City Council Presentation

City of Joplin, Missouri: Health Department

December 01, 2025

Scope of Work

- In March 2025, the City of Joplin, Missouri, released an RFP for a Health Department Performance Management and Operational Assessment.
- Kulik Strategic Advisers, Inc (dba KSA) was selected as the consultant to complete this work.
- The project has a seven-month project tenure (May – November 2025) for an operational assessment, development of a performance management system, and creation of a strategic plan.
- Specific components included:

Operational assessment of Health Department with review of six divisions:

1) Animal Control
2) Community Health & Public Administration
3) Environmental Health
4) Medical Services
5) Public Health Emergency Preparedness
6) Women, Infants, and Children services

Benchmark of financials, organizational structure, funding, and volumes to six peer local health departments:

1) Clay County
2) Columbia-Boone Counties
3) Jefferson County
4) City of Independence
5) Springfield-Greene Counties
6) Taney County

Strategic plan based on community input about awareness of the City of Joplin Health Department and its services, gaps to access and/or use, and barriers (reasons why) to form inputs for Strategic Plan, Implementation Plan, and Performance Management system:

1) 270 resident survey responses
2) 20 provider/stakeholder survey responses
3) 20 key informant interviews

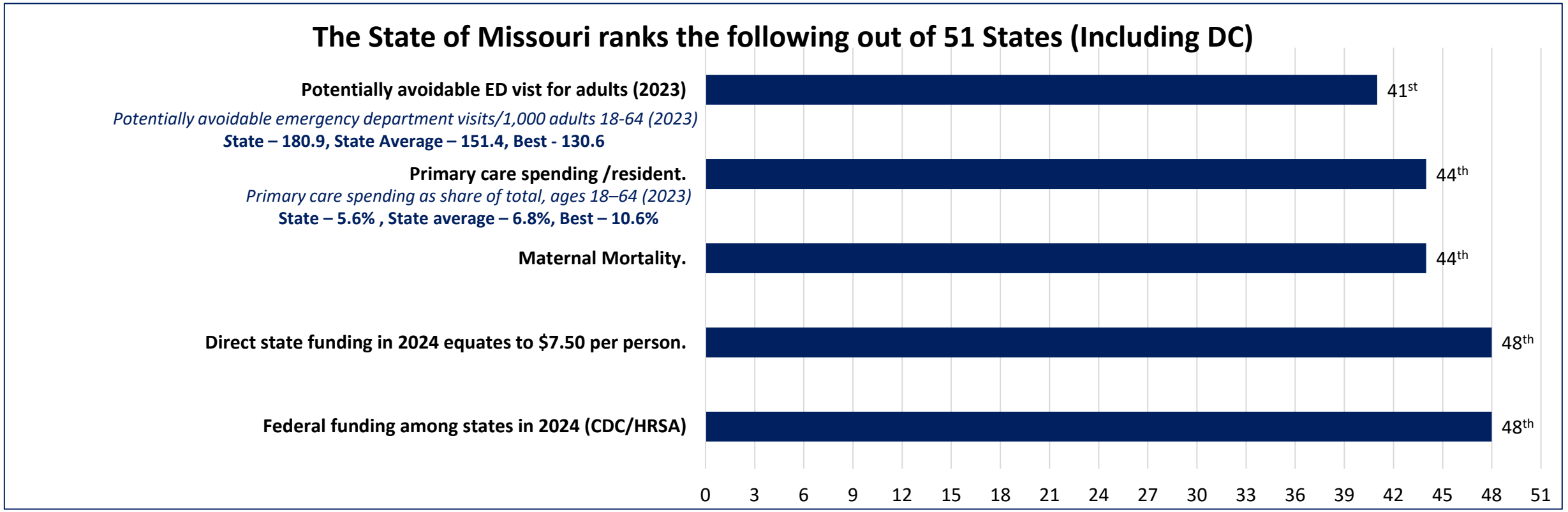
310 total inputs

Why is this important?

- ✓ **Resource Allocation**: Currently, the U.S. spends significantly more on medical care ($11,000 per person) compared to public health ($250 per person), highlighting the need for better resource allocation. **In other words, we spend more money treating preventable chronic conditions versus preventing them.**

Facts about Health in Missouri:

- ✓ **Missouri declined from 24th in health status to 39th from 1990 to 2024.**



Data Sources: Commonwealth Fund *2025 Scorecard on State Health System Performance* & State Fact Sheets **(American Public Health Association, State Fact Sheets, 2024**

