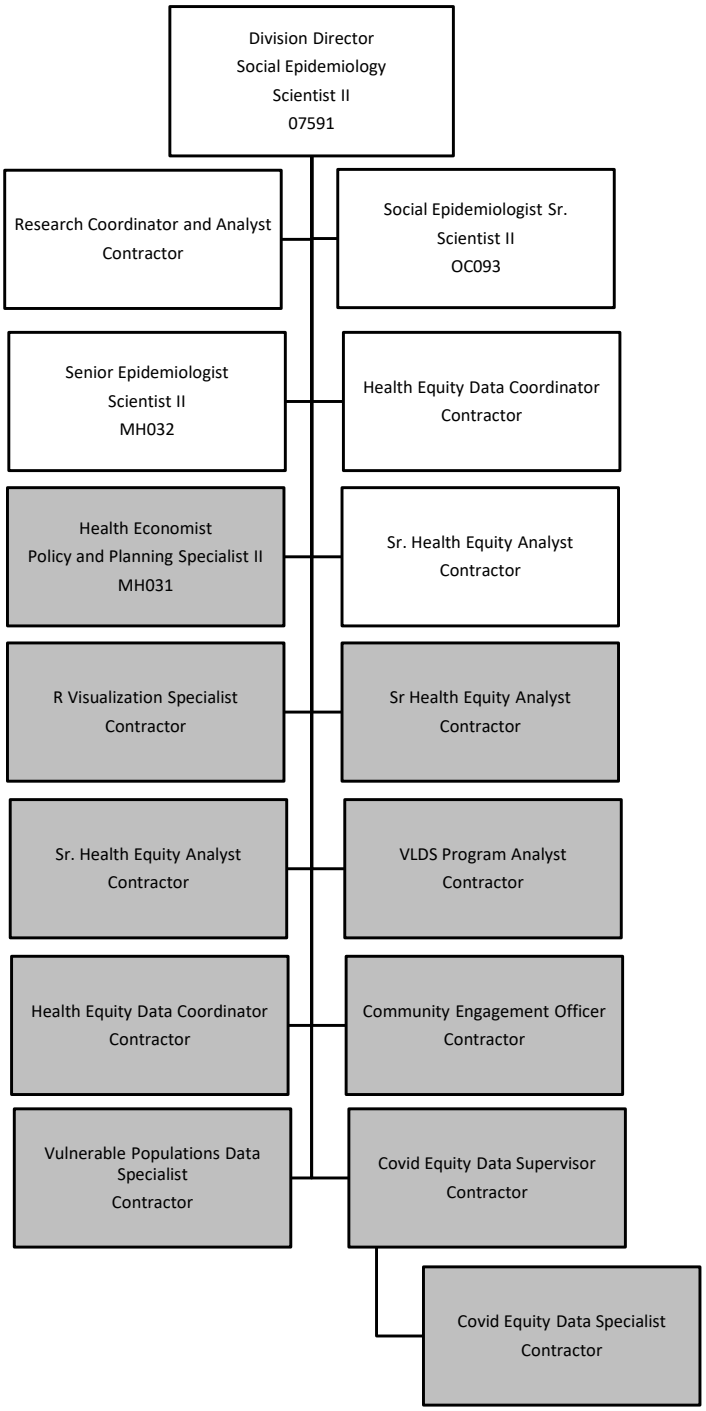
7/15/2021



Office of Health Equity

Division of Social Epidemiology

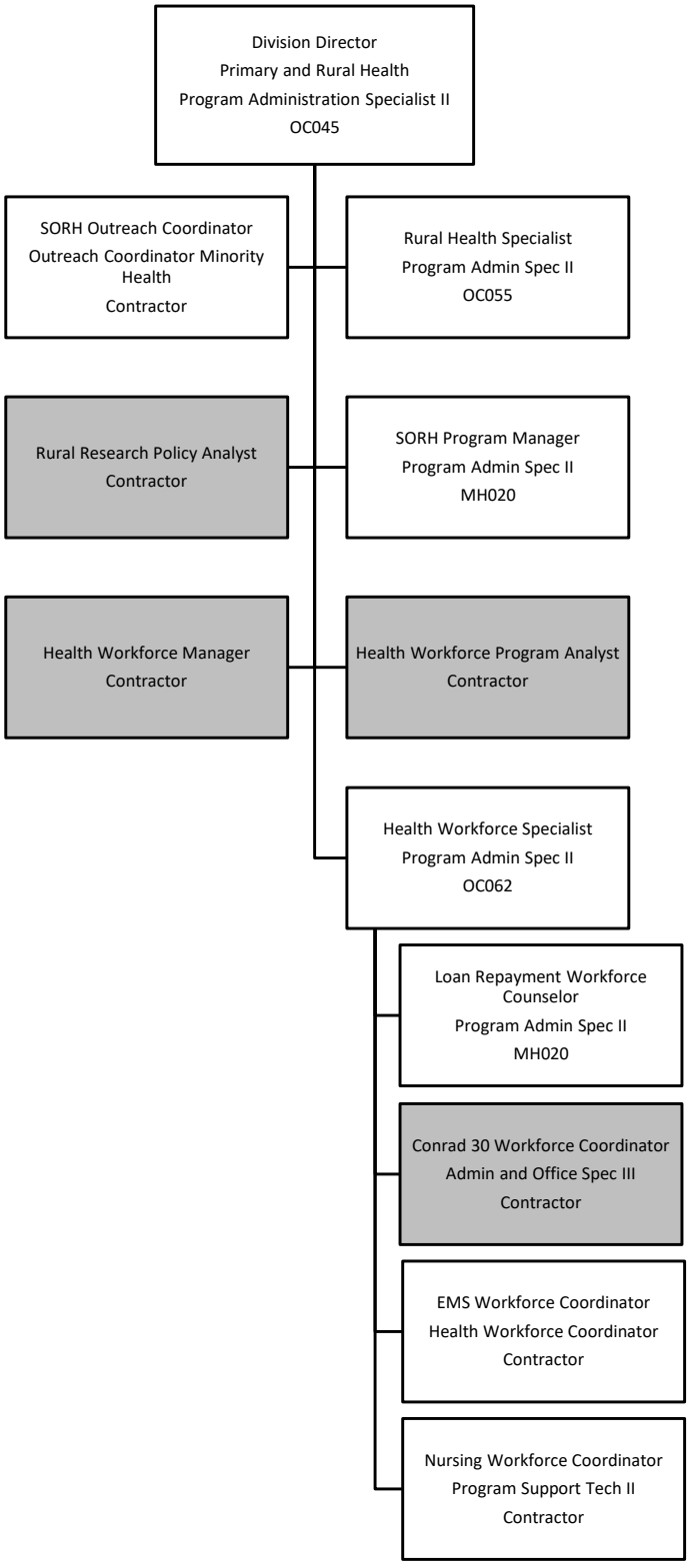
7/15/2021



Office of Health Equity

Division of Primary Care and Rural Health

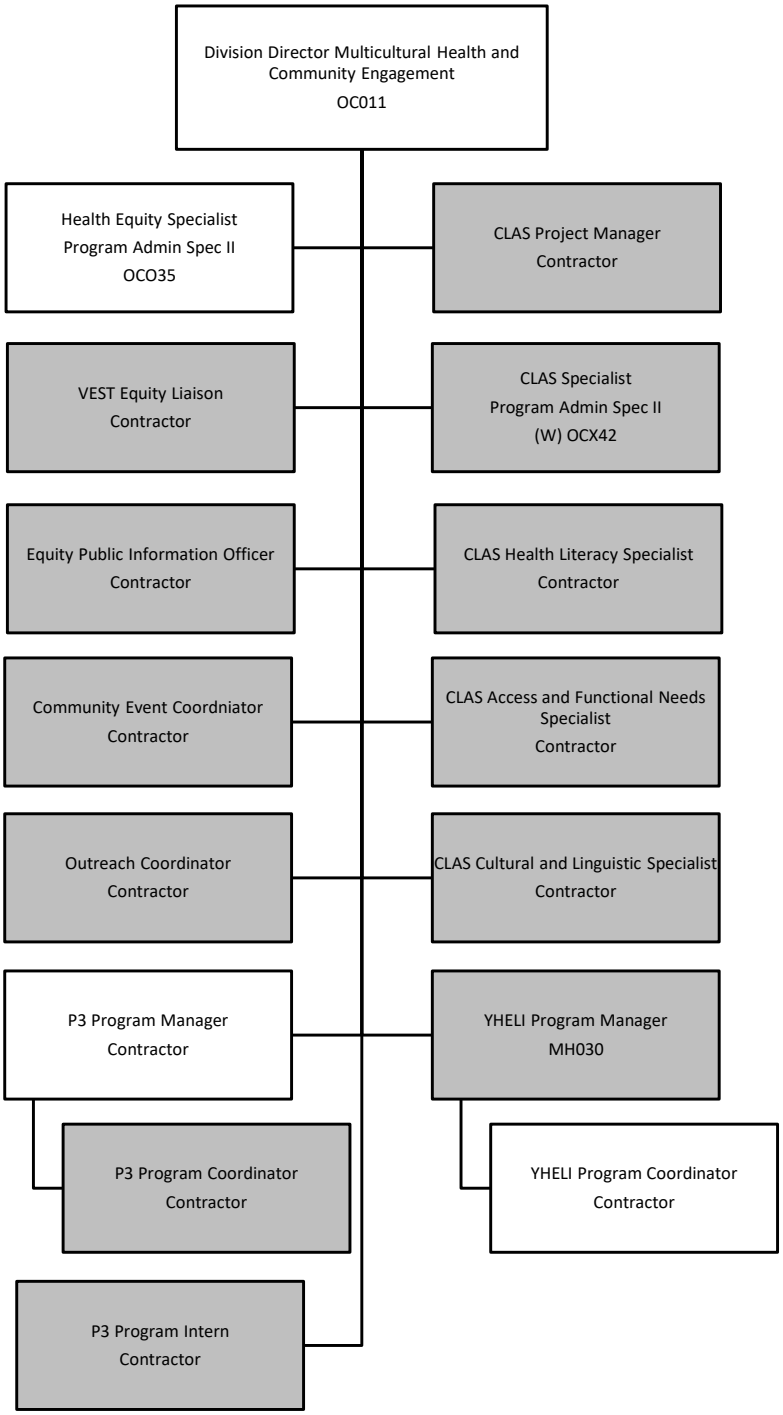
7/15/2021



Office of Health Equity

Division of Multicultural Health and Community Engagement

7/15/2021



Public Health and Preparedness

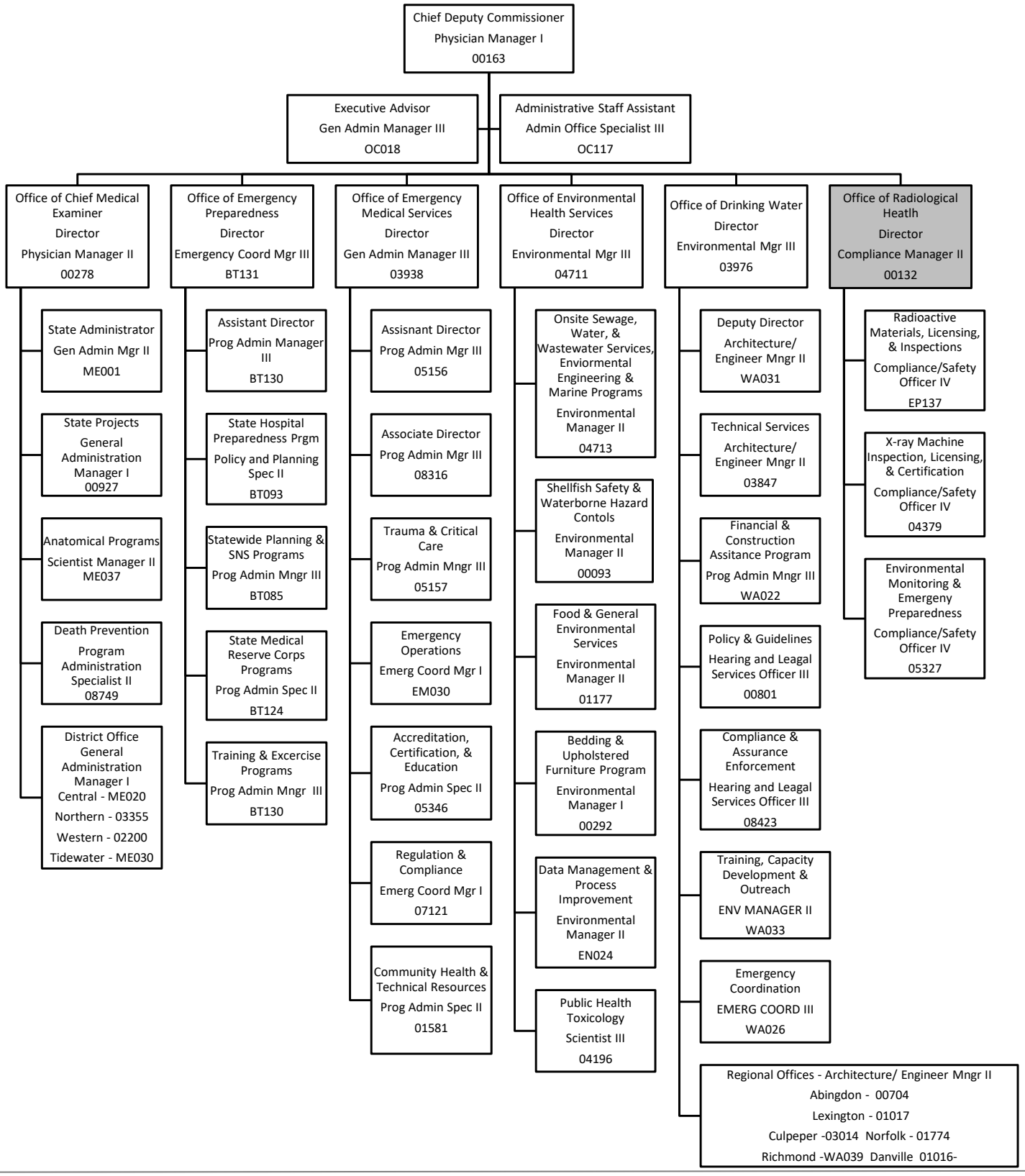
The Chief Deputy Commissioner for Public Health and Preparedness (PHP) reports to the State Health Commissioner. The mission of PHP is to ensure the safety and well-being of residents across the Commonwealth. This is achieved by: i) preparing for and responding to any threats or emergencies affecting public health ii) developing and enforcing regulations impacting drinking water, environmental health services, and radiological health, iii) reducing death and disability through a comprehensive and coordinated emergency medical services system, and iv) conducting medico-legal death investigations, informing strategies that reduce accidental and violent deaths and providing education to health professionals through the anatomical program. The above goals are achieved in coordination and collaboration with Local Health Districts and a diverse array of stakeholders within the public and private sector at the local, state, and federal levels.

The Chief Deputy Commissioner for PHP oversees the following six offices:

- Chief Medical Examiner
- Drinking Water
- Environmental Health Services
- Emergency Medical Services
- Emergency Preparedness
- Radiological Health

Public Health and Preparedness

7/15/2021



Office of Chief Medical Examiner

The Chief Medical Examiner reports to the Chief Deputy Commissioner for Public Health and Preparedness. There are four district Offices located in Manassas (Northern), Norfolk (Tidewater), Richmond (Central), Roanoke (Western), and is staffed by board certified forensic pathologists, death investigators, clerical and morgue personnel. The Chief Medical Examiner is responsible for the overall operation of the state's medical examiner system and is responsible for determining the cause and manner of deaths that occur under certain circumstances in Virginia. Every case has two equally important components: the emotional and practical issues of family members and the scientific aspects of investigations conducted for law enforcement.

