

# 2025

## ANNUAL REPORT



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# Letter from Our Director

Welcome to the 2025 edition of Douglas County Health Department's Annual Report. We have a successful fourth year serving the people of Douglas County and look forward to our fifth year of operations. Our team has worked hard to build the right health department for our residents, providing the services you need while being fiscally responsible.

During 2025, we completed our relocation to a more modern and spacious facility in the Meridian area of northern Douglas County; this location brings us closer to where most of the people we serve live and work. Our new facility gives our staff better space to complete their work in as well as providing space for us to host meetings and immunization events. 2026 will see us focused on completing our national accreditation to make sure our department meets all the standards that a community should expect from their local health department.

We collaborated with AdventHealth Castle Rock and Parker hospitals to complete a 2025 Community Health Needs Assessment which we then used to develop a Public Health Improvement plan for the coming three years. By working with our hospital colleagues, we placed less of a burden on community leaders, who were asked to provide input for one assessment rather than three. We also gained a broader perspective by asking questions with a broader population.

I want to thank the many partner agencies without whom we could not be successful. Our staff works with many other state, county, and local government agencies as well as numerous nonprofit and for-profit organizations serving the needs of our community. Our Board of Health and the Douglas County Board of County Commissioners continue to be very supportive and helpful on our journey. The residents of Douglas County are fortunate to have these dedicated leaders working on their behalf.

My staff and I hope that you will enjoy reading this report and that you will see how far we have come in four years.

Sincerely,

Michael Hill, MPH, MPA, FACHE  
Executive Director

# About the Health Department

The Douglas County Health Department serves as the cornerstone of public health services for our growing community. **Our Mission: We provide education and evidence-based services to improve health in Douglas County.**

## Our Vision

Douglas County residents have access to opportunities for achieving their healthiest possible lives

## Who We Serve

All residents of Douglas County, with special focus on vulnerable populations and those without access to traditional healthcare

## Our Role

Providing essential public health services, emergency preparedness, environmental protection, and community health improvement

## Our Commitment

Delivering nationally recognized standards of care while maintaining fiscal responsibility and community trust





# Year in Review: Major Accomplishments

1

## Facility Relocation Complete

Successfully moved from Castle Rock to Englewood, consolidating all services under one roof with enhanced public transportation access and capacity for future growth

2

## National Accreditation Progress

Completed Public Health Accreditation Board (PHAB) readiness assessment with positive feedback, positioning the department for prestigious national recognition

3

## Workforce Stability

Reduced employee turn over by 40% through improved hiring practices and enhanced workplace culture

4

## Strategic Partnerships

Partnered with AdventHealth to complete Community Health Needs Assessment and Public Health Improvement Plan

5

## Emergency Preparedness

Finalized Public Health Emergency Operations Plan and strengthened regional collaboration

