



Public Health
Prevent. Promote. Protect.

Wicomico County
Health Department

FY 2025 ANNUAL REPORT

Wicomico County
Health Department

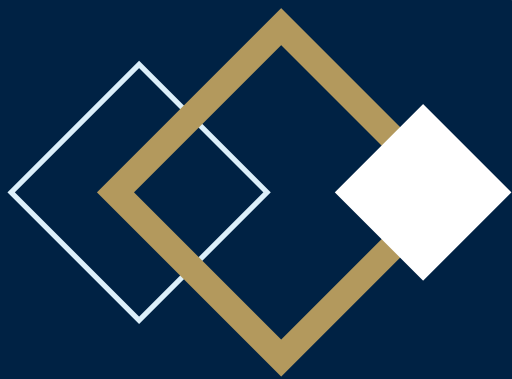


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OUR MISSION & VISION

Our Mission

To maximize the health and wellness of all members of the community through collaborative efforts.

Our Vision

Healthy people in healthy communities.

OUR VALUES

Promote & Protect Health

Striving to give everyone a safe place to live, work, and play.

Health Equity

Ensuring that everyone has the chance to be as healthy as possible.

Collaboration

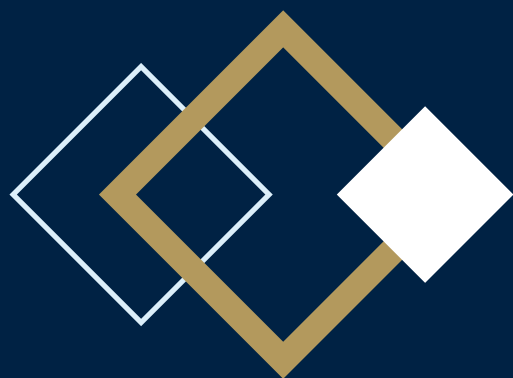
Developing and maximizing relationships to improve access and health outcomes in the community.

Customer Focus

Understanding and meeting the needs of the customers we serve.

Making a Difference

Making a positive impact in the lives of the people and communities that we serve.