Recommendations

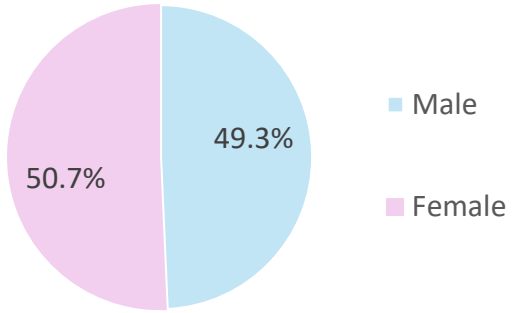
GENERAL/ INFRASTRUCTURE	DIVISION SPECIFIC
Finance/Funding • Explore potential sources of funding (grants, fees, collaboration with educational institutions, healthcare providers, businesses). • Continue ongoing efforts to assess and adjust fees with regular fee review while complying with Hancock Amendment. • Explore long-term sustainability of projects funded by grants with determination of how to hire or contract with a grant writer. • Consider electronic resource inventory and eligibility platform in concert with health systems (UniteUS, FindHelp) to enhance eligibility. **Human Resources** • Streamline and clarify hiring process. • Ensure annual review of adherence to specific departmental policies • Regularly review the employee handbook to ensure clear communication and defined processes within the organization. **Information Technology** • Conduct training and user competency of software management. • Explore potential collaborative cost-sharing for electronic health records with health system and other continuum of care providers (FQHC, Pharmacies). **Recommendations from Stakeholders:** • Better outreach with residents and focused outreach with providers to raises awareness and explain Joplin Health Department services. • Collaboration (Health Departments, Education institutions, Business, Pharmacies) • Increase community ownership of public health including by providers and businesses, educational institutions. • Enhance community education on risks of smoking, vaping, marijuana use. • Explore true gaps (service not available) and prioritize with health systems to address these issues through the One Joplin Community Health Assessment currently underway (compared to the historical 10-county Ozark Health Commission study).	**Animal Control:** • Conduct study on regional shelter • Implement catch, spay, release program • Implement chip as benefit with annual pet license **Environmental Health:** • Assess fee structure by type (food inspections, lodging, child care, tattoo parlor, recreational water) • Become accredited by FDA (Food & Drug Administration) **Medical:** • Determine impact of ACA subsidy elimination on vaccine and immunization use **WIC (Women, Infants, & Children):** • Push on-line applications to deal with high volumes • Increase # of eligible WIC clients to be enrolled (Joplin was 46.8% of eligible clients are actually enrolled compared to Missouri at 40.2% and United States at 45.4%). **Accreditation:** • Our recommendation is to not pursue Public Health Accreditation Board or PHAB at this time. Trends have shifted among States and Local Public Health Departments, and the PHAB criteria moved to an Equity-Centered model versus the prior Population Health Management focus. In addition, State support or Financial return for PHAB-accreditation has diminished, making this an expensive venture to become accredited, and also to maintain accreditation. • Accreditation that is division-specific is recommended, however, in particular for Environmental Health through the Food & Drug Administration for food inspections.

Demographics of City of Joplin and Counties

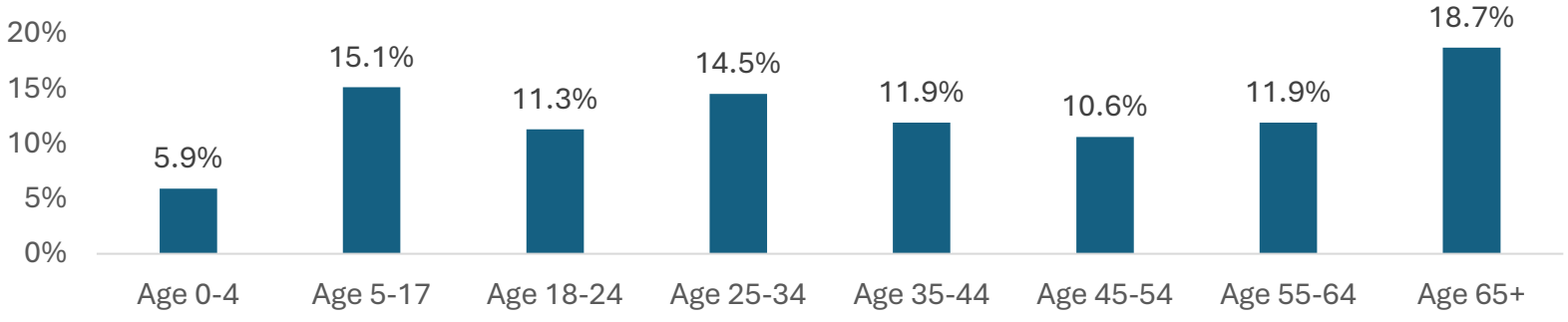
Population

Joplin, MO	Jasper County, MO	Newton County, MO	State of Missouri
52,218	126,479	59,490	6,168,181