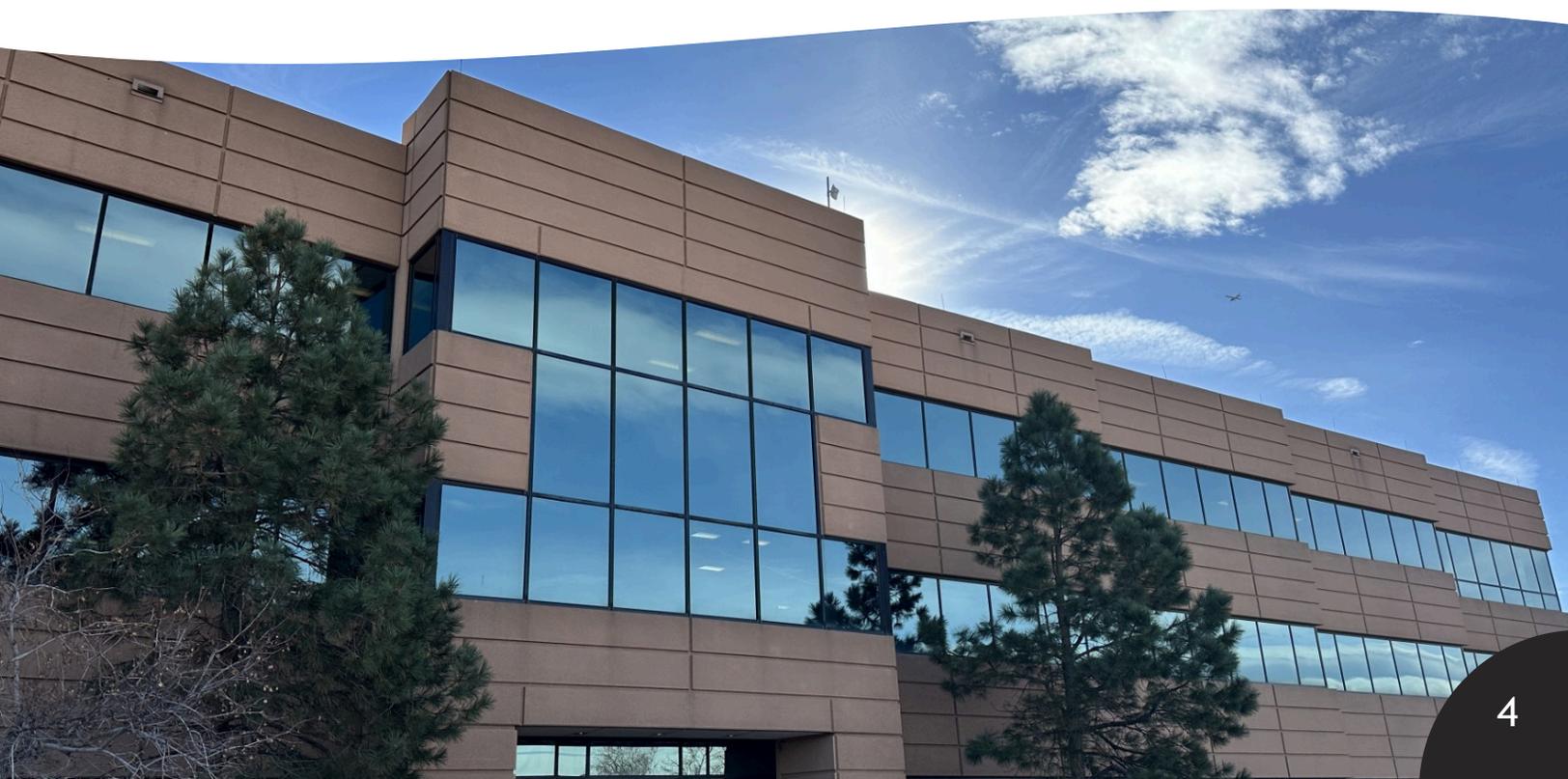
# Administration Division: Building a Strong Foundation

2025 was an eventful year for the Douglas County Health Department, marked by infrastructure improvements, progress towards national recognition, workforce stability, and strengthened community partnerships.

## Facility Relocation and Consolidation

DCHD completed its relocation from Castle Rock to Englewood. This move delivers multiple benefits to Douglas County residents:

- **Enhanced Public Transportation Access:** The new location provides direct access to RTD light rail services and LINK, which will significantly improve accessibility for residents who rely on public transportation
- **Unified Operations:** All Health Department services are now consolidated under one roof, streamlining service delivery and improving coordination across programs
- **Future Growth Capacity:** The facility provides adequate space to support departmental expansion for the next decade, allowing us to meet the evolving needs of our growing community



# National Accreditation Progress

The Department achieved a significant milestone in our pursuit of Public Health Accreditation Board (PHAB) accreditation, a prestigious national recognition that validates our commitment to best practices:

## Completed Readiness Assessment

The health department conducted a structured accreditation readiness assessment to evaluate alignment with PHAB Standards and Measures (Version 2022). An internal accreditation coordinator convened a cross-divisional team to complete a comprehensive self-review of policies, plans, procedures, and performance documentation across all domains. Through facilitated discussions and document analysis, the team identified strengths and gaps, assessed documentation completeness, and evaluated system capacity. Findings were used to develop a prioritized action plan with assigned responsibilities and timelines, ensuring leadership oversight, organizational readiness, and a clear path toward successful accreditation.