The mission of the Office of Chief Medical Examiner is to:

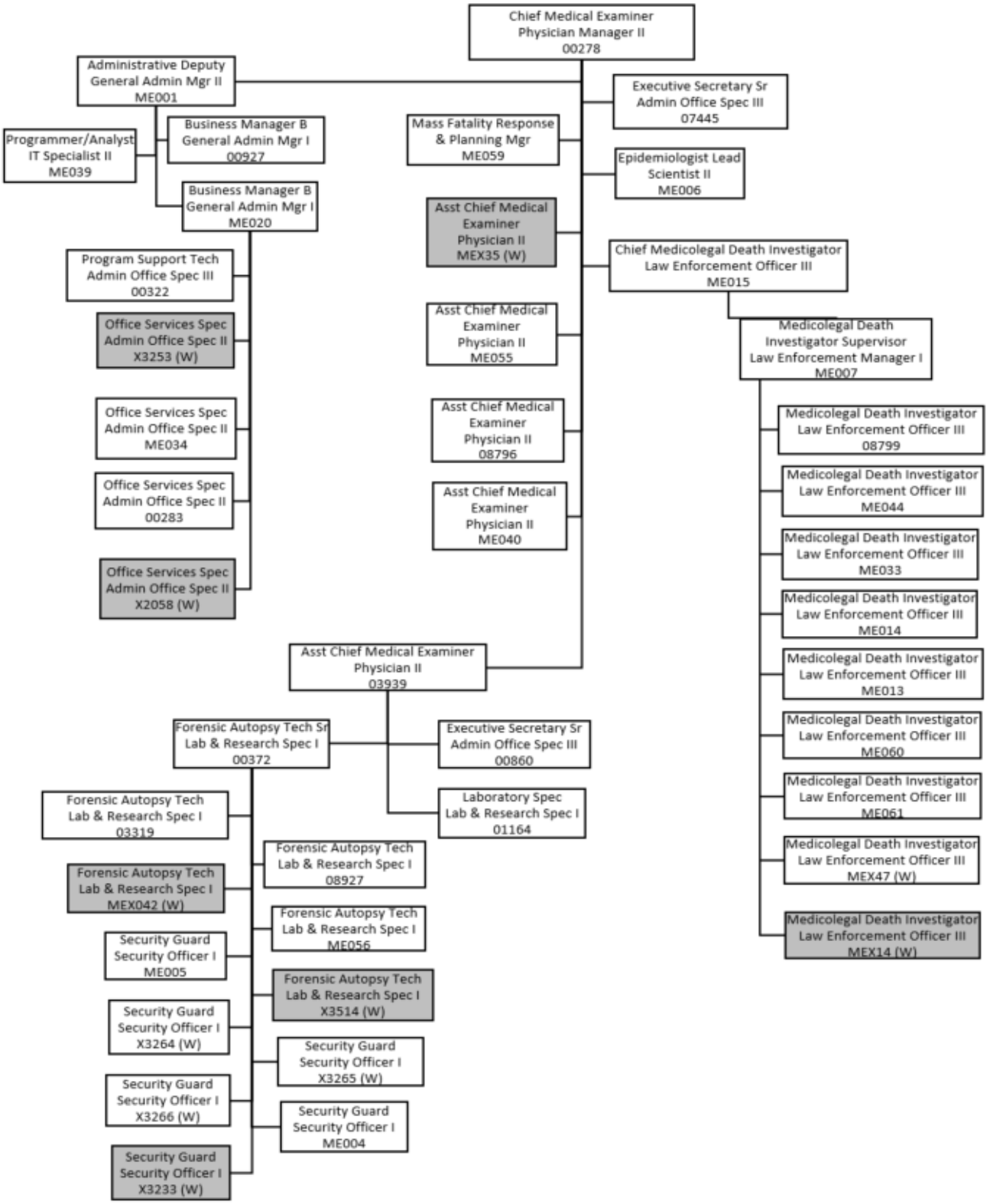
- Conduct medico-legal death investigations
- Perform autopsies to certify cause and manner of death
- Educate peers and professionals on subjects related to death investigation
- Reduce violent death by conducting surveillance and fatality review
- Provide support and technical assistance to local fatality review teams
- Administer the State Anatomical Program