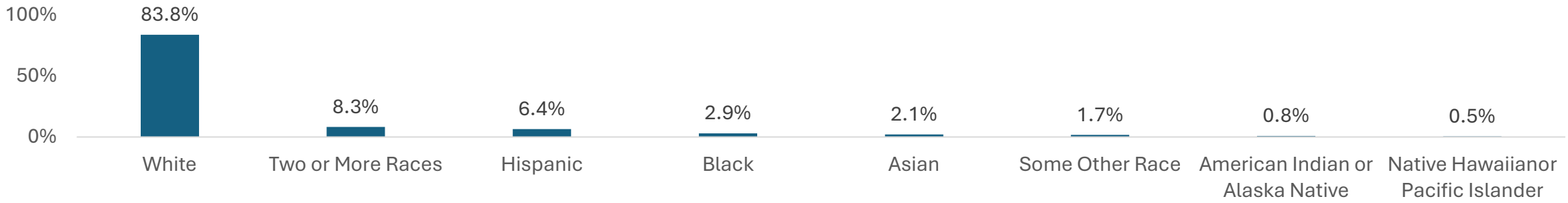
Total Population by Gender



Total Population by Age



Total Population by Race/Ethnicity



Data Source: US Census Bureau, American Community Survey. 2019-2023



Overview of Health Department

Assessment of Public Health Department by Division

SERVICES	DATA	POLICIES
• Public Health Administration • WIC (Women, Infant & Children) • Medical • Animal Control • Environmental Health • Public Health Emergency Preparedness	✓ Annual Volumes ✓ Annual Revenue & Expenses ✓ Staffing	• City of Joplin Policies • City of Joplin Ordinances • State and Federal Law • Contractual Obligations

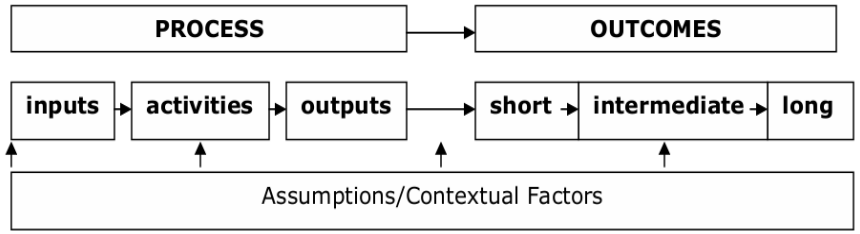
(listed by volume rank, highest to lowest)

ORGANIZATION → **PROCESS FLOWS** → **BENCHMARK DATA** → **LOGIC MODEL**

1. Organization Chart
2. FTE's
   a. Actual - 2024
   b. Budget – 2025
   c. Benchmark – NACCHO

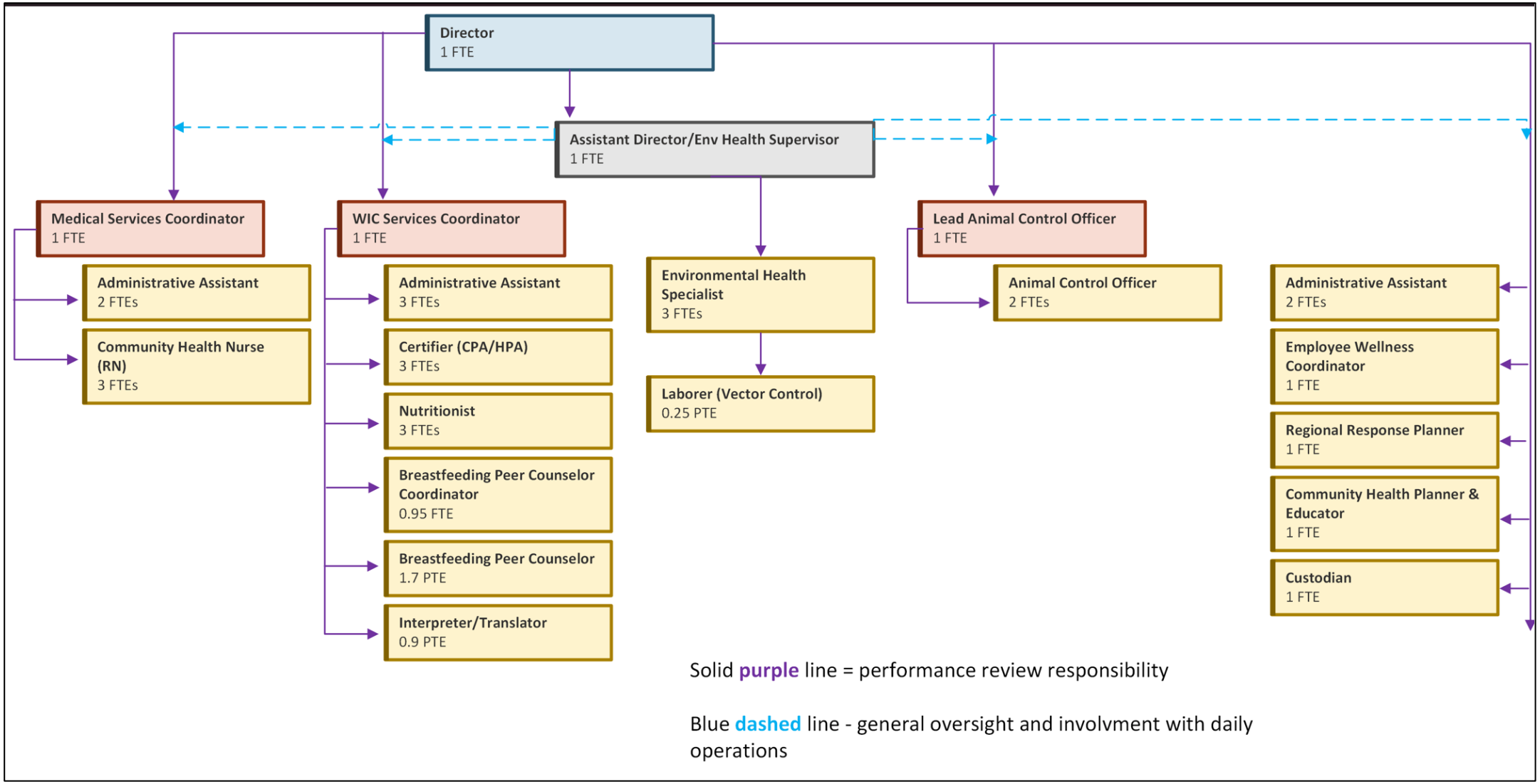
1. Involvement
2. Role
3. Process
4. Accreditation/ Certification
5. Issues under Study