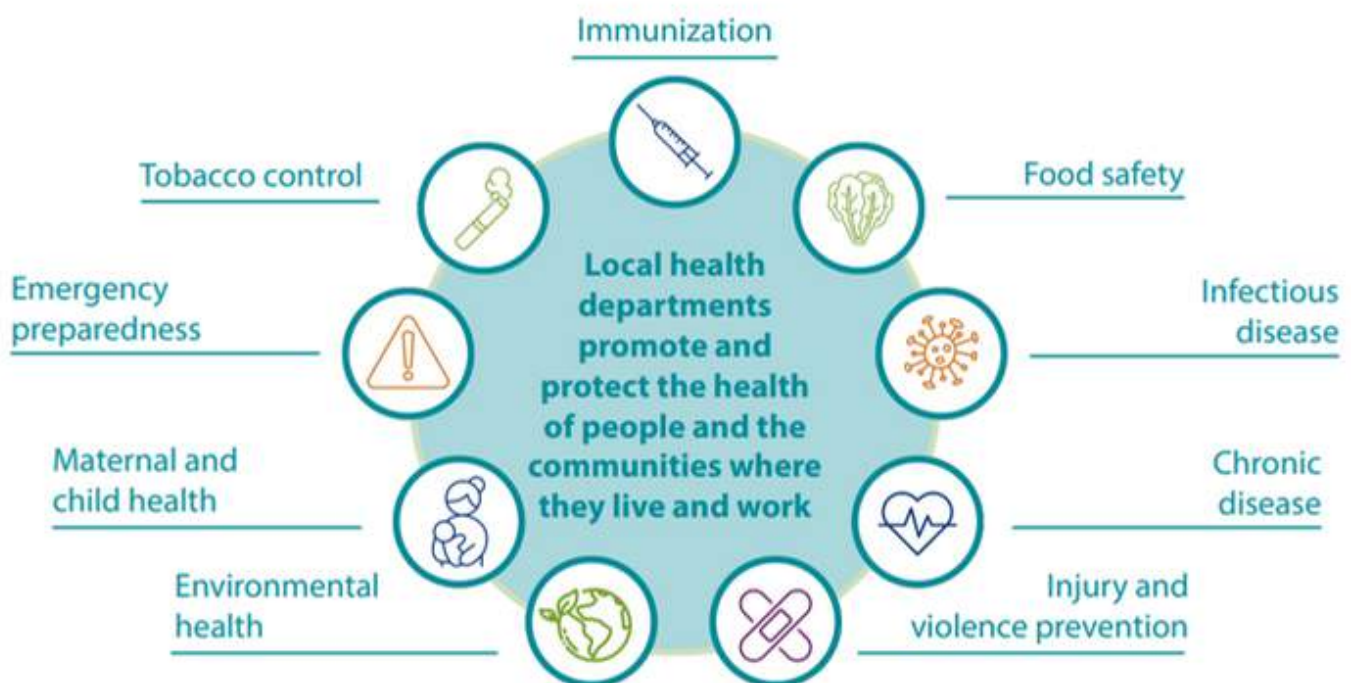
ABOUT US

Since 1929, Wicomico County Health Department (WiCHD) has served people who live, work, and play in Wicomico County with quality public health services. Services are currently provided at three main locations in Salisbury.

WiCHD has approximately 200 employees, serving an estimated county population of 104,800. The organization currently has ten divisions: Administration, Behavioral Health, Community Health Services, Developmental Disabilities, Environmental Health, Local Behavioral Health Authority, Planning & Assessment, Prevention & Health Communications, Targeted Case Management, and Village Dental Center. Please refer to Appendix A to view our organizational chart by division and programs.





As a local health department, we are on the front lines of ensuring the health of the public. The public may not always see the work we do, but our community is safer and healthier because of it. The illustration below from the National Association of County and City Health Officials (NACCHO) shows the impact of our services.

Local Health Departments Impact Our Lives Every Day



STRATEGIC PRIORITIES

WiCHD set forth a strategic plan for fiscal years 2023-2028. Below are the plan's four priority areas.

-  **Strategic Priority 1: Health Improvement**
Address the top health issues in Wicomico County as identified through the Community Health Needs Assessment.
-  **Strategic Priority 2: Communication**
Improve internal and external communication, collaboration, and engagement.
-  **Strategic Priority 3: Workforce**
Strengthen workforce efforts in succession planning and recruitment and retention of a competent and diverse workforce.
-  **Strategic Priority 4: Technology**
Improve the use of technology for service delivery and information management.

This annual report will present accomplishments from each division within WiCHD achieved during FY 2025. Accomplishments that relate to our strategic priorities will be flagged with one of the symbols below, with the SP indicating it is work towards one of our strategic priorities, and the number following SP indicating whether it is Priority 1 (Health Improvement), Priority 2 (Communication), Priority 3 (Workforce), or Priority 4 (Technology).



ADMINISTRATION

The Administration Division at Wicomico County Health Department provides essential operational, financial, and strategic functions that ensure public health services are delivered effectively, efficiently, and in compliance with regulations.

A number of programs fall under Administration including:

- Finance
- Language Access Services
- Medical Assistance Transportation
- Management Information Systems (MIS)
- Personnel
- Public Information Officers
- Purchasing, Procurement, Housekeeping & Maintenance

Medical Assistance FY 2025 Transportation	
% of Transportation Recertifications Completed On-Time	100%
Wheelchair Trips	6,107
Ambulance Trips	1,249
Ambulatory Trips	24,890
Number of Overall Trips	32,552

Purchasing and Maintenance completed 1,171 tickets during FY 2025

Accounts Payable processed 99.8% of invoices within 30 days of receipt



MIS first response to service tickets averaged 40 minutes, with completion within 5.6 days.