## Positive PHAB Feedback



The readiness assessment indicated the health department is well-prepared to achieve full accreditation. Strong alignment with PHAB Standards, supported by established performance management and leadership engagement, demonstrates organizational readiness and commitment to success.

## Best Practices Implementation



This process ensures Douglas County residents benefit from nationally recognized standards in public health service delivery

# Workforce Stability and Employee Satisfaction

Through focused retention strategies and culture improvements, the Department significantly enhanced workforce stability:

### Continuous Improvement:

Employee satisfaction survey results show consistent improvement across all measured categories for two consecutive years

### Employee Retention and Recognition:

Improved retention was supported by strengthening the onboarding process to ensure new employees received clear expectations, structured training, and early engagement with their teams. Additionally, implementation of an employee recognition and reward system reinforced performance, morale, and organizational culture, contributing to a reduced turnover rate.

# Community Health: Prevention and Partnership

## Healthy Families Partnership

The Healthy Families Partnership of Douglas County (HFP) was established in 2024 as a collaborative, community-based initiative focused on improving maternal and child health outcomes and promoting family wellness. 15 subject matter expert organizations came together to develop prevention and early intervention materials focused on reducing infant mortality and enhancing long-term outcomes for families by connecting parents and caregivers with essential resources, services, and support.

## Community Prevention

In partnership with AdventHealth, DCHD completed the Community Health Needs Assessment (CHNA) and Public Health Improvement Plan (PHIP), which will guide the direction of DCHD for the next three years. This partnership aligns the Douglas County Health Department and AdventHealth to create a more coordinated and effective approach to serving the residents of Douglas County.

The organizations that originally comprised HFP included: AdventHealth Castle Rock, AdventHealth Parker, Advocates for Children CASA, Catholic Charities, Developmental Pathways, Douglas County Early Childhood Council, DHS, DCHD, Douglas County Libraries, Douglas County Mental Health Initiative, Douglas County School District, HCA HealthONE Sky Ridge, Manna Resource Center, UHealth Highlands Ranch Hospital, and You Are Not Alone. In 2025, HFP expanded to include youth-focused organizations including The Aspen Effect, Douglas County Healthy Youth Coalition, Douglas County Youth Initiative, and Happy Crew.



# Nicotine, Vaping, and Tobacco Prevention Program

In 2025, Douglas County Health Department's Nicotine, Vaping, and Tobacco Prevention Program, working in regional collaboration with Elbert County Public Health, expanded its reach and strengthened prevention and cessation efforts across Douglas and Elbert counties.

## Program Highlights

- 
- Reached more than 5,000 residents through community outreach events, educational presentations, and resource distribution.
  - Distributed 65+ quit kits in response to community inquiries, expanding access to cessation support.
  - Established a certified Baby & Me Tobacco-Free program to support pregnant mothers in quitting tobacco use and improving birth outcomes.
  - Promoted tobacco-free living environments by providing education and resources to three multi-unit housing properties, fostering healthier spaces for residents.
  - Supported six school districts across both counties with evidence-based prevention programs and educational materials.
  - Launched a vaping diversion pilot program in partnership with CMP and the 23rd Judicial District Court, offering education-focused alternatives to citation for youth vaping offenses.
  - Certified staff as Tobacco Treatment Specialists, expanding evidence-based treatment capacity for youth and adults experiencing nicotine dependence.

Together, these efforts advanced prevention, expanded access to treatment, and strengthened tobacco-free norms throughout our communities.