Benchmarks for 2024 financial and utilization data:
1. Clay
2. Columbia-Boone
3. Jefferson
4. Springfield-Greene
5. Taney
6. City of Independence



Joplin Health Department Organizational Chart

COJ in 2025: 5.47 per 10,000 = **33.8 FTE current**
NACCHO Benchmark: population 50,000-99,999 = 5.7 per 10,000 = **35 FTE benchmark**



The Lead Case Investigator was removed from the 2024-2025 Department Staffing Plan. The Staffing Plan shows 34.8 FTE minus the lead investigator 1 FTE = 33.8 FTE.

The Lead investigator was a grant funded position that will not be filled.

Joplin Health Department Divisions & Programs

CITY OF JOPLIN HEALTH DEPARTMENT DIVISIONS & PROGRAMS					
3501 – Health Administration	**3502 - WIC (Women, Infant & Children)**	**3503 – Environmental Health**	**3504 – Medical**	**3505 – Animal Control**	**3507 – Emergency Preparedness (100% grant-funded)**
• Maintenance • Vital Records • Employee Wellness • Health Planning/ Education	• Supplemental Food • Nutritional consults • Breastfeeding support • Nutrition Education • Interpretation/ Translation	• Compliance Inspections (Food Service, Child Care, Recreational Water, Lodging, Tattoos) • Vector Control • Education (ServSafe Food Handler class)	• Immunization clinics • Communicable Disease and Investigation • STI (Sexually Transmitted Infection) testing and treatment • Education (CPR classes) • MCH contract (Injury Prevention)	• Animal Control • Spay and Neuter assistance program for owned animals • CHIP and pet licensure	• Regional Response Planning

Joplin Health Department Finances

VOLUMES	
WIC:	29,419 visits
Medical:	2,028 vaccinations
Animal Control:	5,447 service calls
EH Inspections:	1,519 inspections
Vital Records:	8,626 Certificates

STAFFING	ACTUAL	NACCHO
WIC	**13.55**	**14.2**
Medical	6.0	5.5
Animal Control	3.0	3.8
PH Administration	1.0	1.0
Environmental Health	**4.25**	**4.8**
Community Health	5.0	4.7
Emergency Preparedness	1.0	1.0
TOTAL:	**33.8**	**35.0**

DH37 FINANCIALS		
REVENUE	**EXPENSES**	**NET**
Total Revenue = $3,277,196	Total Expenses = $3,301,468	Net = $24,272 ***DH37 states, "Balance on hand" as of the close of Fiscal Year = $1,969,259***

Data Source for Above: Fund Balance Projection from Department of Finance, City of Joplin

The Department of Health 37 (DH37) report compares Joplin Health Department's finances to those of the other local Health departments in Missouri. It varies from the City of Joplin's finances due to attribution of fees and donations to municipal accounts using a fund balance projection versus the standard health department accounting system used by the State Department of Health & Senior Services that standardizes financial reporting by all types of organizational structure—cities, city-county government, and county departments of health.