VDH VIRGINIA DEPARTMENT OF HEALTH

Office of Chief Medical Examiner

Central District

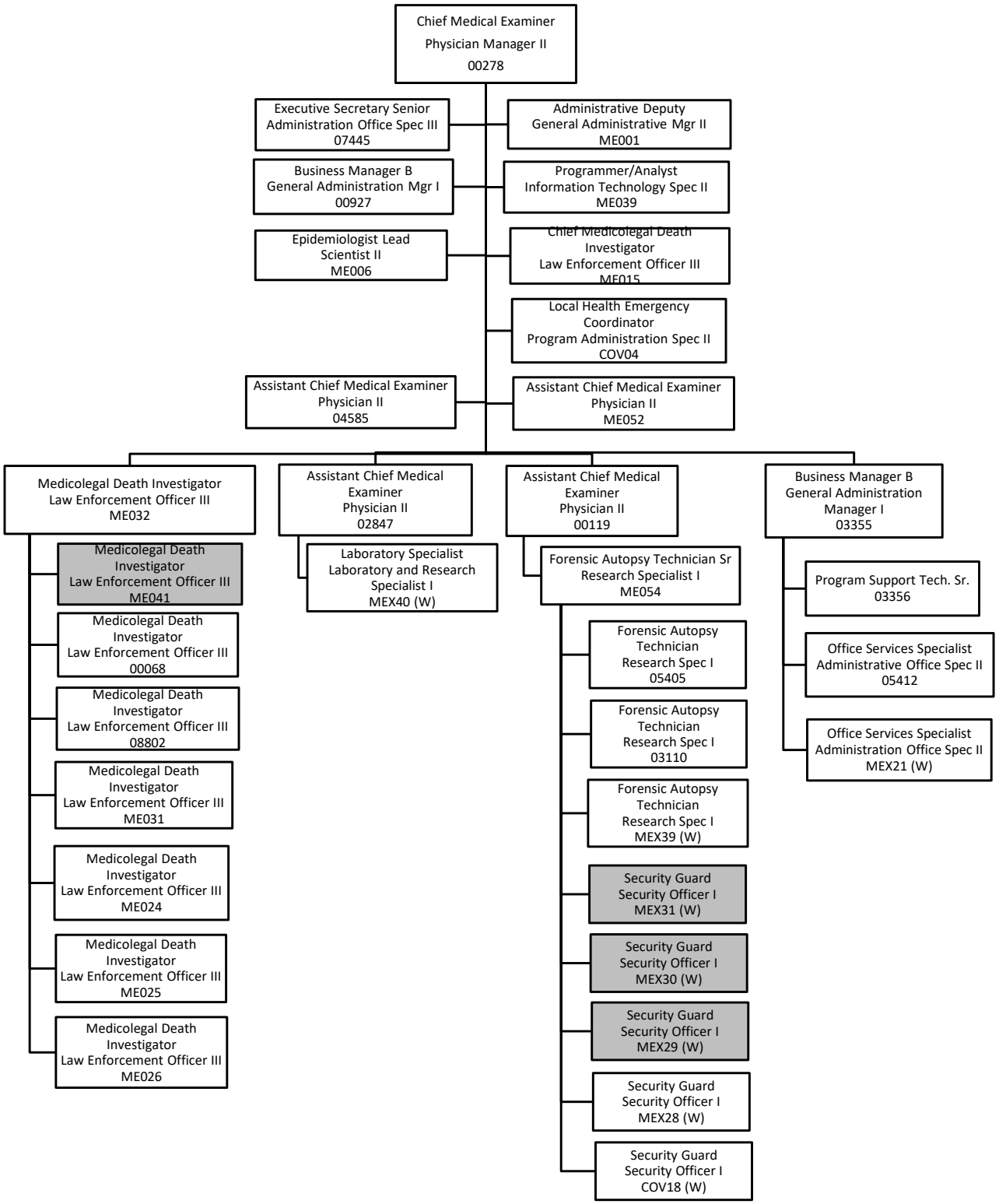
7/15/2021



Office of Chief Medical Examiner

Northern District

7/15/2021

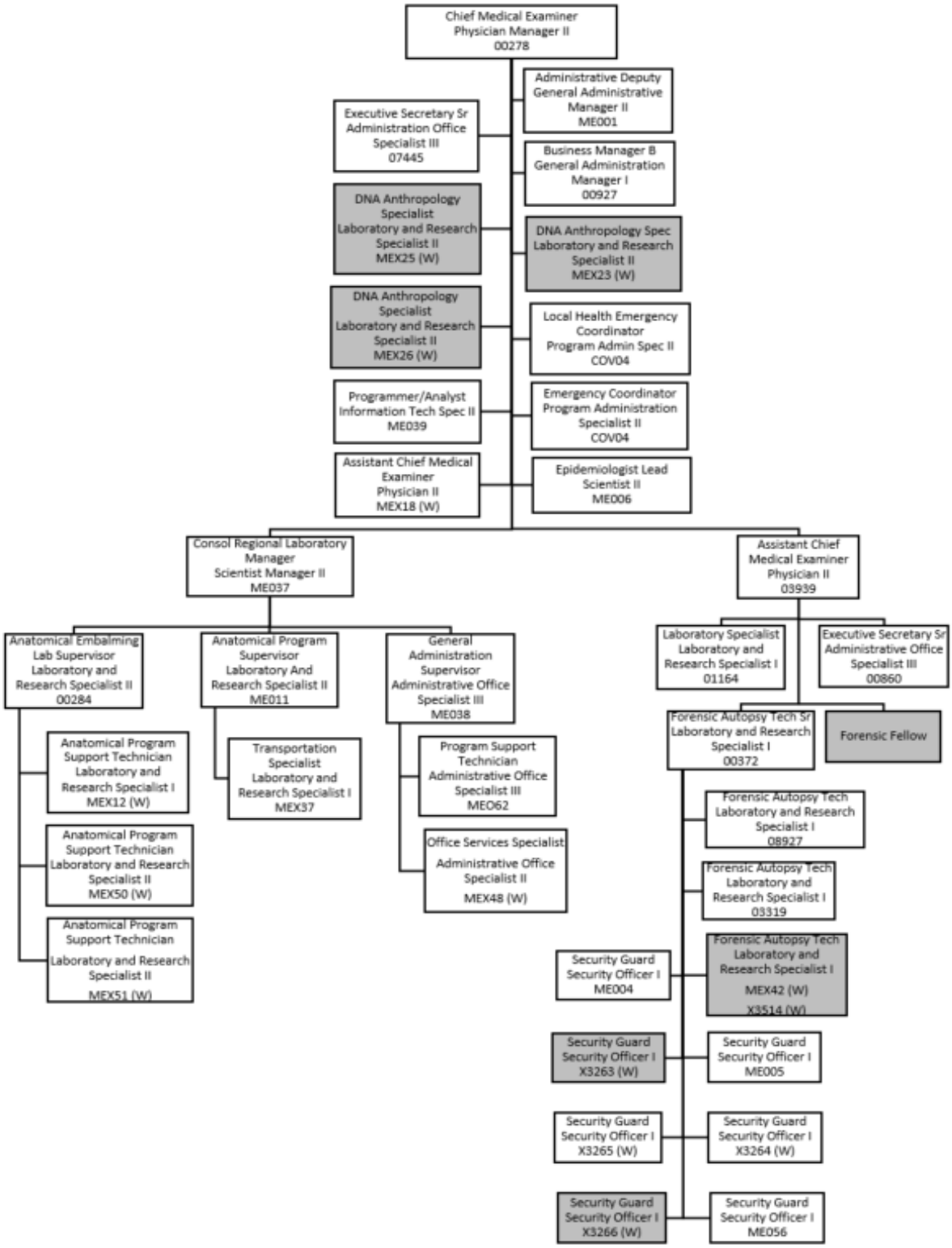


VDH VIRGINIA DEPARTMENT OF HEALTH

Office of Chief Medical Examiner

State Anatomical Program

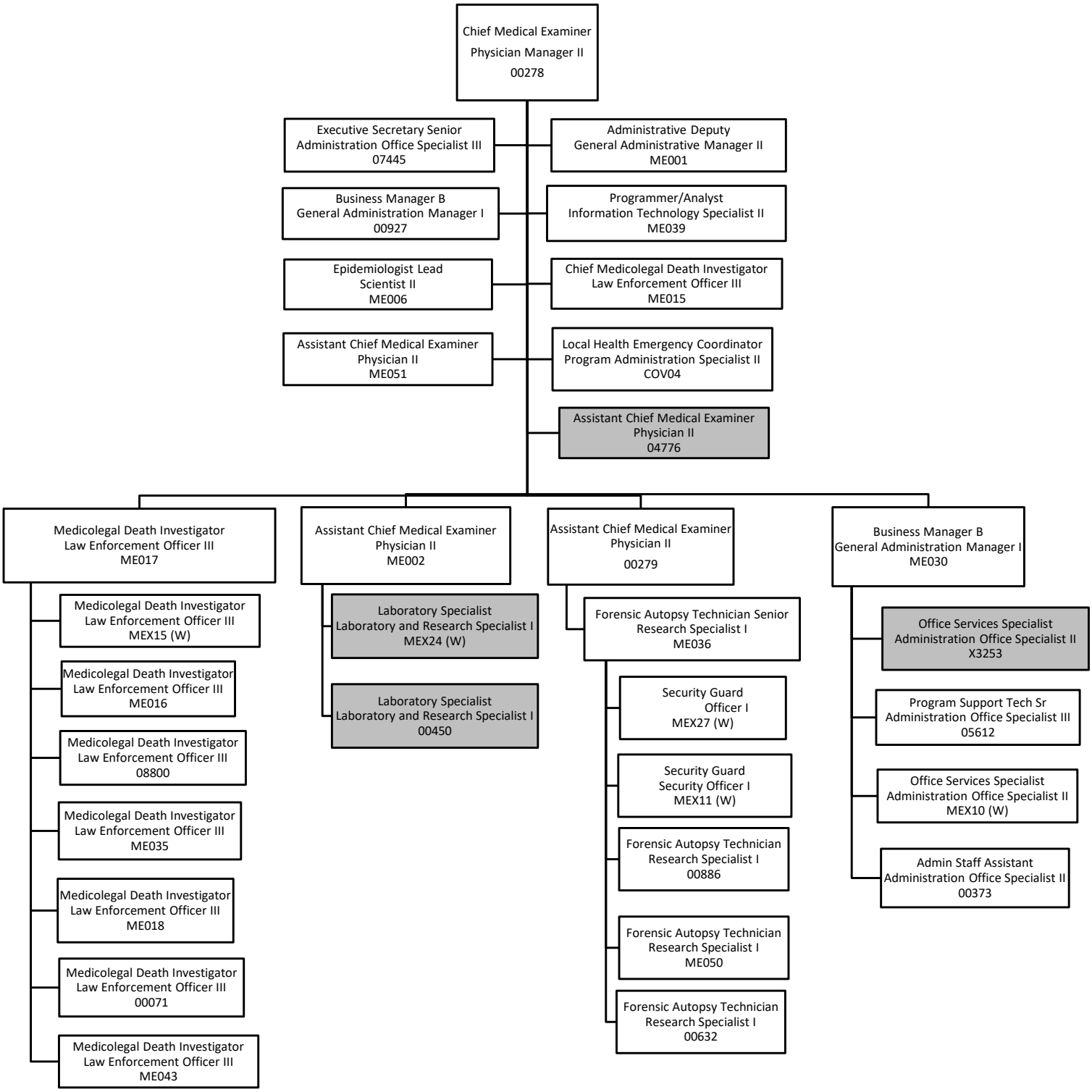
7/15/2021



Office of Chief Medical Examiner

Tidewater District

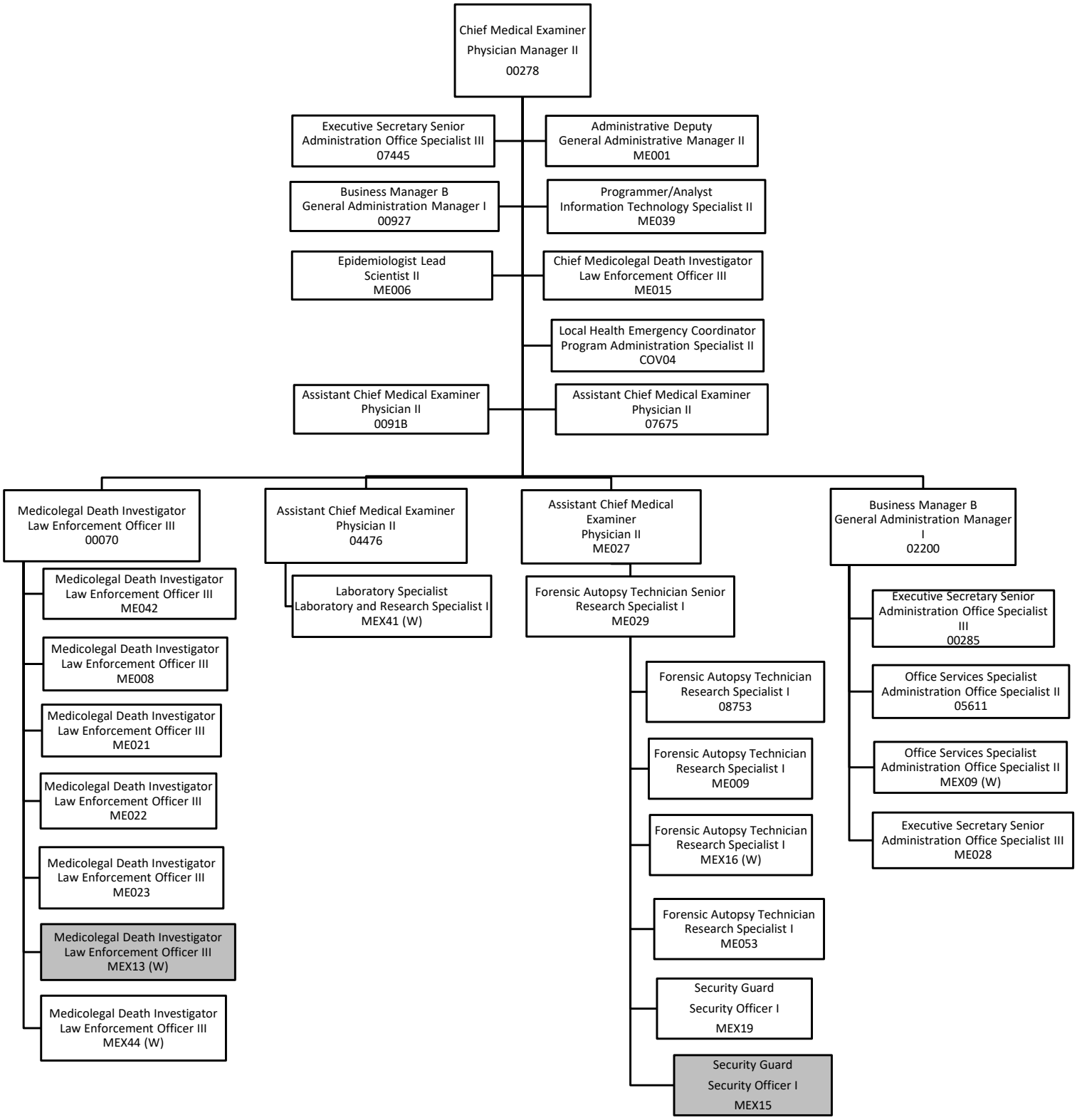
7/15/2021



Office of Chief Medical Examiner

Western District

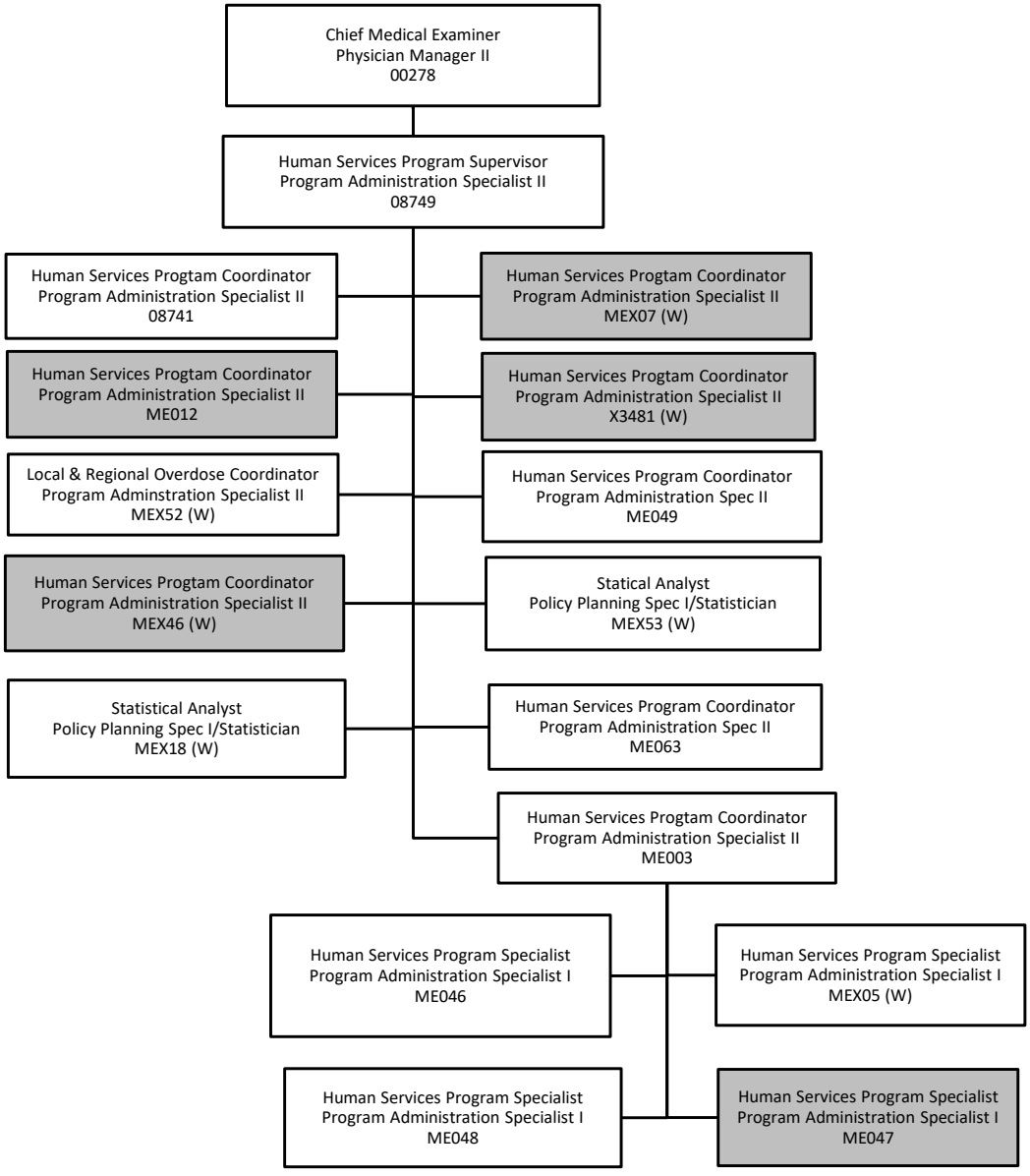
7/15/2021



Office of Chief Medical Examiner

Surveillance

7/15/2021



Office of Drinking Water

The Director of the Office of Drinking Water (ODW) reports to the Chief Deputy Commissioner for Public Health and Preparedness. The ODW mission is to protect public health and help ensure all Virginians have a safe and adequate supply of drinking water. The ODW is located in the central office in Richmond. The Director oversees all field office operations throughout the state. Field Offices are located in Abingdon, Lexington, Norfolk, Danville, Culpeper, and Richmond.

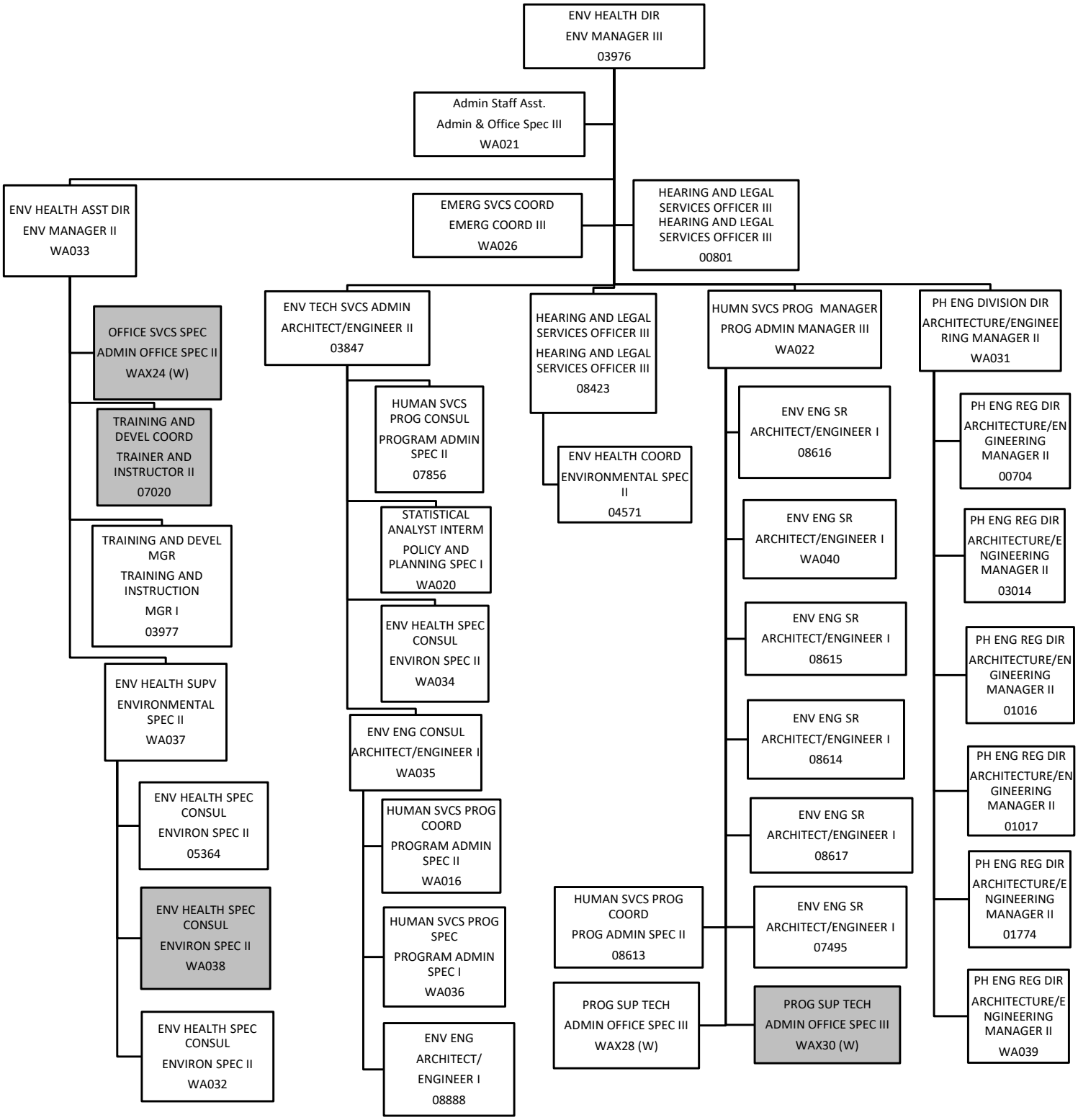
The ODW regulates over 2,800 public water systems in the Commonwealth of Virginia; collectively serving approximately 7.5 million consumers, about 89% of Virginia's total population. ODW collaborates with owners, operators, and stakeholders to ensure compliance with applicable laws and regulations by conducting sanitary surveys and inspections, providing training and technical assistance, issuing permits and plan approvals, tracking compliance monitoring, managing data and information, training licensed operators, and where appropriate, taking enforcement actions. ODW programs have high compliance rates with water quality standards. Core metrics for the program include the percent of waterworks with an unresolved health based violation (less than 1.5%), the percent of waterworks that sample on time (better than 98%), and the percent of waterworks inspected on time (over 99%).

Virginia’s drinking water program protects public health from “source to tap” by assessing the vulnerability of water sources and preparing communities for resilient response to natural and manmade hazards. In 2015, the Environmental Protection Agency (EPA) estimated that Virginia had an $8.135 billion need over the next 20 years at 1,200 community waterworks. The EPA assessment suggests that Virginia has a $407 million annual average water infrastructure need. The Office of Drinking Water provides over $20 million annually in low interest loans and grants to help low income and disadvantaged communities in Virginia who need help repairing and upgrading drinking water infrastructure. ODW programs serve as the primary infrastructure funding source for small and disadvantaged communities in Virginia.

Office of Drinking Water

Central Office

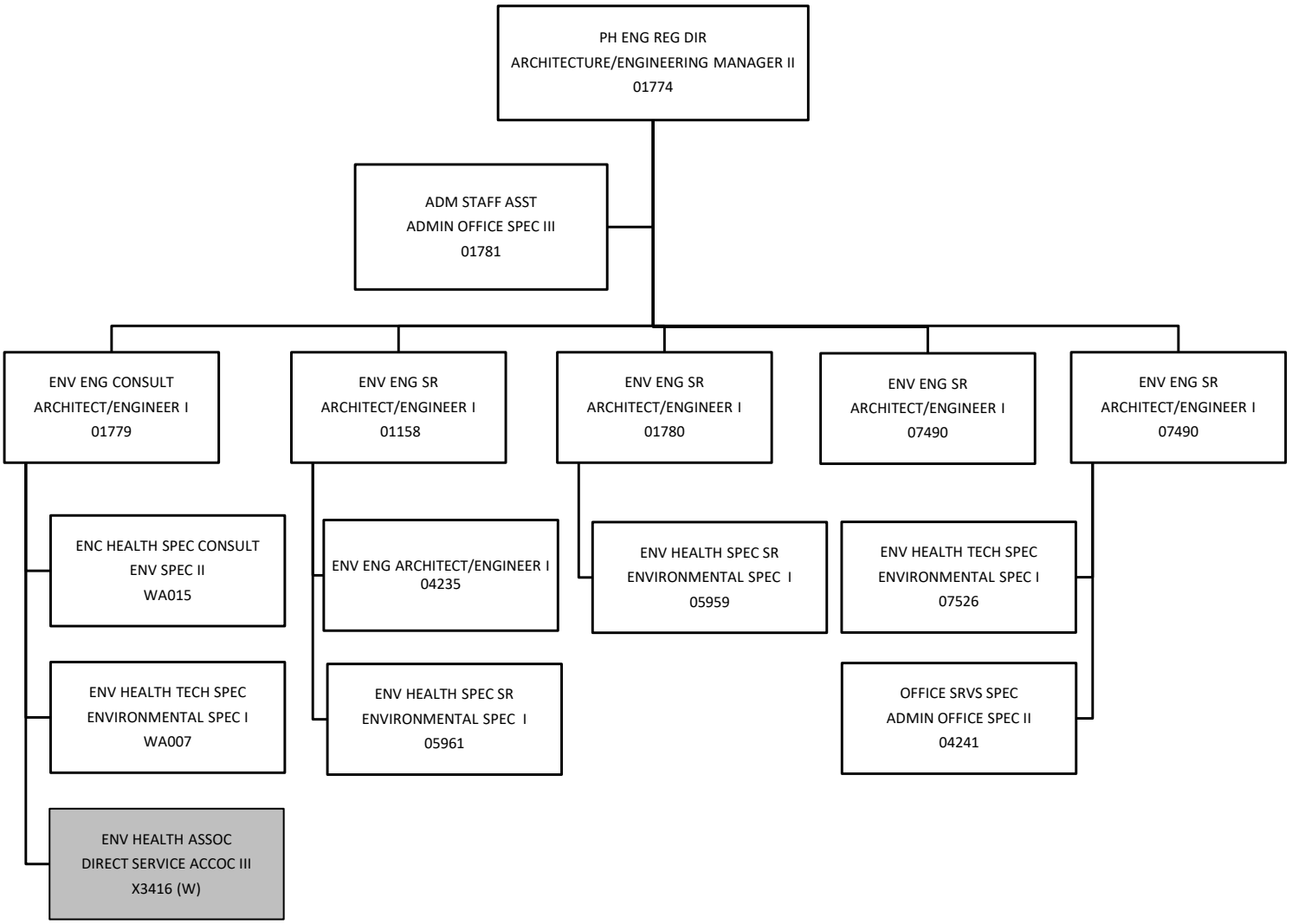
7/15/2021



Office of Drinking Water

Norfolk Field Office

7/15/2021



Office of Drinking Water

Richmond Field Office

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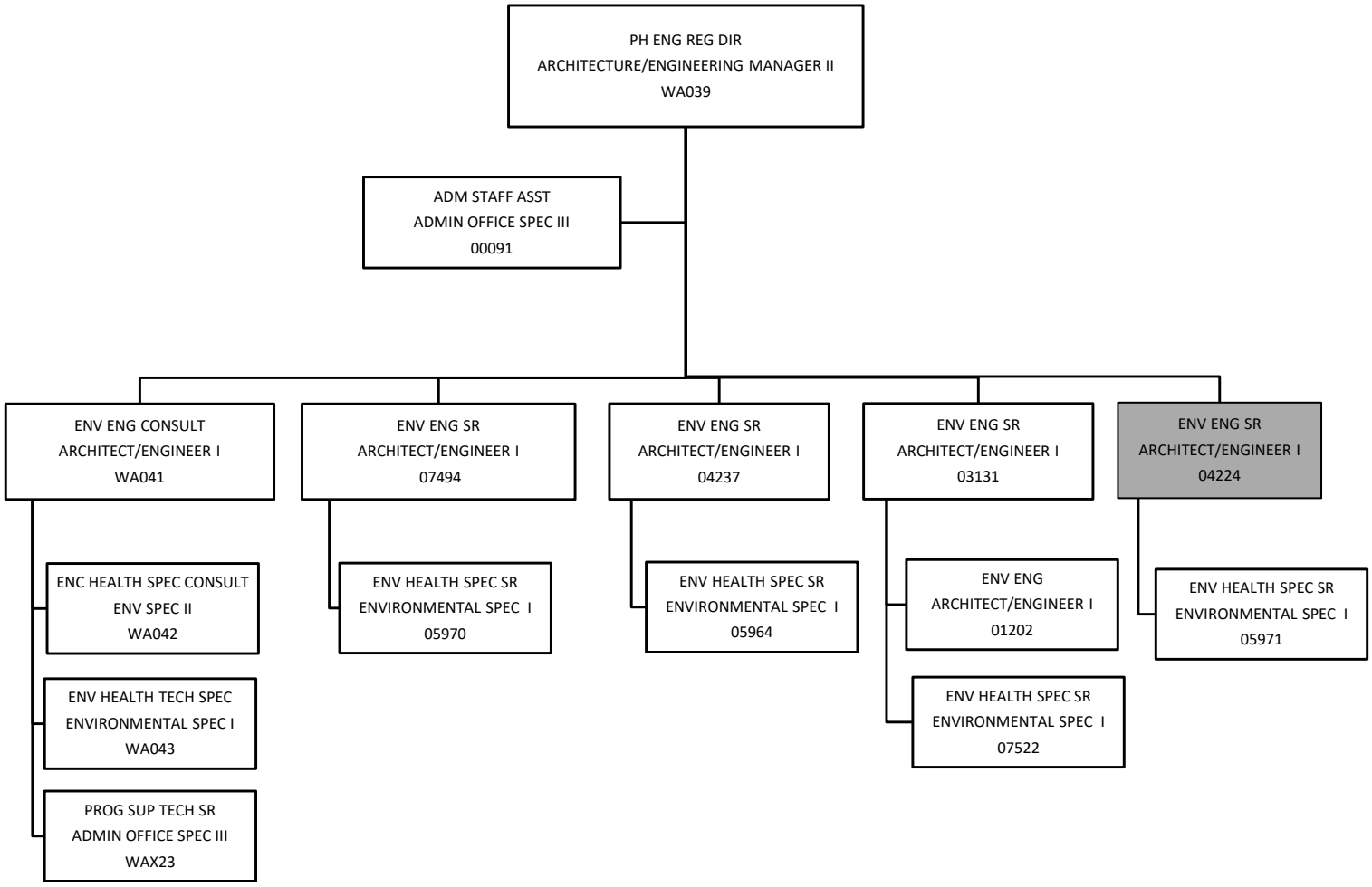