# Healthy Families Partnership Impact

In September 2024, HFP officially launched its bag distribution partnership with the four hospitals for newly birthing families that include a sleep sack and educational materials covering safe sleep, infant crying, child passenger safety laws, developmental milestones, and perinatal mental health, just to name a few.

## 4,300+

### **Bags Distributed**

In its inaugural year, HFP successfully distributed over 4,300 bags to birthing families, establishing itself as a trusted community resource.

## 19

### **Partner Organizations**

Expanded from 15 to 19 organizations, adding youth-focused initiatives.

In early 2026, HFP will begin the expansion to youth-focused initiatives, including substance misuse and suicide prevention.

# Immunizations and Suicide Prevention

## Immunizations

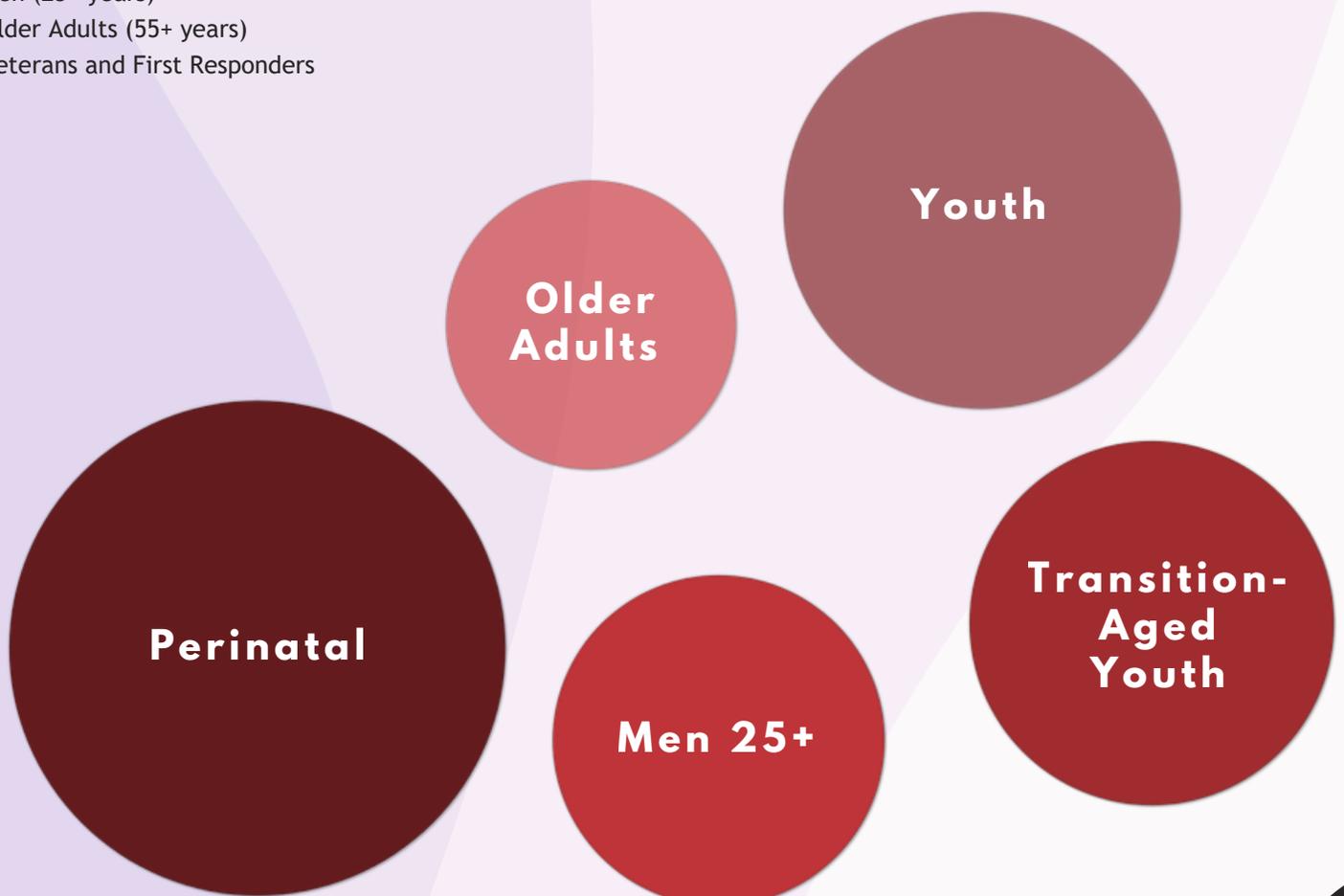
In 2025, Douglas County Health Department (DCHD) partnered with ColoVAX and the Public Health Institute at Denver Health to host ten community immunization clinics in Castle Rock, Highlands Ranch, Lone Tree, and Parker. In total, 252 individuals were administered more than 665 vaccines, including common childhood and adult vaccines, flu, and COVID. Approximately 45% of the individuals receiving vaccines were uninsured and would not have been able to access the necessary vaccines without support from the Department's core immunization grant.