WiCHD Workforce As of 7/22/2025		Count
Total Employees		191
Employee Type	Merit Contractual	179 (93.7%) 12 (6.3%)
Gender (Merit & Contractual)	Female Male	161 (84.3%) 30 (15.7%)
Race/Ethnicity: (Merit & Contractual)	Black: Hispanic/Latino: Asian, Native Hawaiian, and Mixed Race: White:	70 (36.6%) 7 (3.7%) 6 (3.1%) 108 (56.5%)
Employees <5 Years from Retirement (Merit only)	Management: Non-Management:	8 (4.5%) 26 (14.5%)

Core Competencies

The agency's Workforce Development Committee had a busy year as they continued to lay the groundwork to launch training plans for core competencies for public health professionals.

Pilot Project with Johns Hopkins University (JHU)

The Workforce Development Committee participated in a pilot project with Johns Hopkins University to test their discussion guide *Putting Our People First*, which aims to help public health agencies prioritize worker well-being. The guide provides a framework for leadership and staff to engage in open dialogue, identify needs, and develop strategies to address them. Three focus groups were held with 33 staff to get feedback on staff recognition and an inclusive culture. Feedback is being used to assist the agency develop policies and practices to improve these areas.

Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for Administration.

"Always polite"

*MA Transportation
Customer*

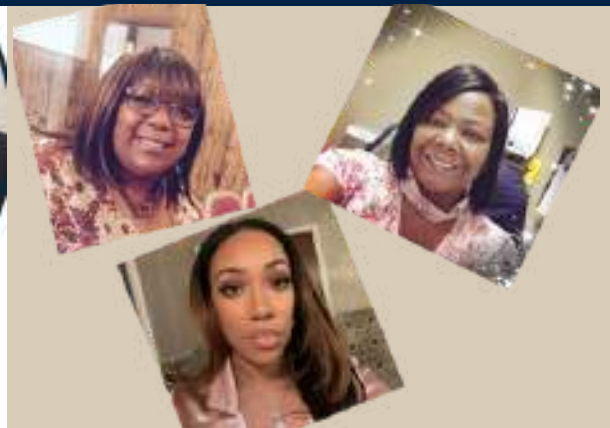
"Always on time, friendly,
professional, respectful,
I don't want any other service"

MA Transportation Customer

Finance



MA Transportation



Purchasing, Maintenance & Building Service



Personnel



BEHAVIORAL HEALTH



The Behavioral Health Division is accredited by CARF International, an achievement that indicates our organization’s dedication and commitment to improving the quality of the lives of the individuals we serve.

This division provides several programs:

- Behavioral Health Addictions Programs
 - Adult and Adolescent Outpatient Services
 - Adult and Adolescent Intensive Outpatient Services
 - Adult Drug Court & Forensic Treatment at Wicomico Detention Center
 - Medicated Assisted Treatment (MAT)
 - Temporary Cash Assistance Substance Abuse Screenings for the Department of Social Services
- Behavioral Health Mental Health Program for Children, Adolescents and their Families
- Minority Youth Mental Health Outreach Program

FY 2025 Accomplishments	
Percent of clients maintaining take-home status in the MAT Program	63.4%
Percent of successful outpatient discharges in the Addictions Program	67.8%
Percent of successful intensive outpatient discharges	71.9%
Number served in Minority Youth Outreach Program	784

Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for Behavioral Health.



“The nurses and staff have always been very helpful and considerate since the first day I started coming. I have no complaints whatsoever thank you for helping me achieve and maintain sobriety.”

“Everyone here is WONDERFUL and I am extremely grateful to them for helping to save my life! “

“This is the best addiction rehab place I have ever been at. They have really helped me.”