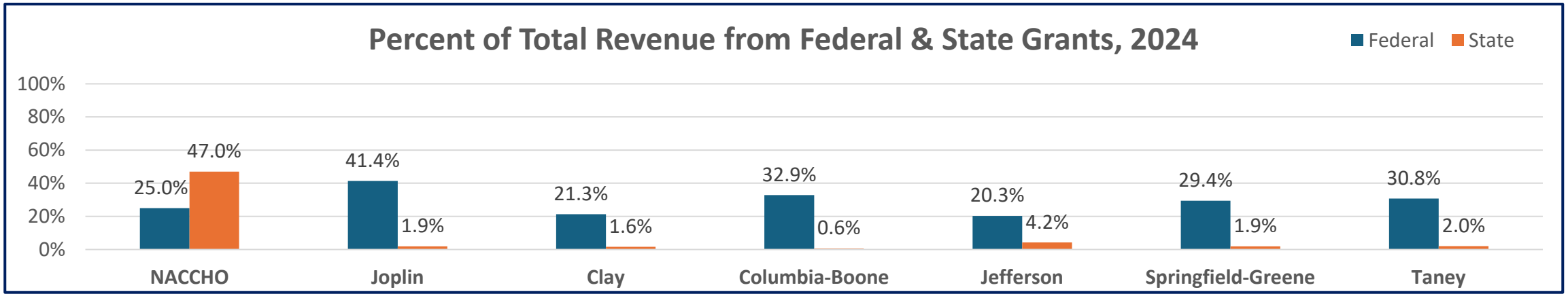
	TOTAL	WIC	MEDICAL	ANIMAL	PH ADMIN	ENVIRONMENT	FEDERAL GRANT	PHEP	DONATIONS
REVENUE	$3,277,196	$802,913	$570,232	$553,846	$445,698	$412,927	$370,323	$95,039	$26,218
EXPENSE	$3,301,468	$810,276	$575,043	$561,219	$450,028	$415,661	$371,513	$94,449	$23,279
GAIN/LOSS	($24,272)								
% of Whole	100.00%	24.50%	17.40%	16.90%	13.60%	12.60%	11.30%	2.90%	0.80%

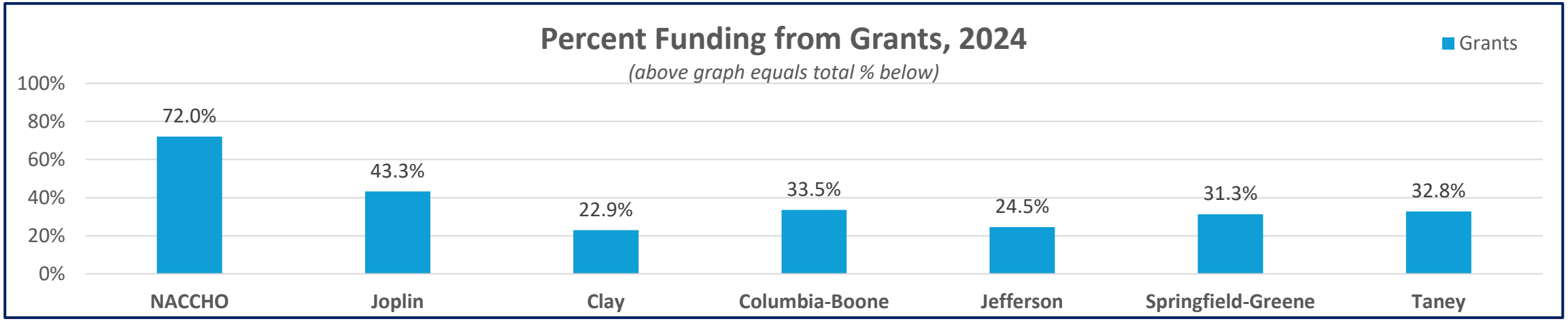
Data Source for Above: DH37, Missouri Department of Health & Senior Services, FY 2024

- The City of Joplin Health Department and the six benchmark local health departments receive municipal funding through taxes in addition to direct federal grants, state pass-through of federal grants, and direct state grants.