## Suicide Prevention

Beginning in May 2025, DCHD and the Douglas County Mental Health Division convened individuals from local law enforcement, judicial, hospitals, behavioral health organizations, community-based organizations, and the school district to begin a deeper discussion around suicide prevention in Douglas County.

Through regular monthly meetings, this workgroup has determined available resources, gaps, and risk and prevention strategies. Additionally, they have identified five priority populations for which data mining and strategy development will occur in 2026:

1. Perinatal (12 months before and after birth for moms and dads)
2. Youth (birth - 17 years) and Transition-Aged Youth (18 - 24 years)
3. Men (25+ years)
4. Older Adults (55+ years)
5. Veterans and First Responders



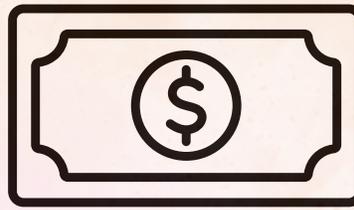
# WIC: Nutrition and Family Support

The Women, Infants, and Children (WIC) program provides essential nutrition education, healthy food access, and family support to eligible families in Douglas County.



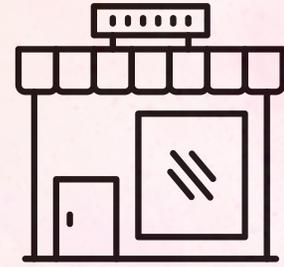
**Unduplicated Families**

**2,830**



**Dollars Redeemed**

**\$1.6 Million**



**Retail Locations**

**25**

## Monthly Caseload Growth

WIC caseload remained stable throughout 2025, serving an average of 1,734 participants per month. The program saw steady growth from January (1,657) through September (1,770), demonstrating consistent community need and program accessibility. There was a slight decrease in families November and December due to staffing and the holiday season.





# Environmental Health: Modernization and Efficiency

In 2025, the Environmental Health team underwent a large file scanning project in which approximately 9,000 files were digitized prior to moving to our new building. The majority of these files consisted of property records that have Onsite Wastewater Treatment Systems (OWTS), or septic systems, installed to handle wastewater in areas where public sewer systems are not available.



**713**  
Permit Applications



**1,619**  
Inspections



**101**  
Plan Reviews



**67**  
Special Events



**198**  
Complaints

# OWTS Digitization Project

OWTS systems are composed of two different parts: the septic tank and the absorption field. The tank works to treat the wastewater by separating the heavier solids and the lighter scum. The resulting liquid is sent to the soil treatment area, and the bacteria in the soil begin to filter out and absorb, and digest the remaining pollutants. Water is then returned to the water table.