“This place is exactly what I've been searching for, for a long time I never thought I would ever find a place that is loving and caring and so respectful. I wish there was more of you guys out in the world. Everyone here that I've come in contact with here wants the very best for me I'm truly glad that I have you guys in my life. “

COMMUNITY HEALTH SERVICES

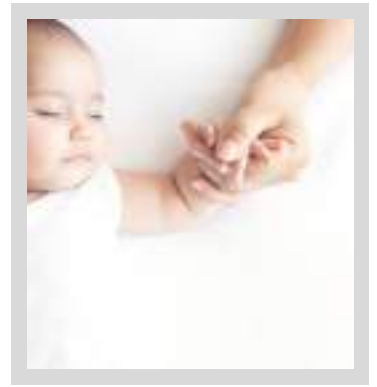
Community Health Services is one of the largest divisions at WiCHD, with numerous programs, including:

- Adult Evaluation & Review Services
- Cancer Screening Programs
- Communicable Disease: HIV & Pre-Exposure Prophylaxis (PrEP)
- Family Planning
- Healthy Families
- Immunizations
- Immigration/Civil Surgeon
- Maternal and Child Health
- Women, Infants & Children (WIC)

FY 2025 Accomplishments

Number of clients served through WIC	4,800
Number served in the Administrative Care Coordination Program for Medicaid Navigation for pregnant & postpartum individuals	1,399
Number of Medicaid applications processed by MCHP	8,313
Number of colorectal screenings completed	47
Percent of women in the Breast & Cervical Cancer Program receiving cervical cancer screening	24%
Number of HIV tests conducted	870
Number of clients referred and starting PrEP	22
Number HIV clients served	338

The Healthy Families Wicomico Program, an evidence-based, voluntary home-visiting program that promotes health and development for pregnant and parenting families, served 86 pregnant women or parenting families during 959 visits. During FY25, eight families graduated from the program.



The Babies Born Healthy Program is a home-visiting program that serves at-risk and/or vulnerable pregnant and postpartum women. Services include care coordination, assessments, individualized care plans, referrals, individual and group education. BBH participants are eligible for services through their postpartum period - up to one year. The BBH program provided 98 (unduplicated) at-risk women with case coordination.

The Thrive by Three (TBT) Program is a home-visiting program that serves pregnant and postpartum women and their children up to age 3 that would qualify for medical assistance benefits, but do not due to their citizenship status. TBT provided over 285 at-risk pregnant and postpartum women as well as their newborns with case management, screenings, needs assessments, and linkages to resources.



The Lead and Asthma Home Visiting Program

- Enrolled and provided education to 88 children/families. The majority of these children had utilized Emergency Departments with asthma-related symptoms.
- 80% of children that completed the Lead Asthma Program received an up-to-date Asthma Action Plan prior to being discharged from the program to ensure families understood the steps needed in order to manage their asthma symptoms, thus decreasing the need for utilization of emergency departments.
- 100% of children enrolled with elevated blood lead levels received a follow-up blood test prior to program completion to ensure that lead levels decreased following identification of lead source, and reduction or elimination of lead exposure.

Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for Community Health Services.



"Staff are very friendly and patient."

Maternal & Child Health Customer

"The Staff was extremely helpful and answered all my questions patiently and gracefully."

Maternal & Child Health Customer

"Staff was so nice and thorough with explaining my health insurance app. I thank all of Wicomico County Health Department for all you do."

Maternal & Child Health Customer

"My visit was extremely pleasant."

Maternal & Child Health Customer

DEVELOPMENTAL DISABILITIES

The Developmental Disabilities Program provides Coordination of Community Services and case management for children and adults with developmental disabilities and their families. This program:

- Assists families in locating and arranging diagnostic evaluations, treatment, day programs, residential support and individual/family support services.
- Provides, for individuals in service, assistance in implementing individual choice, addressing individual satisfaction, and assuring that the individual's needs and preferences are addressed through the Individual Plan process.
- Assists the individual in identifying, locating, and brokering services, which may include generic programs, natural supports, other state programs including Medicaid State Plan Services and services funded by Developmental Disabilities Administration (DDA).