Benchmark Data

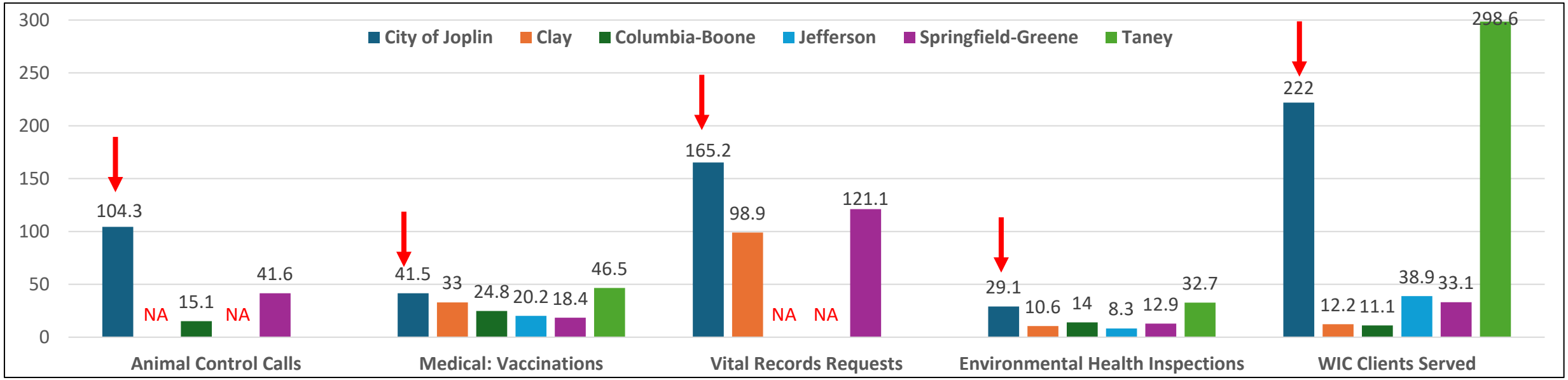




Expense Category

TYPE	NACCHO	Joplin	Independence	Clay	Columbia - Boone	Jefferson	Springfield - Greene	Taney (Branson)
Salaries		$2,196,163	$2,627,054	$6,082,126	$8,207,917	$5,179,772	$9,379,019	$2,614,378
Direct Contracts	**25%**	$599,091	$152,237	$812,222	$2,726,024	$153,708	$317,197	$125,688
Other Operating		$102,581	$973,197	$1,016,085	$2,175,953	$2,050,785	$1,033,392	$1,277,259
Pass-Through/Transfer	**26%/ 21%**	$70,394					$35,185	
Capital		$333,239		$439,411	$164,453	$468,043	$1,001,307	$97,690
TOTAL		**$3,301,468**	**$3,752,488**	**$8,349,844**	**$13,274,347**	**$7,852,308**	**$11,766,100**	**$4,115,015**

Division Volume by Service for Joplin and Benchmarks Per Capita, 2024



JOPLIN SERVICE	JOPLIN	PER CAPITA RATE	CLAY (265,456)	PER CAPITA RATE	COLUMBIA-BOONE (192,947)	PER CAPITA RATE	JEFFERSON (226,379)	PER CAPITA RATE	SPRINGFIELD-GREENE (307,942)	PER CAPITA RATE	TANEY (56,827)	PER CAPITA RATE
Animal Control Calls	5,447	**104.3**	NA	NA	2,910	15.1	NA	NA	12,824	41.6	NA	NA
Medical: Vaccinations	2,167	**41.5**	8,764	33.0	4,787	24.8	4,564	20.2	5,651	18.4	2,645	**46.5**
Vital Records Requests	8,626	**165.2**	26,261	98.9	NA	NA	NA	NA	37,305	121.1	NA	NA
Environmental Health Inspections	1,519	**29.1**	2,813	10.6	2,710	14.0	1,888	8.3	3,998	12.9	1,856	**32.7**
WIC Clients Served	28,084	**222.0**	3,250	12.2	21,458	11.1	8,795	38.9	10,178	33.1	16,967	**298.6**

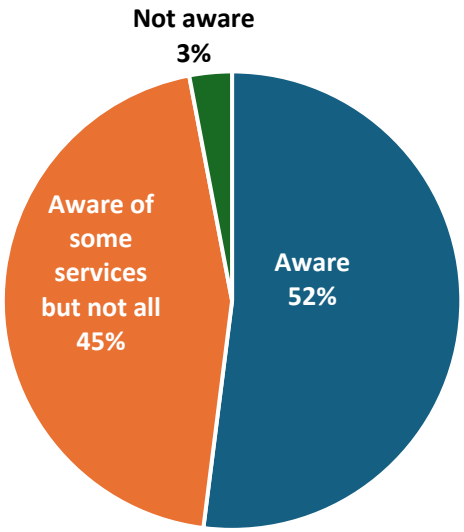
Bold represent the highest per capita rates per public health service