We then partnered with the Geographic Information System (GIS) team to upload these records onto a GIS map. This gives homeowners and contractors the ability to quickly access the information they need. It also saves employee time searching for and scanning the necessary records and increases the office real estate since records are no longer stored in a file room. Overall efficiency has increased and has created a positive impact for services provided to Douglas County residents.

## 9,000 Files Digitized

Complete digital transformation of property records

## GIS Integration

Quick access for homeowners and contractors

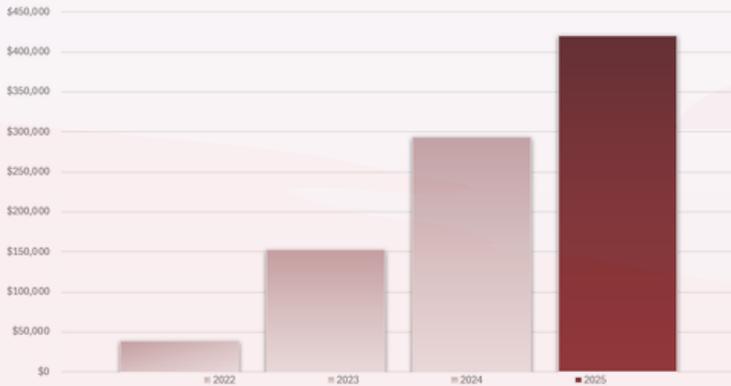
## Increased Efficiency

Reduced search time and improved service delivery



# Vital Records: Remarkable Growth

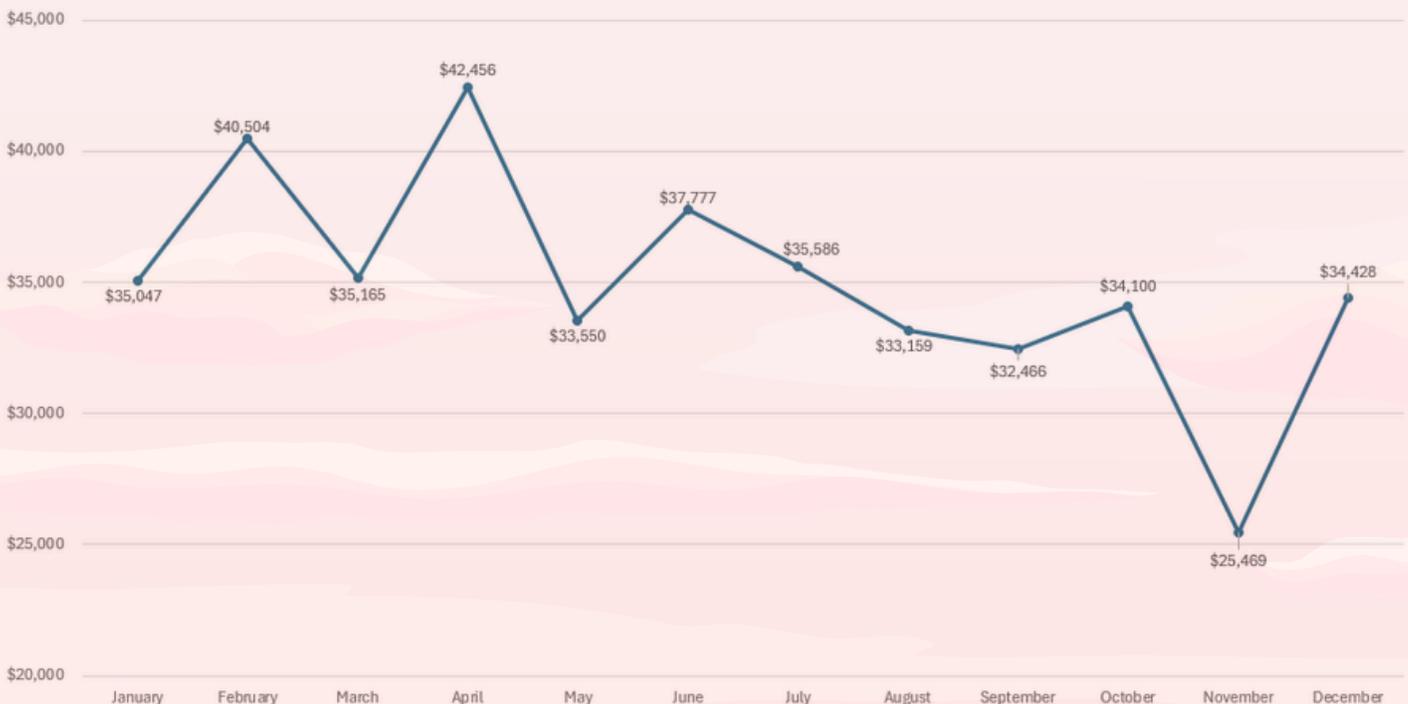
## Revenue Growth Trend



The Vital Records division experienced exceptional growth in 2025, generating \$419,707 in revenue—a 43% increase over 2024. This growth reflects increased service demand and operational efficiency improvements.

**2025 demonstrated consistent monthly performance:** Revenue remained stable throughout the year, ranging from \$25,469 in November to \$42,456 in April, with an average monthly revenue of approximately \$35,000.

**\$419,707** Jan - Dec  
Total Revenue



# Emergency Preparedness & Response

The Emergency Preparedness & Response (EPR) division focused on strengthening public health emergency readiness and building sustainable systems to protect Douglas County. Guided by our Master Plan, we prioritized training, partnerships, and operational improvements to ensure resilience during emergencies.

## Key Achievements

**Public Health Emergency Operations Plan (PHEOP):** Completed and finalized, including annexes to guide future response efforts.

**Training & Exercises:** Delivered a multi-agency fall exercise with Environmental Health and Epidemiology teams; launched an EPR 101 course adopted statewide.