81.3% of person-centered plans completed on time

Quarterly face-to-face monitoring visits completed with 94.5% of clients served

360 Individuals served in FY 2025



ENVIRONMENTAL HEALTH

The Environmental Health Division has three programs:

- The **Environmental Protection Division** permits and inspects all on-site sewage disposal systems and wells. Environmental Health also manages subdivision plats, plumbing, perc tests and open burning. In addition, our staff maintains the county-wide groundwater monitoring network.
- The **Food Protection and Community Services Division** inspects all restaurants and temporary “festival-like” events. The division is responsible for the licensing and inspection of all public pools/spas and provide sanitary surveys for in-home daycare, foster care and adoptions. In addition, our staff maintains the county-wide rabies surveillance system.
- **Vital Records** provides birth and death certificates.

FY 2025 Accomplishments

- Reduced the percent of high priority food inspections >120 days overdue from 61.4% to 56.5%
- Reduced the percent of moderate priority food inspections >180 days from 56.7% to 42.8%.
- Vaccinated 274 animals at community rabies clinics

Issued 4,822
birth
certificates

Issued 7,587
death
certificates

Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for Environmental Health.



"The environmental personnel are so easy to work with and deliver everything in a timely manner. They are so easy to work with and very respectful."

"Online questions were answered very quickly."

"Great staff!!!"

"Great experience! Thanks!"

"There is a great staff here in Wicomico County they always go above and beyond even providing multiple folders! Great work!!"

LOCAL BEHAVIORAL HEALTH AUTHORITY



The Local Behavioral Health Authority (LBHA) provides oversight for behavioral health providers in Wicomico County as well as provides assistance and navigation to behavioral health consumers.

FY 2025 Accomplishments:

- 25 individuals assisted with **Client Support Needs** including housing, utility and medical needs.
- 79 individuals attended the annual **Refresh, Renew, Relax Conference**. The Somerset, Wicomico, and Worcester County Health Departments hosted this free event for individuals in recovery from mental health and substance misuse challenges. The conference featured a variety of breakout sessions focusing on recovery. Free A1C, Rapid HIV, Syphilis and Hepatitis C testing were offered in partnership with TidalHealth and the local health departments.
- Participated in 14 **Outreach Events** reaching over 8,600 individuals.
- Conducted 19 **Professional Development Trainings** to 565 individuals.
- Held 10 **Local Overdose Fatality Review Team** meetings.
- Trained 51 individuals in **Mental Health First Aid**.
- 39 individuals were provided **Hub and Spoke** care coordination.
- 627 individuals were provided **Narcan Training**, with 13 trainings provided to the LEP population.
- 25 **Academic Detailing** visits were provided to Primary Care Physicians.



Harm Reduction Vending Machines

The LBHA installed five harm reduction machines in the county to help address the opioid crisis and decrease fatal overdoses.

These units offer free access to essential resources such as Naloxone kits, fentanyl testing strips, xylazine testing strips, female condoms, and male condoms. The presence of these resources in our community reflects the health department's commitment to combating the opioid epidemic. During the month of June, 156 items were dispensed.



The LBHA hosted the **Annual Color Run** event in April 2025, with approximately 252 participants. Participants heard stories of personal experiences regarding struggles with mental health and their journey of recovery, and then completed run/walk to continue conversations of wellness. There were crisis and wellness vendors to share community resources.

The **Annual Overdose Awareness Event** was held in August 2024 with approximately 300 in attendance. This event continues to be well attended and shows how much it is needed for our community. The evening included crisis and bereavement resources as well as a memorial wall to remember that our community of loved ones mattered and just weren't a statistic of overdose, but a beautiful person taken too soon.



Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for the Local Behavioral Health Authority.