Office of Drinking Water

Danville Field Office

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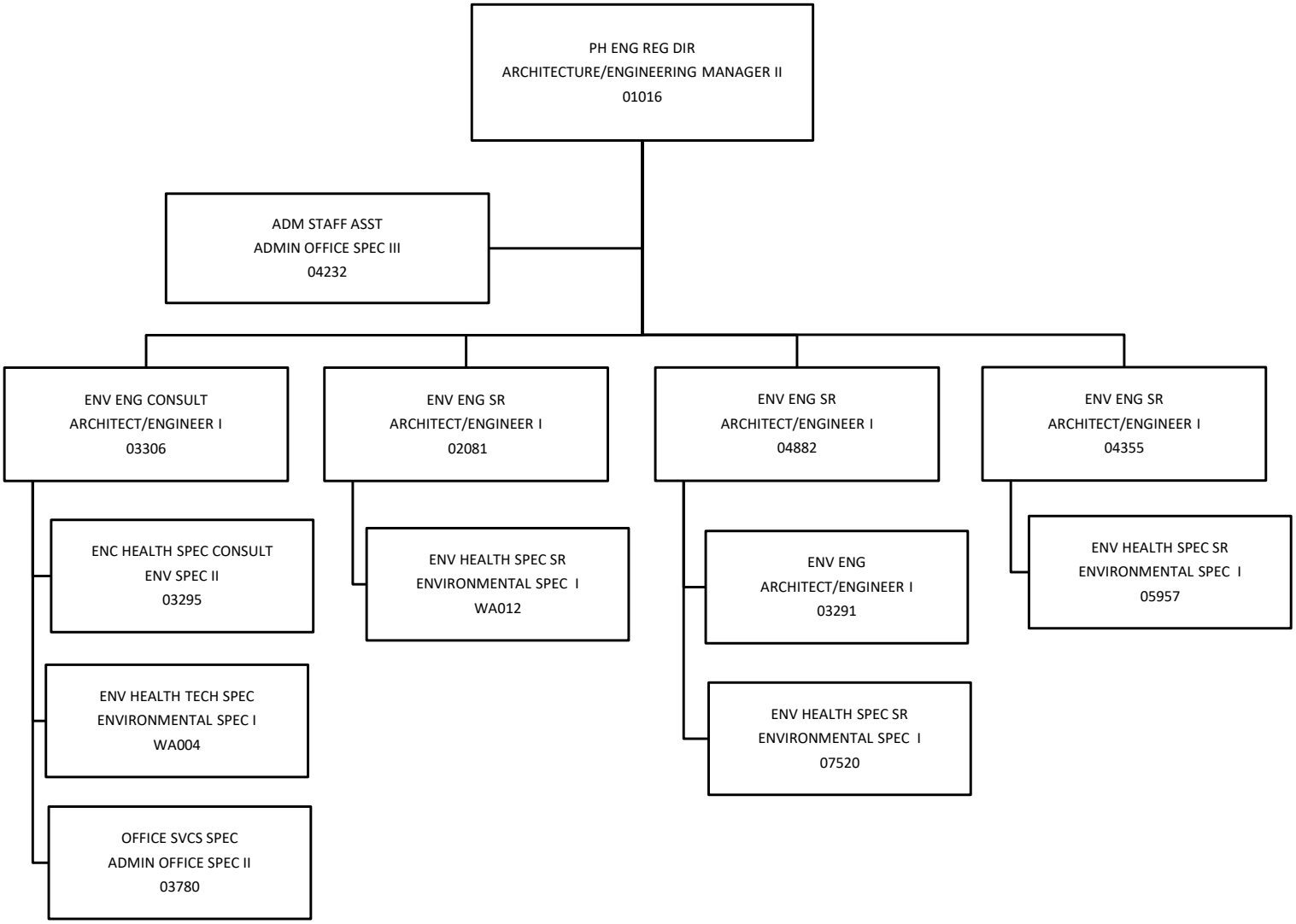

Office of Drinking Water

Culpeper Field Office

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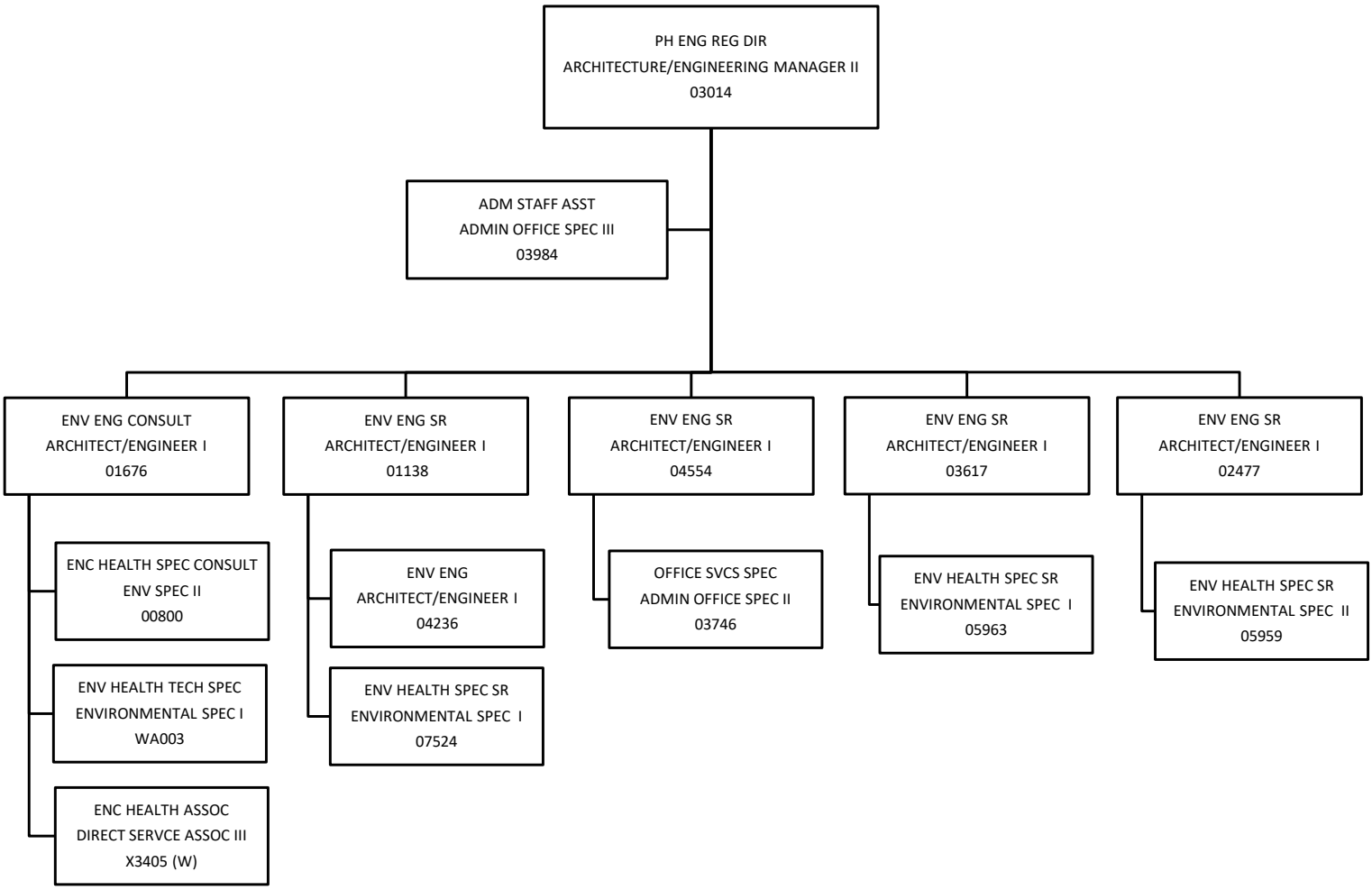
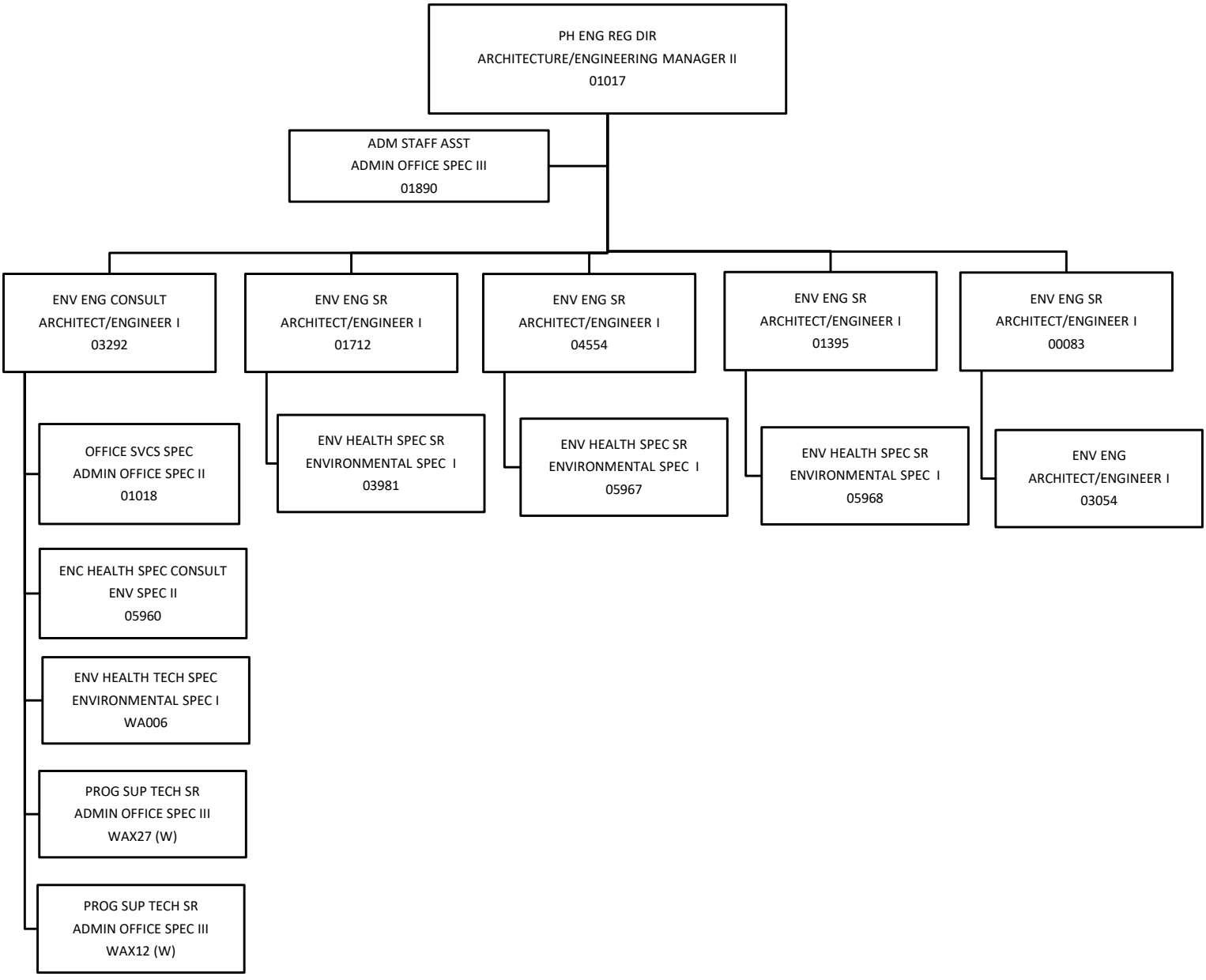


VIRGINIA DEPARTMENT OF HEALTH

Office of Drinking Water

Lexington Field Office

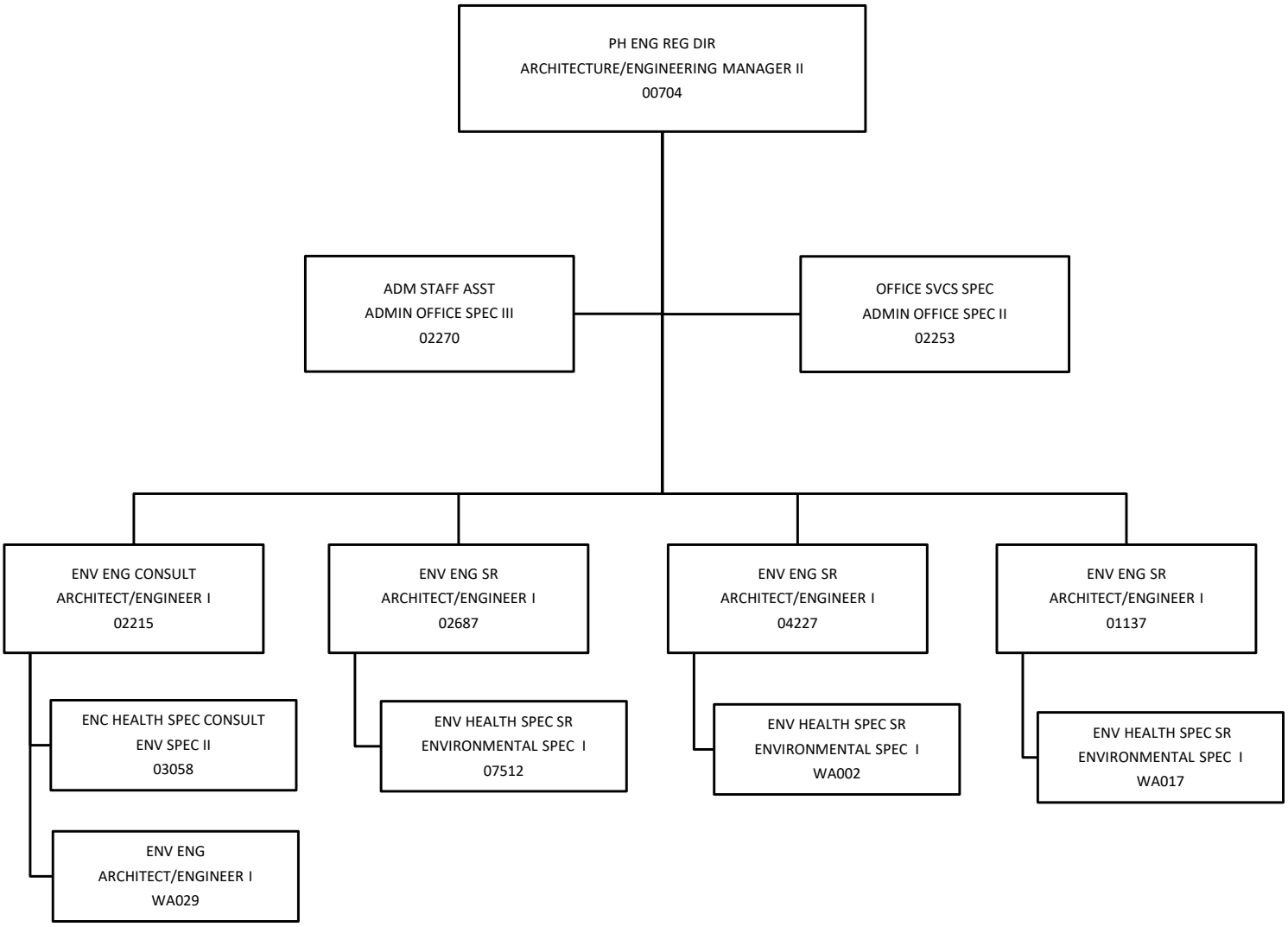
7/15/2021



Office of Drinking Water

Abingdon Field Office

7/15/2021



Office of Emergency Medical Services

The Director of the Office of Emergency Medical Services (OEMS) reports to the Chief Deputy Commissioner for Public Health and Preparedness. The Director is responsible for planning and coordinating an effective and efficient statewide EMS system. Programs and services are designed to assure quality pre-hospital patient care, from when the call is received by the 911 center to the delivery of the patient to the trauma center or hospital. The mission of OEMS is to reduce death and disability resulting from sudden or serious injury and illness in the Commonwealth through planning and development of a comprehensive, coordinated statewide EMS system as well as provide other technical assistance and support to enable the EMS community to provide the highest quality emergency medical care possible to those in need. The OEMS is comprised of the following divisions:

- **Division of Emergency Operations:**
  - Emergency Operations training programs including Mass Casualty Incident Management (MCIM) I and II, Vehicle Extrication, Incident Command, Provider Health and Safety, and Emerging Infectious Disease Training for EMS responders
  - Emerging Infectious Disease Training for EMS responders
  - Coordination of statewide EMS response in emergency and non-emergency large-scale events
  - Hostile Environment/Tactical Medic Response
  - Mental Health and Line of Duty Death/Injury information and resource sharing
  - Planning and preparation for different types of emergency response situations
  - Health and safety provider to help develop and promote lifesaving initiatives for the health and well-being of providers
  - Statewide Traffic Incident Management
  - Coordination and oversight of the Public Safety Answering Point (PSAP) accreditation program and information and resource development and sharing with the PSAPs

- **Division of Trauma and Critical Care:**
  - Trauma Center Designation Program
  - Management of Virginia Trauma Fund
  - Coordinating seven Trauma System Advisory Committees
  - Management and IT support for the Virginia State Trauma Registry
  - Management of biospatial injury and illness surveillance platform
  - EMS for Children Program
  - Management and IT support for the EMS Patient Care Information System
  - Statewide Stroke Triage Plan
  - Statewide Trauma Triage Plan
  - Epidemiology section responsible for research and analysis of EMS and trauma system patient outcomes

- **Division of Regulation and Compliance:**
  - Development and maintenance of regulations governing Emergency Medical Services (EMS)
  - Designated by the *Code of Virginia* to license EMS agencies and permit EMS vehicles. Inspection and licensure of EMS agencies and permitting of EMS vehicles at least once every two (2) years. EMS vehicles are inspected to assure they are properly staffed, and meet safety and minimum equipment requirements
  - Conduct investigations involving EMS personnel, agencies, vehicles, regional EMS councils, EMS physicians, drug diversions, EMS education coordinators, and other entities to determine possible violations of EMS regulations
  - Schedule and conduct adjudication/hearings
  - Initiate enforcement actions
  - Endorse Operational Medical Directors for licensed EMS agencies
  - Provide technical assistance and support to help EMS agencies and local governments assess system needs and identify regional, state and OEMS resources to enhance the level of emergency medical care in their communities
  - Determination of eligibility for EMS certification and affiliation with a licensed EMS agency through fingerprint-based criminal history checks performed through the Virginia State Police Central Criminal Records Exchange (CCRE) and the Federal Bureau of Investigation (FBI)
  - Verification of equipment and supplies purchased by eligible EMS entities using grant funding awarded by the Rescue Squad Assistance Fund (RSAF)
  - Assess requests for accommodations to EMS psychomotor examinations.