**Regional Collaboration:** Deepened engagement with the North Central Region Public Health Coalition, serving as secretary and strengthening ties with hospitals, fire, and emergency management partners.

**Grant Deliverables:** Successfully met all requirements for Public Health Emergency Preparedness (PHEP) and Cities Readiness Initiative (CRI) grants.

**Accreditation Support:** Completed documentation for EPR and Epidemiology accreditation.

**Continuity Planning:** Maintained and updated the Continuity of Operations Plan (COOP) quarterly; enhanced on-call resources and created a virtual Department Operations Center (DOC).

**Volunteer Management:** Continued oversight of the Colorado Volunteer Mobilizer database for Douglas County.

# 70

## Projects Tracked

56 completed, 9 tabled for 2026, 2 in progress

# 87%

## Statutory Support

Activities supported by state statute



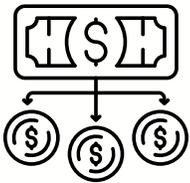
# Financials

## Revenue



The Executive Director oversees the Quality Improvement, Performance Management, and Accounting functions of the department. They are a conduit that provides information to the County Board of Health and to the State of Colorado.

## Expenses



**\$152k**  
Interdepartmental Charges



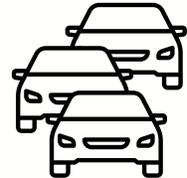
**\$4.5m**  
Personnel



**\$33k**  
Fixed cost and Fleet



**\$953k**  
Supplies



**\$297k**  
Capital Outlay



# Thank You

## Board of Health & County Commissioners



For your leadership, strategic guidance, and commitment to the health and wellness of our residents.

## Dedicated Staff & Frontline Workers



Your tireless efforts, innovative ideas, and invaluable insights are crucial to our daily operations and overall success.

## Community Partners & Stakeholders



We deeply appreciate your collaboration and shared vision, which strengthen our county's health initiatives.

## Douglas County Community Members



Our heartfelt thanks for your active engagement throughout the past year. We look forward to continued progress together.