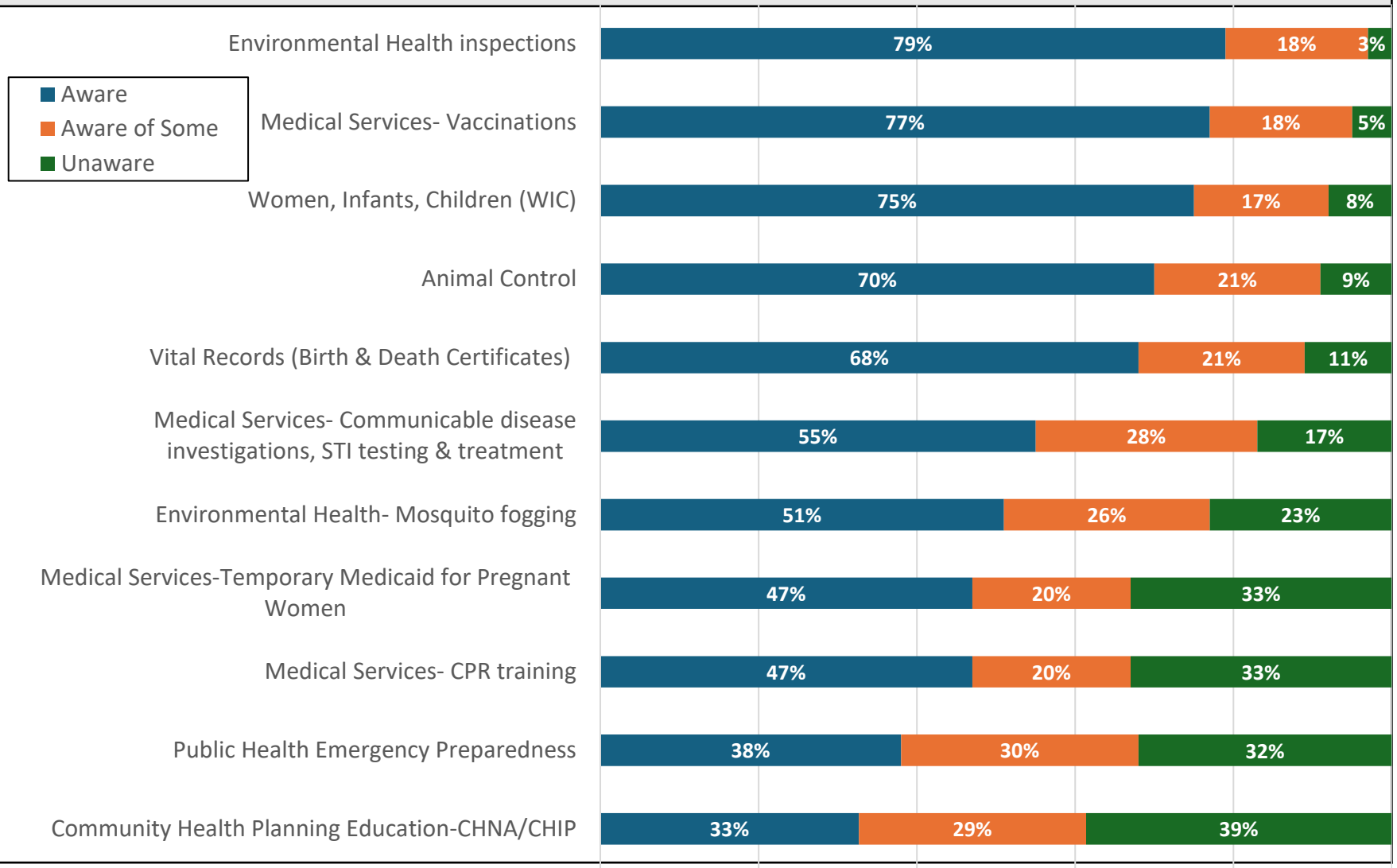

Community Input

Input from Residents (270)