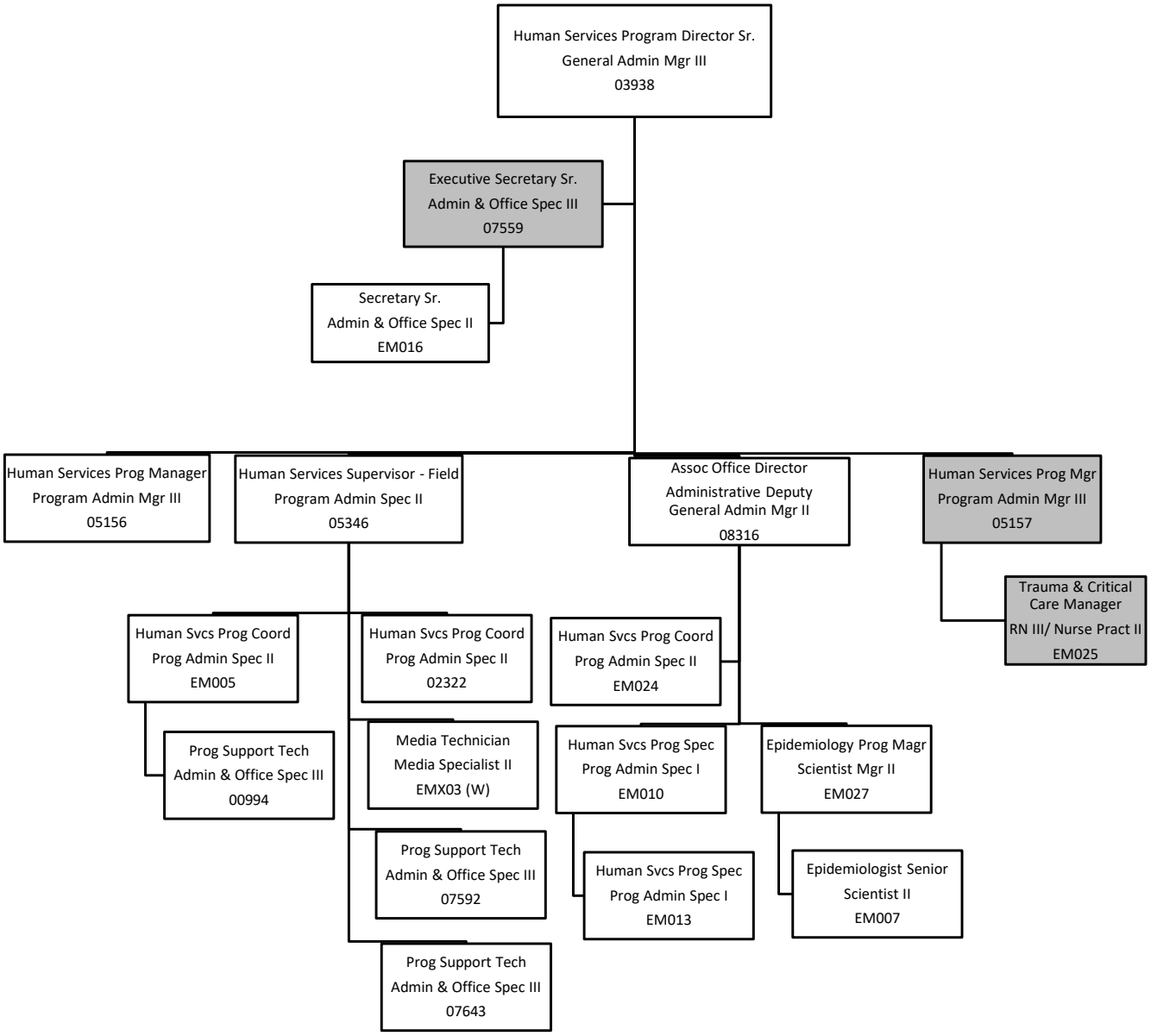
- **Division of Community Health and Technical Resources:**
  - Mobile Integrated Healthcare/Community Paramedicine (MIH/CP)
  - Disease management and preventative healthcare services
  - Identification of underserved populations and gaps in access to healthcare
  - Fostering strategic partnerships and collaboration between EMS agencies, healthcare professionals, and communities to advance population-based initiatives that will improve health outcomes
  - Technical Assistance liaison and subject matter expert
  - EMS workforce development, recruitment and retention, EMS agency resiliency, and succession planning
  - EMS agency leadership and management
  - Regional EMS Council oversight
  - Virginia Statewide EMS Plan

- **Division of Accreditation, Certification and Education:**
  - Certification of Basic and Advanced Life Support providers through courses offered in Virginia
  - Certification of providers moving to the Commonwealth of Virginia through reciprocity, legal recognition and challenge

- Coordinates and conducts the EMS Education Coordinator Institute to certify EMS Educators to teach basic and advanced life support initial education and continuing education courses throughout the Commonwealth
- Recertification of 36,000+ Basic and Advanced Life Support providers
- Oversees the continuing education hours of 36,000+ providers in the Commonwealth of Virginia
- Develops training program and administration guidelines to assist educators in conducting EMS courses
- Develops requirements for gaining and maintaining certification in Virginia
- Conducts National Registry psychomotor testing for Advanced Life Support providers
- Accreditation of EMS education programs to teach at the EMT and Advanced EMT levels through competency based education

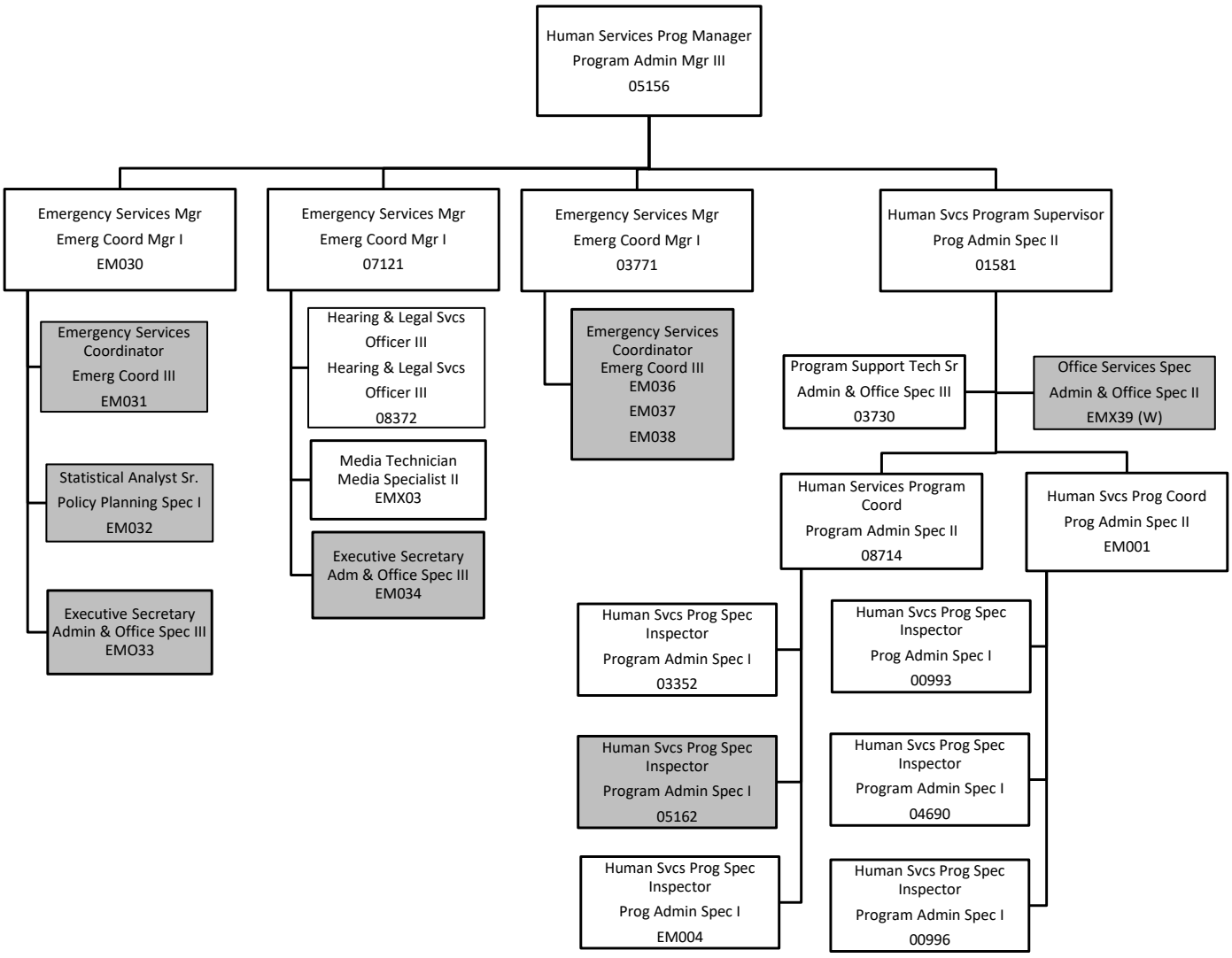
Office of Emergency Medical Services

7/15/2021



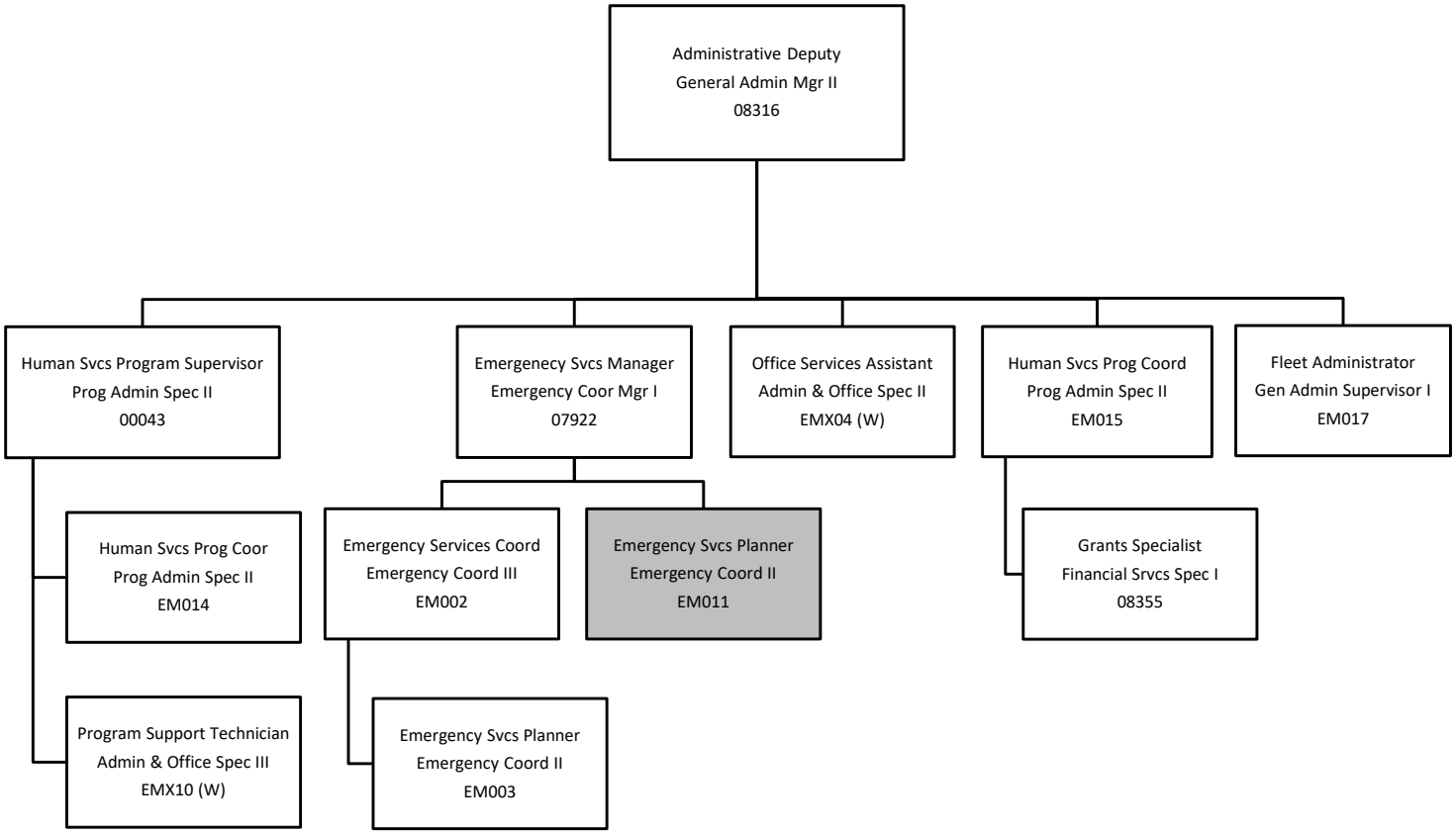
Office of Emergency Medical Services II

7/15/2021



Office of Emergency Medical Services III

7/15/2021



Office of Emergency Preparedness

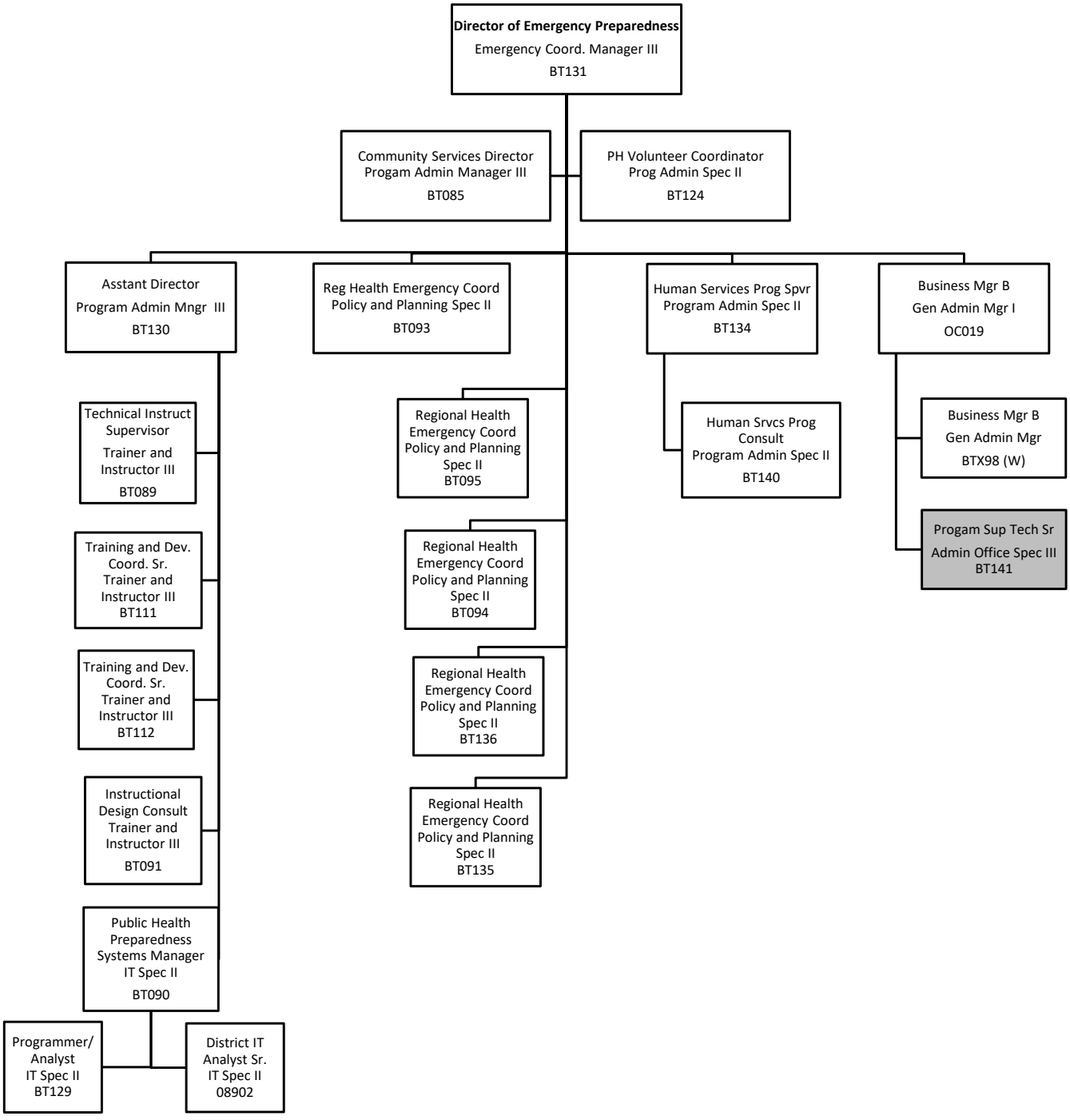
The Director of the Office of Emergency Preparedness (OEP) reports to the Chief Deputy Commissioner for Public Health and Preparedness. The mission of OEP is to effectively respond to any emergency impacting public health through preparation, collaboration, education and rapid intervention. VDH Emergency Preparedness involves federal, state, regional and local emergency response private and public sector partners working together to enhance readiness to respond to all hazards, including natural disasters, bioterrorism, infectious disease outbreaks, and other public health emergencies.

Emergency Preparedness programs include:

- Hospital and Healthcare Preparedness
- Public Health and Preparedness Planning
- Medical Countermeasure Distribution and Dispensing
- Virginia Medical Reserve Corps Program
- Emergency Education, Training and Exercises

Office of Emergency Preparedness

7/15/2021



Office of Environmental Health Services

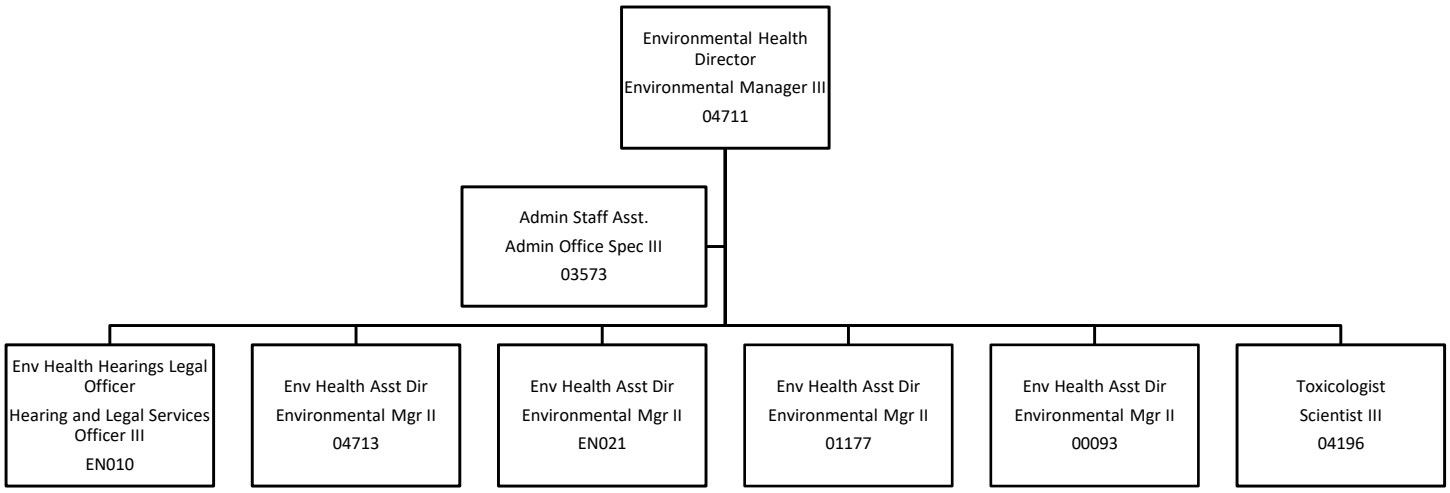
The Director of the Office of Environmental Health Services (OEHS) reports to the Chief Deputy Commissioner for Public Health and Preparedness. The mission of OEHS is to protect public health by preventing the transmission of disease through food, milk, shellfish, water and sewage, and to work in partnership with other agencies to protect the environment. This is accomplished by the development of policies and procedures related to the implementation of the Board of Health regulations; the development and delivery of training to Local Health District staff; the management of databases and analytics projects; and the management of the regulatory process for environmental health regulations.

The programs within the OEHS include:

- **Division of Food and General Services** – Focuses on food, milk, and dairy safety, tourist establishment and pool regulation, bedding and upholstered furniture, campgrounds, summer camps, hotels, motels, and migrant labor camp regulation.
- **Division of Water and Wastewater Services** – Focuses on sewage handling and disposal, private well regulations, and marina and boat mooring sewage facility regulation.
- **Public Health Toxicology Program** – Focuses on the identification of potential health hazards resulting from exposure to certain chemical or biological agents and for the assessment of the resulting health effects, providing recommendations to abate or reduce health effects caused by exposure to these agents. The program also monitors fish and waterways in response to chemical contamination, issuing fish consumption advisories or bans, as needed.
- **Division of Shellfish Safety and Waterborne Hazards** – Focuses on the protection of shellfish consumers through water quality monitoring, growing area assessment, consumer and industry education, and shellfish and seafood plant permitting and inspection.
- **Division of Data Management and Process Improvement** – Focuses on bringing standardization and consistency to OEHS business processes, especially as related to data and database management, data analytics, and data visualization.