AWARENESS OF CITY OF JOPLIN HEALTH DEPARTMENT & SERVICES

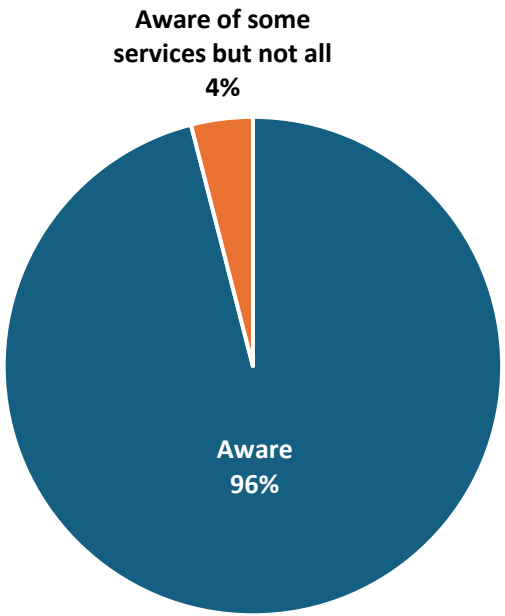
NACCHO Awareness:
12% Not Aware

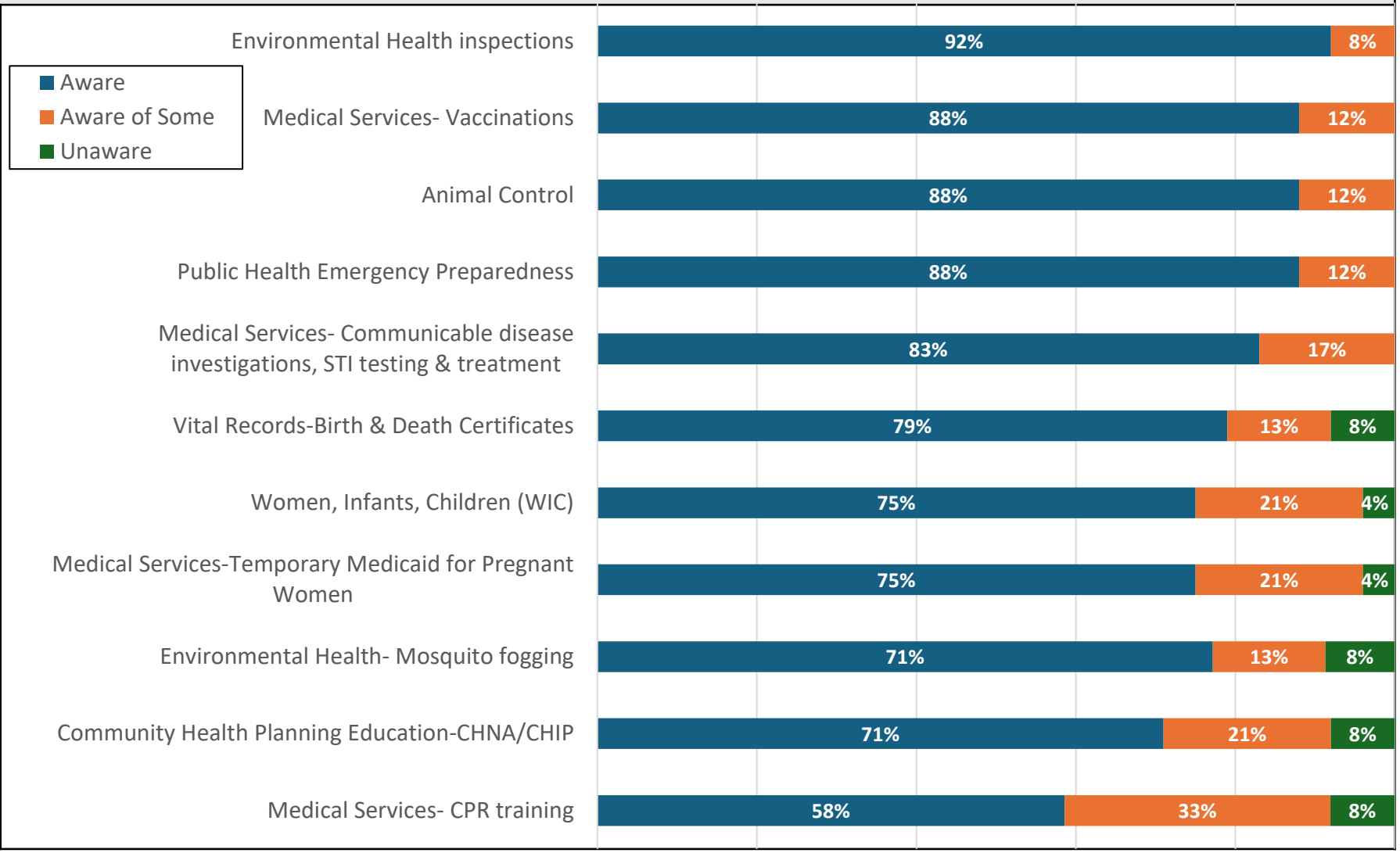




Input from Provider Stakeholders Survey (20)

AWARENESS OF CITY OF JOPLIN HEALTH DEPARTMENT & SERVICES





Next Steps

- Capture City Council thoughts and input into the final plan.
- Finalize Strategic/ Action/ Monitoring / Evaluation Plans for adoption.
  - For evaluation plan: compare rankings from One Joplin Community Health Needs Assessment (CHNA) to Missouri rank *(versus prior Ozark Health Commission-Regional CHNA for 10-county area)*
- Ensure that Joplin Health Department's Mission, Vision and Values align with City of Joplin statements.

Appendix

Division Volume by Service for Joplin and Benchmarks Per Capita, 2024

JOPLIN SERVICE	JOPLIN ANNUAL VOLUMES	POPULATION BASE	POPULATION #	PER CAPITA RATE (PER 1,000)
Animal Control Calls	5,447	City of Joplin	52,218	104.3
Medical: Vaccinations	2,167	City of Joplin	52,218	41.5
Vital Records Requests	8,626	City of Joplin	52,218	165.2
Environmental Health Inspections	1,519	City of Joplin	52,218	29.1
WIC Clients Served	28,084	City of Joplin + Jasper County	126,479	222.0

Funding Structure

BENCHMARK LOCAL PUBLIC HEALTH DEPARTMENT	SALES TAX	SALES TAX PERCENT	PROPERTY TAX	MILLAGE RATE
CITY OF JOPLIN	X	3.125% City of Joplin		.0057 per $1,000
CLAY	X	5.35% : 4.225% MO 1.225% Clay County (Local sales tax is 5.475%)		$1 per $1,000
COLUMBIA-BOONE		7.975%: 4.225% MO 1.75% Boone County		.091 per $1,000
JEFFERSON	X	11.6%: 4.225% MO 7.375% Jefferson County		.0332 per $1,000
SPRINGFIELD-GREENE	X	8.1% : 4.225% MO 2.125% Springfield 1.75% Greene County	X (Greene County)	.077 per $1,000
TANEY	X	10.475%: 4.225% MO 1.875% Taney County 4.5% Local		.052 per $1,000

The **millage rate**, also known as the **mill rate**, is the amount per $1,000 of property value used to calculate local property taxes.

The formula for calculating property tax is **Property Tax = Millage Rate * (Property Value)**.