Office of Environmental Health Services

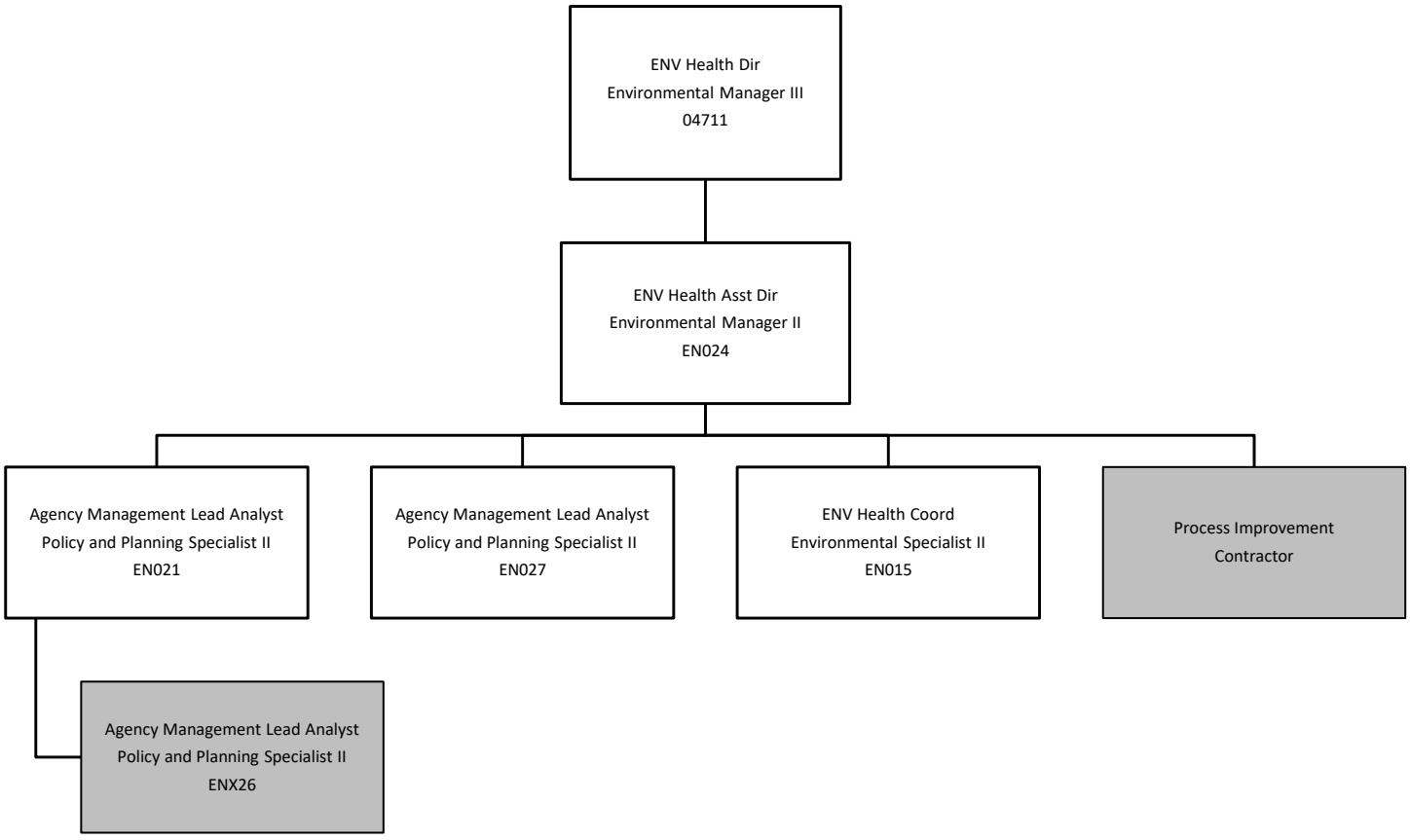
7/15/2021



Office of Environmental Health Services

Data Management & Process Improvement

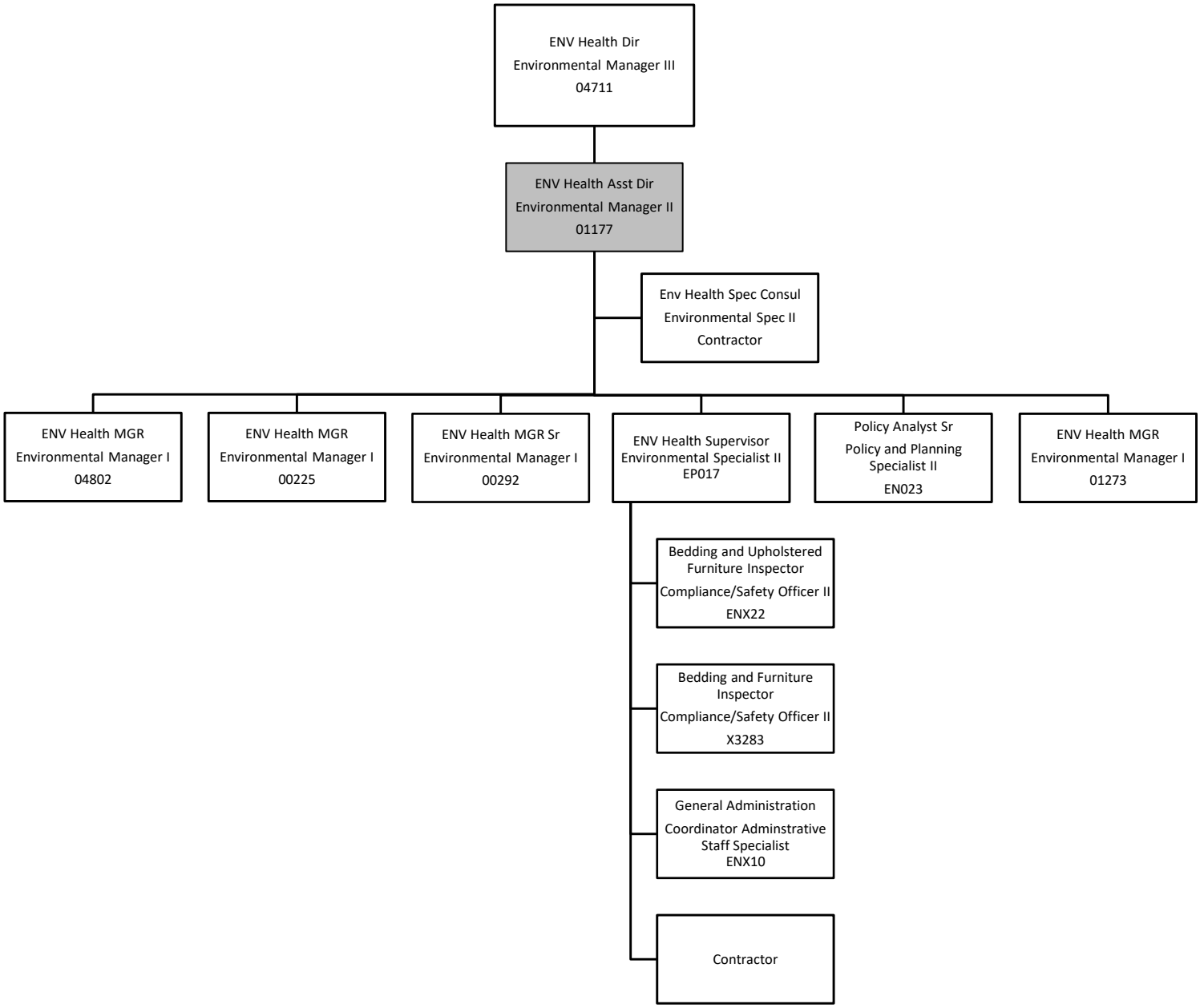
7/15/2021



Office of Environmental Health Services

Food and General Environmental Services

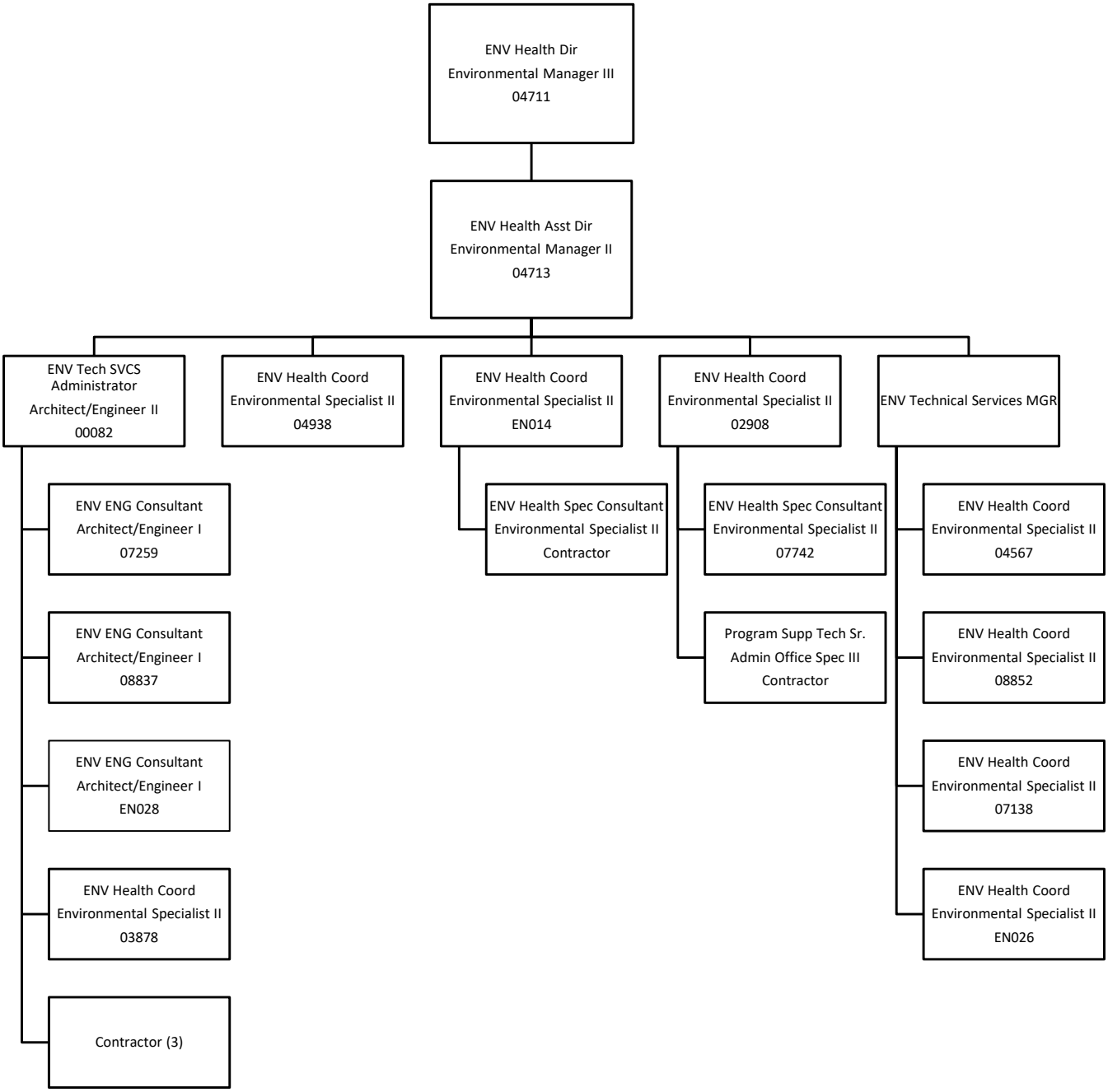
7/15/2021



Office of Environmental Health Services

Onsite Sewage and Water Services

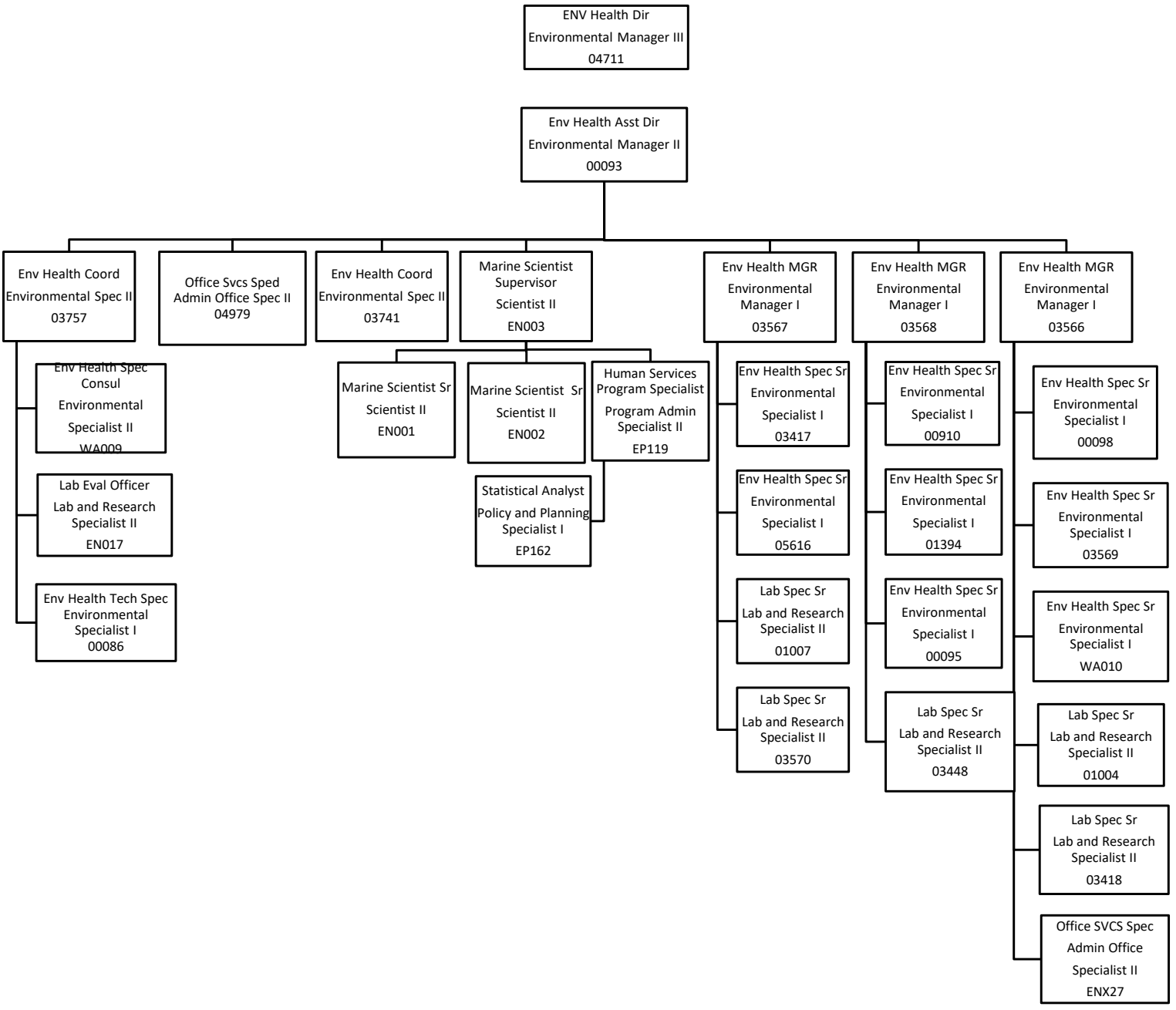
7/15/2021



Office of Environmental Health Services

Division of Shellfish Safety and Waterborne Hazards

7/15/2021



Office of Radiological Health

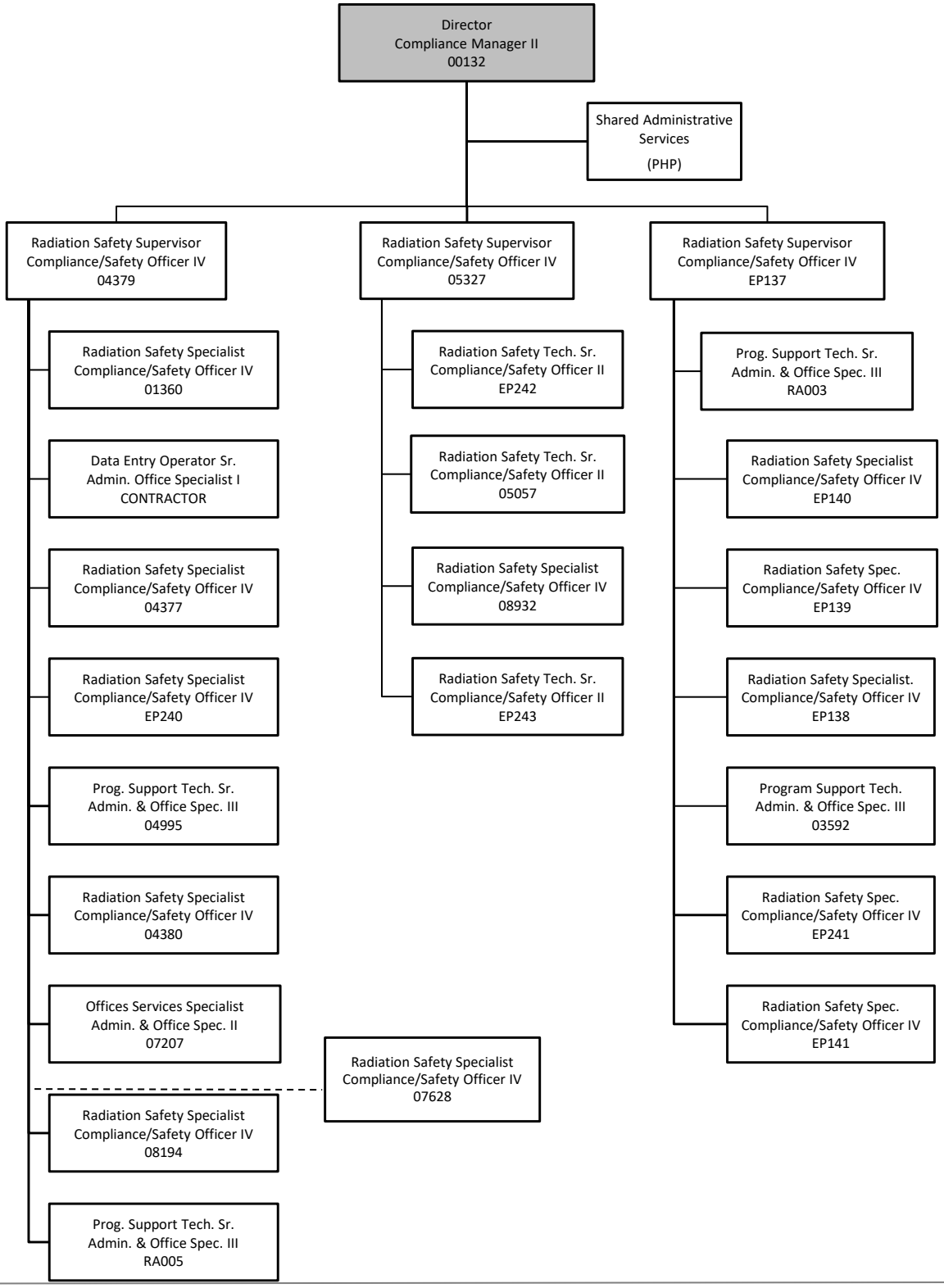
The Director of the Office of Radiological Health (ORH) reports to the Chief Deputy Commissioner for Public Health and Preparedness. ORH protects the public from unnecessary radiation exposure caused by a wide spectrum of applications used in the healing arts, research, educational institutions and industry. The office regulates X-ray producing devices and radiological sources, and responds to radiation emergencies in in coordination and cooperation with partnering organizations.

The programs within ORH include:

- The Radioactive Materials Program is responsible for regulation of by-product, special, and source materials; approximately 400 licenses are active in Virginia
- The X-ray Program is responsible for the registration, inspection, and certification of X-ray machines and for the inspection of mammography devices; approximately 23,500 X-ray machines are registered in Virginia
- Emergency Preparedness and Response maintains radiological emergency response plans and procedures, coordinates associated training, drills and exercises with federal, state, regional, local, and private sector stakeholders, and maintains equipment necessary for responding to a radiation emergency
- Environmental Monitoring is responsible for collecting, analyzing and reporting environmental samples near fixed nuclear facilities including the North Anna and Surry Nuclear Power Stations, Norfolk Naval Shipyard – Portsmouth, Huntington-Ingalls Newport News Shipyard, and Babcock and Wilcox Technologies
- The Radon Program provides education and technical assistance regarding indoor radon hazards, testing and mitigation to the public and to radon professionals

Office of Radiological Health

7/15/2021



Governmental and Regulatory Affairs

The Deputy Commissioner of Governmental and Regulatory Affairs reports to the State Health Commissioner. VDH Governmental and Regulatory Affairs staff provide legislative liaison, regulatory coordination, FOIA coordination, constituent mail response, and strategic planning and performance measurement services to the agency.

This includes the following specific activities:

- **Legislative Liaison** – tracking, review and analysis of legislation during General Assembly sessions; coordination and review of legislatively-mandated studies and reports; development and review of agency legislative proposals; facilitation of the VDH Policy Analysis Roundtable and the Commissioner's Public Health Policy Advisory Council; and provision of legislative process training for agency staff

- **Regulatory Coordination** – ensuring completion of periodic reviews of Board of Health regulations; development and initiation of regulatory actions; presentation of regulatory actions to the Board of Health; provision of staff support for the State Board of Health, and provision of regulatory process training for agency staff

- **FOIA Coordination** – ensuring that all FOIA requests are responded to in a timely, accurate and complete manner; facilitate coordination as needed with the Office of the Attorney General, and provision of FOIA response training for agency staff

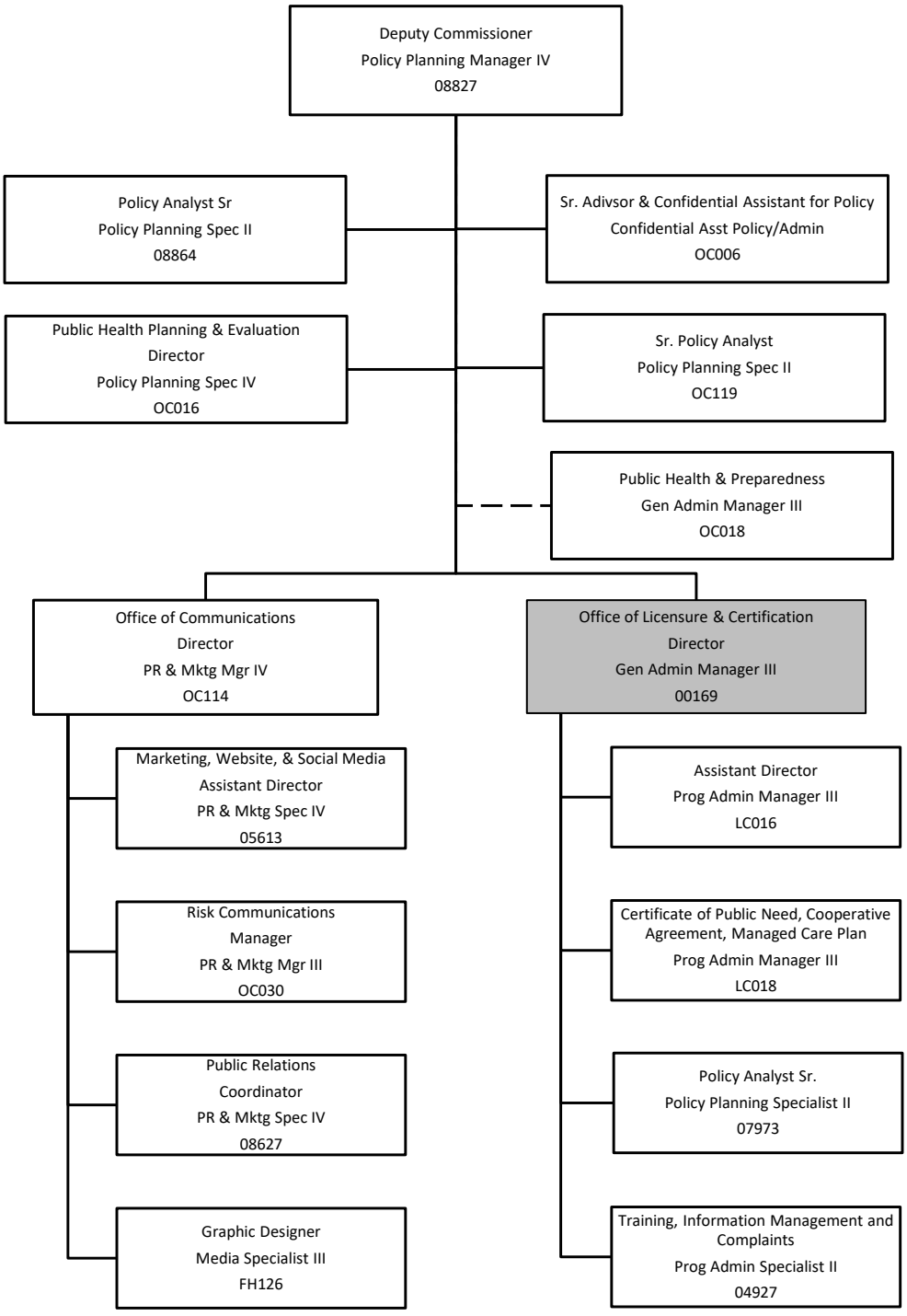
- **Constituent Mail Response** – ensuring that all constituent inquiries are responded to in a timely, accurate and complete manner; and provision of constituent mail response training for agency staff

- **Strategic Planning** – facilitation and coordination of the agency's strategic planning process, including revisions to the strategic plan; and provision of strategic planning assistance to Local Health Districts.

- **Performance Measurement** – facilitation and coordination of the agency's performance measurement process

Governmental and Regulatory Affairs

7/15/2021



Office of Communications

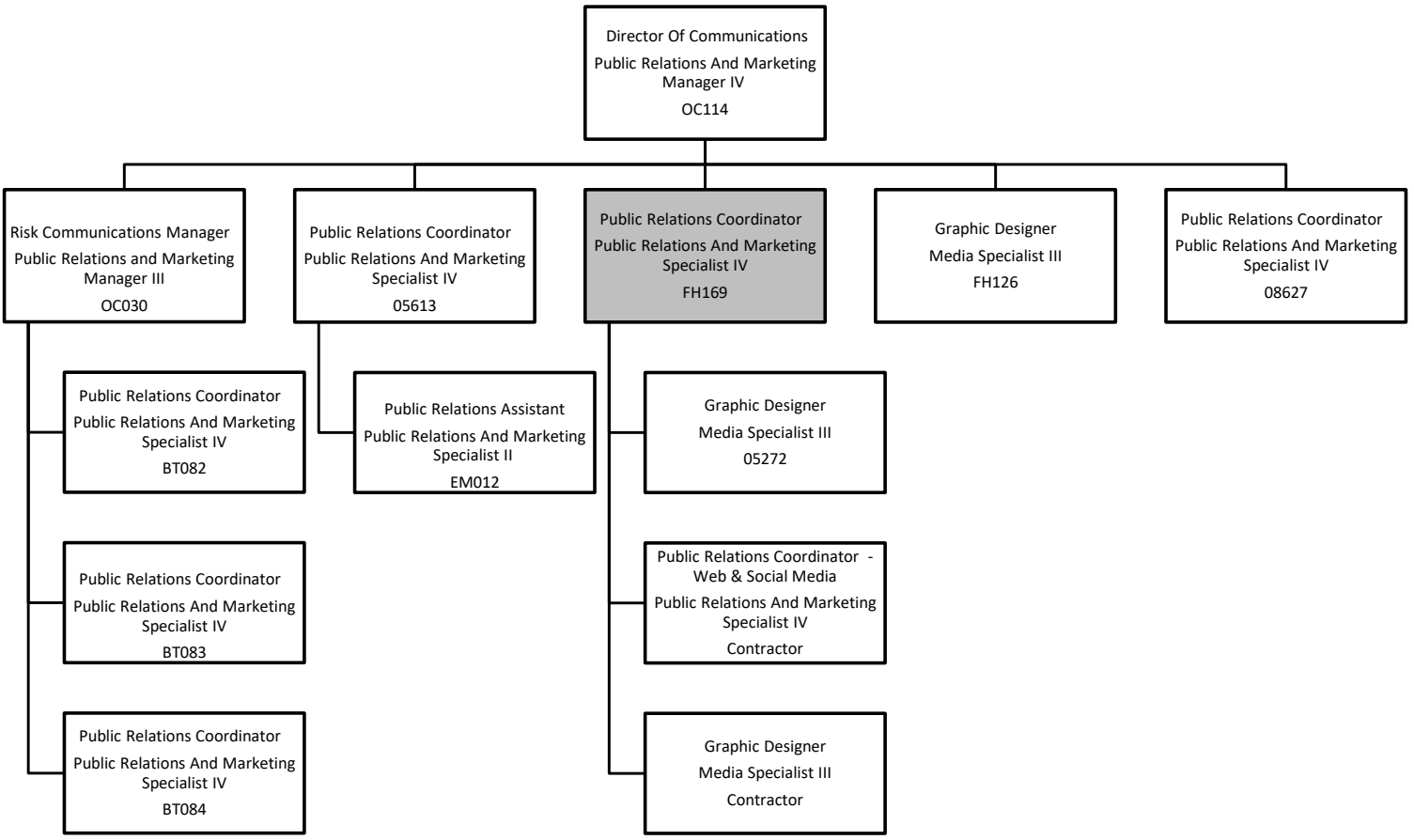
The Director of the Office of Communications reports to the Deputy Commissioner for Governmental and Regulatory Affairs. The mission of this office is to provide leadership, expertise, management and coordination to develop successful communications strategies and products that advance the VDH mission, while serving and engaging the public, partners and stakeholders in a transparent and easily accessible manner. Ensuring communication efforts are strategically positioned maintains the agency as the trusted, credible source of public health information and services in Virginia.

The Office of Communication's responsibilities are to:

- Communicate news, information and emergency messages about VDH programs, policies, initiatives, actions, and achievements, both internally and externally
- Manage and promote VDH's relations with the public, members of the media, and federal, state, and local government representatives
- Administer VDH's visual identity (brand) as it relates to websites, publications, printed collateral, marketing campaigns, social media and other materials
- Ensure electronic and social media content is compelling and complementary throughout all communication platforms
- Oversee finalization & dissemination of clinician letters
- Populate and maintain a VDH communications repository
- Track and analyze communications products and campaigns to identify effectiveness, best practices, and return on investment

Office of Communications

7/15/2021



Office of Licensure and Certification

The Director of the Office of Licensure and Certification (OLC) reports to the Deputy Commissioner for Governmental and Regulatory Affairs. The office is responsible for ensuring that the quality of healthcare delivered by providers is safe, cost effective, and compliant with all state and federal laws. This office is the state survey agency for the U.S. Centers for Medicare and Medicaid Services, as well as the administrator of the federal Clinical Laboratory Improvement Amendments program for Virginia. The office is also responsible for supervising the Cooperative Agreement on behalf of the State Health Commissioner and investigating consumer complaints regarding the quality of health care services received. These inspections are conducted by medical facilities inspectors who are health care professionals such as physicians, registered nurses, dietitians, social workers and laboratory medical technologists.

State licensing programs administered by OLC includes:

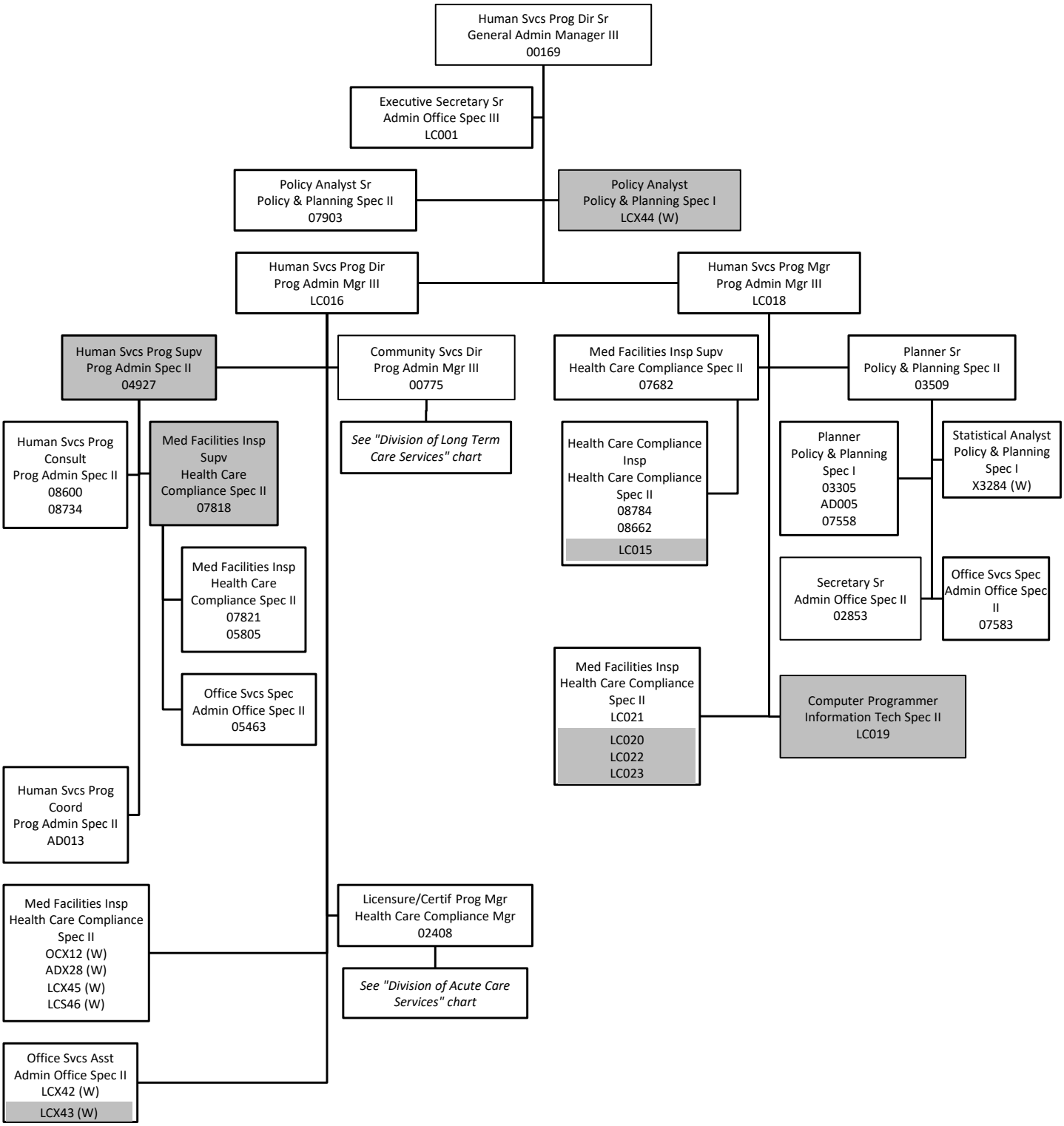
- Hospitals
- Nursing Homes
- Home Care Organizations
- Hospices and Hospice Facilities

State certification programs administered by OLC includes:

- Managed Healthcare Insurance Plans
- Private Review Agencies
- Certificate of Public Need

Office of Licensure and Certification

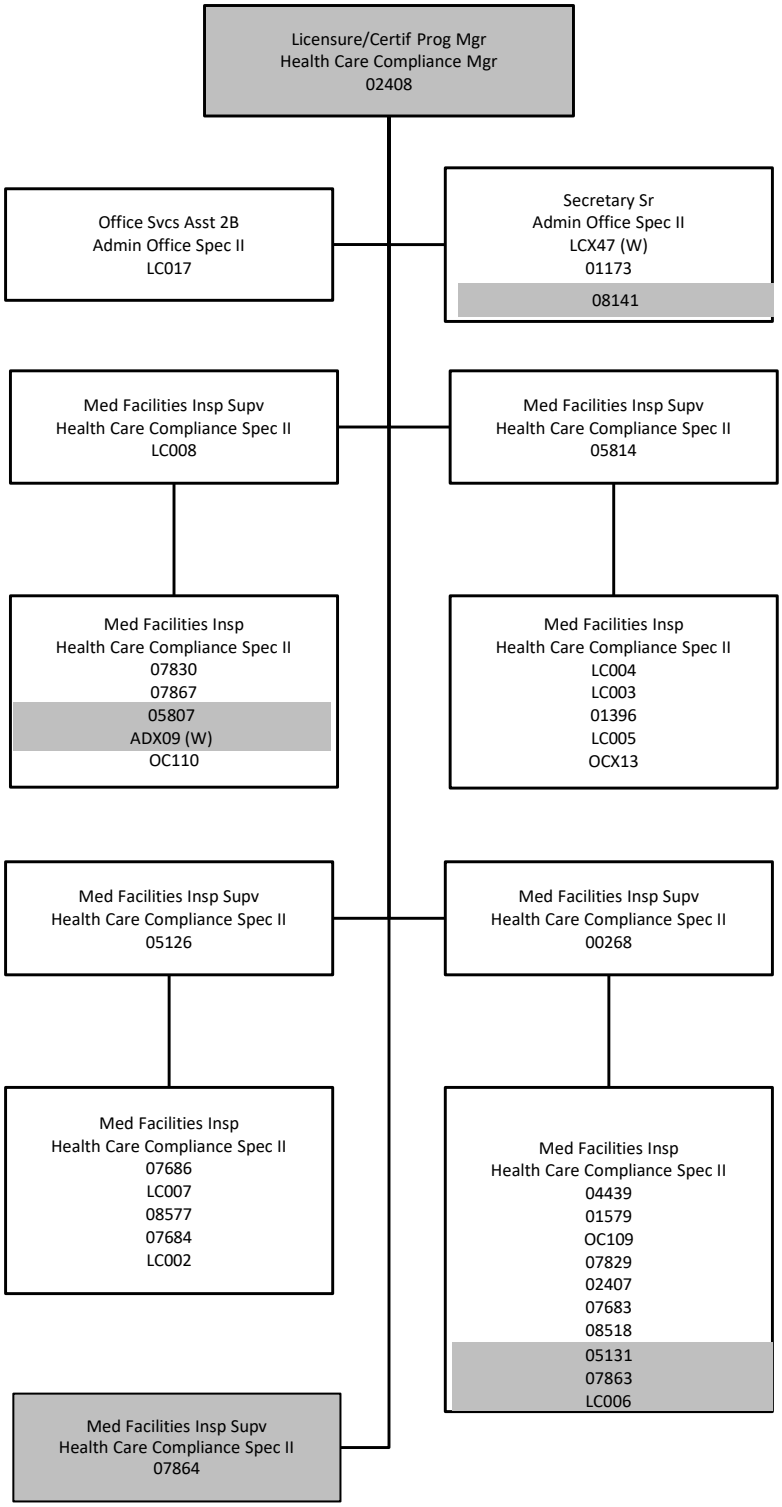
7/15/2021



Office of Licensure and Certification

Division of Acute Care Services

7/15/2021



Office of Licensure and Certification

Division of Long Term Care Services

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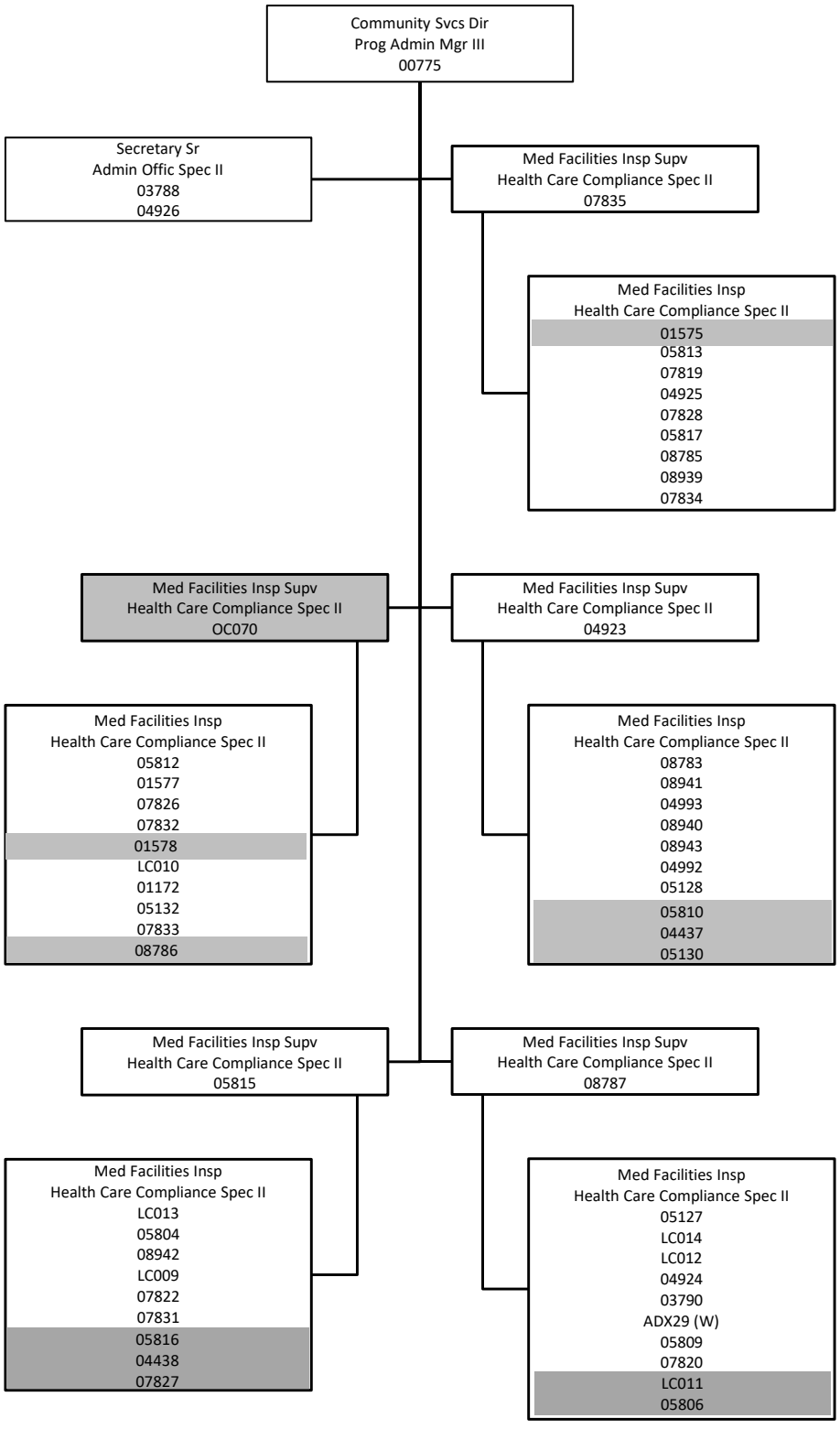


Organizational Changes during Fiscal Year 2021

The Center for Public Health Informatics (CPHI) was created under the Office of Information Management.

As public health needs and risks continue to evolve, VDH must develop innovative ways to improve use and understanding of our data to better inform and promote the health of all Virginians. Our capacity to collect and share accurate and timely data and information directly affects our agency's success in establishing sound public health policy.

Public health data is also transmitted and managed in many forms and across numerous fields - from clinical care, laboratories, and environmental health to disease surveillance and vital records. The field of public health informatics focuses on these data opportunities, using state of the art science and technologies. Informaticians within this field of practice have expertise in interpreting different data languages from various systems and sources, and translating that data into information for the right stakeholders.

VDH is fully committed to being a data-driven organization. As such, we are pleased to announce the establishment of the VDH Center for Public Health Informatics (CPHI). The CPHI's focus will be to support programs through the provision of expertise in the development, translation, visualization, and dissemination of public health data and informatics knowledge to improve population health outcomes.

CPHI will advance the practice of public health informatics at VDH through the following collaborative efforts:

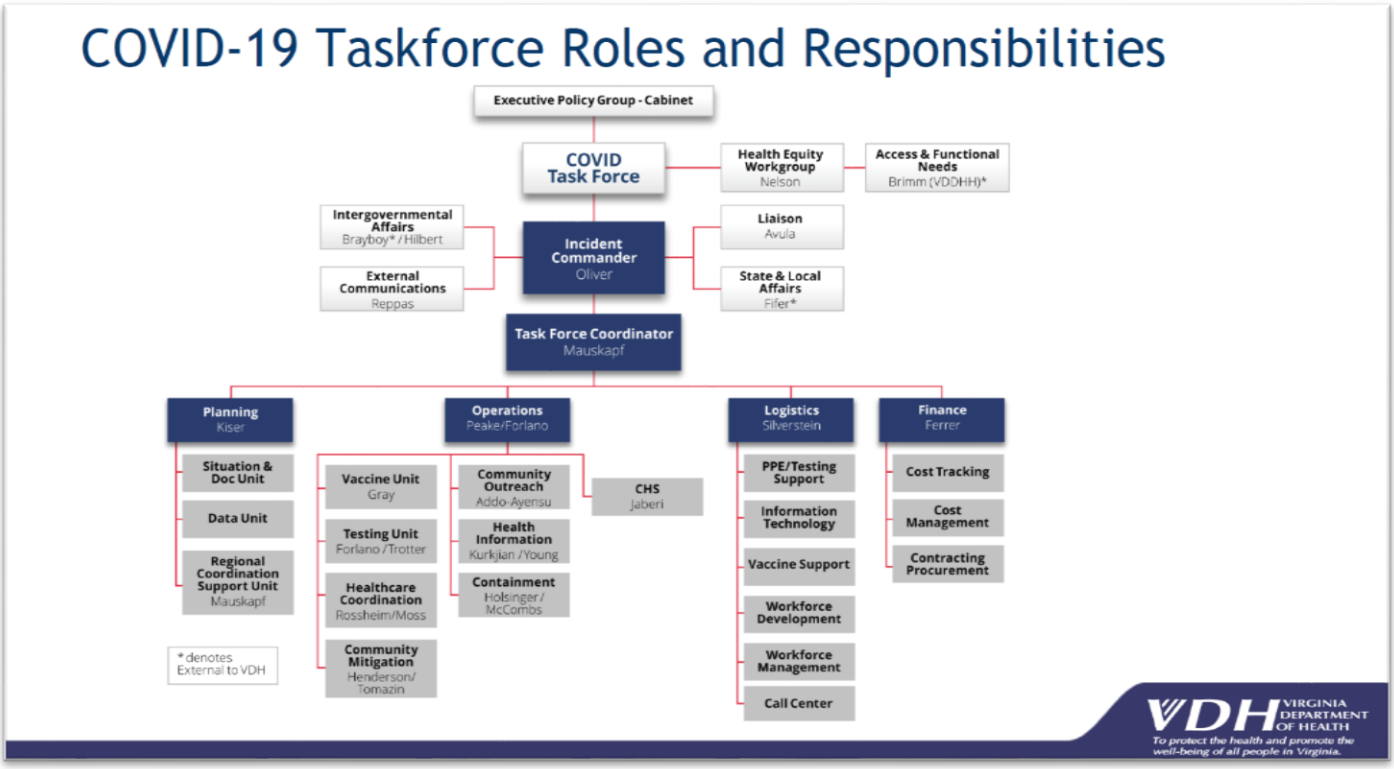
- Integrating data collection and analysis efforts across the agency to improve efficiencies, enable more timely data, and enhance information sharing
- Leading routine evaluation of VDH data and information systems to ensure existing public health needs are being met and appropriate baselines/targets are established
- Working collaboratively with programs and the Office of Information Management (OIM) to develop a roadmap for data modernization
- Building an informatics knowledge base and strategic program alignment that promotes the understanding and improvement of health-related outcomes and inequities.
- Ensuring appropriate and optimal exchange of data with partnering organizations or entities.
- Leveraging and building an informatics infrastructure that supports offices and Local Health Districts.
- Developing long-term data sharing strategies that aim to improve public health understanding and outcomes.

Chief Diversity Equity and Inclusion Officer (CDEIO) is a new leadership position will help develop and foster a vision for advancing the agency's goals to build a diverse workforce, with equity and inclusion woven into the very fabric of our organization. The CDEIO will be a member of the Commissioner's Leadership Team and report directly to the Commissioner. The incumbent will support and facilitate the work of a new DEI Council, serve as agency lead on development and implementation of a DEI Strategic Plan, serve as agency lead on various DEI initiatives throughout VDH Central Office programs and Local Health Districts, and oversee actions impacting the Office of Health Equity's programs and activities.

The position of Deputy Commissioner for Population Health became vacant during 2020 with the transfer of Dr. Forlano to the Office of Epidemiology. Since that time the offices in Population Health have been reporting to the State Health Commissioner directly.

COVID-19 Response:

Virginia has moved away from the Virginia Emergency Support Team organization which was a combined effort between Virginia Department of Emergency Management and VDH and has moved to the VDH Task Force organization for coordinating the statewide COVID-19 response.



END OF REPORT