Local Behavioral Health Authority



"Wicomico is the most responsive LBHA agency to work with. The communication is amazing. There are no other local agencies that communicate as well with providers that Wicomico does. I actually wish all of the LBHAs were modeled after Wicomico. It would've made things like the additional exception form a whole lot easier if the other agencies would have communicated the way that Wicomico does. So thank you so much. Big shout out to Wicomico for making a very difficult confusing process a little less so."

"I think the way they work with and support providers helps us be able to provide the support in the community. They are wonderful with communicating and always professional."

"The trainers were extremely knowledgeable!"

"The agency is very professional; team members are an asset to the community."

"I loved the consistency of follow up communication to aid in supporting the client in need."

PLANNING & ASSESSMENT

Planning and Assessment is responsible for many of the agency-wide functions including the following programs:

- Emergency Preparedness
- Epidemiology
- Health Planning



Emergency Preparedness

Emergency Preparedness is responsible for plans that are activated in different emergency situations, such as a pandemic/emerging infections, weather, terrorism, radiation events, etc. This program coordinates with the county emergency services and multiple community agencies. Annual drills are held for staff to practice putting our plans in action.

Epidemiology

The epidemiology program compiles and analyzes population health data for use in planning and reporting. This program also takes a lead role in implementing the agency's performance management system. Additionally, technical assistance is provided throughout the agency for program evaluation, including the efficient collection and reporting of data as well as survey development and analysis.

Health Planning

This program provides a variety of technical assistance to agency programs, including development of processes, goals and/or objectives for program deliverables. This program also manages and coordinates the agency's Quality Council and the Culturally and Linguistically Appropriate Services (CLAS) Committee. Additionally, the program coordinates the Local Health Improvement Coalition and subcommittees as well as leads the agency's PHAB Accreditation efforts.



FY 2025 Tabletop Exercise

WiCHD Emergency Preparedness program hosted its first internal tabletop exercise this spring - the first one since 2019 (before COVID). This was well received by all participants and highlighted some critical planning follow-up items.

SP1 Wicomico Local Health Improvement Coalition (LHIC)

The Wicomico LHIC, coordinated by WiCHD, is a group of jurisdictional-level stakeholders charged with providing input and guidance on health priorities for Wicomico County. Every three years, the LHIC completes a community health needs assessment (CHNA) to identify priority areas to address in a community health improvement plan (CHIP). During FY25, the LHIC, in collaboration with WiCHD, TidalHealth and Somerset County Health Department, completed the FY 2026 - 2028 CHNA. The following priority areas were identified:

Following the completion of the CHNA, WiCHD, along with our partners and LHIC members, developed a Community Health Improvement Plan (CHIP) for FY 2026 - FY 2028.

The Wicomico LHIC has 3 subcommittees for each priority area. Work on the new CHIP will begin in FY 2026.



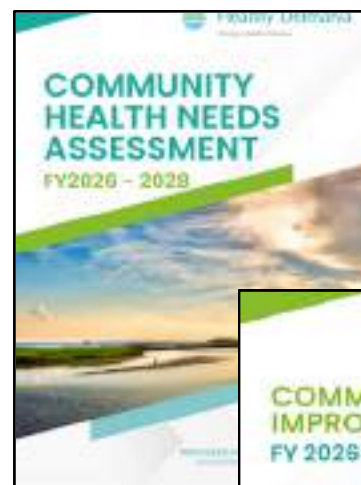
HEALTHCARE ACCESS



CHRONIC DISEASE



BEHAVIORAL HEALTH





The **WiCHD Quality Council (QC)** is an internal committee consisting of staff volunteers. The QC is responsible for the development, implementation and oversight of the WiCHD Performance Monitoring and Quality Improvement Plan. The QC is charged with building a culture of quality throughout the agency.

Performance Management

WiCHD completed its 4th full cycle of performance management (PM). The PM system allows the agency to monitor its progress to meet standards across all programs. In FY 2025, 62% of agency measures hit their target.

FY 2025 Quality Planning (QP) & Quality Improvement (QI) Projects

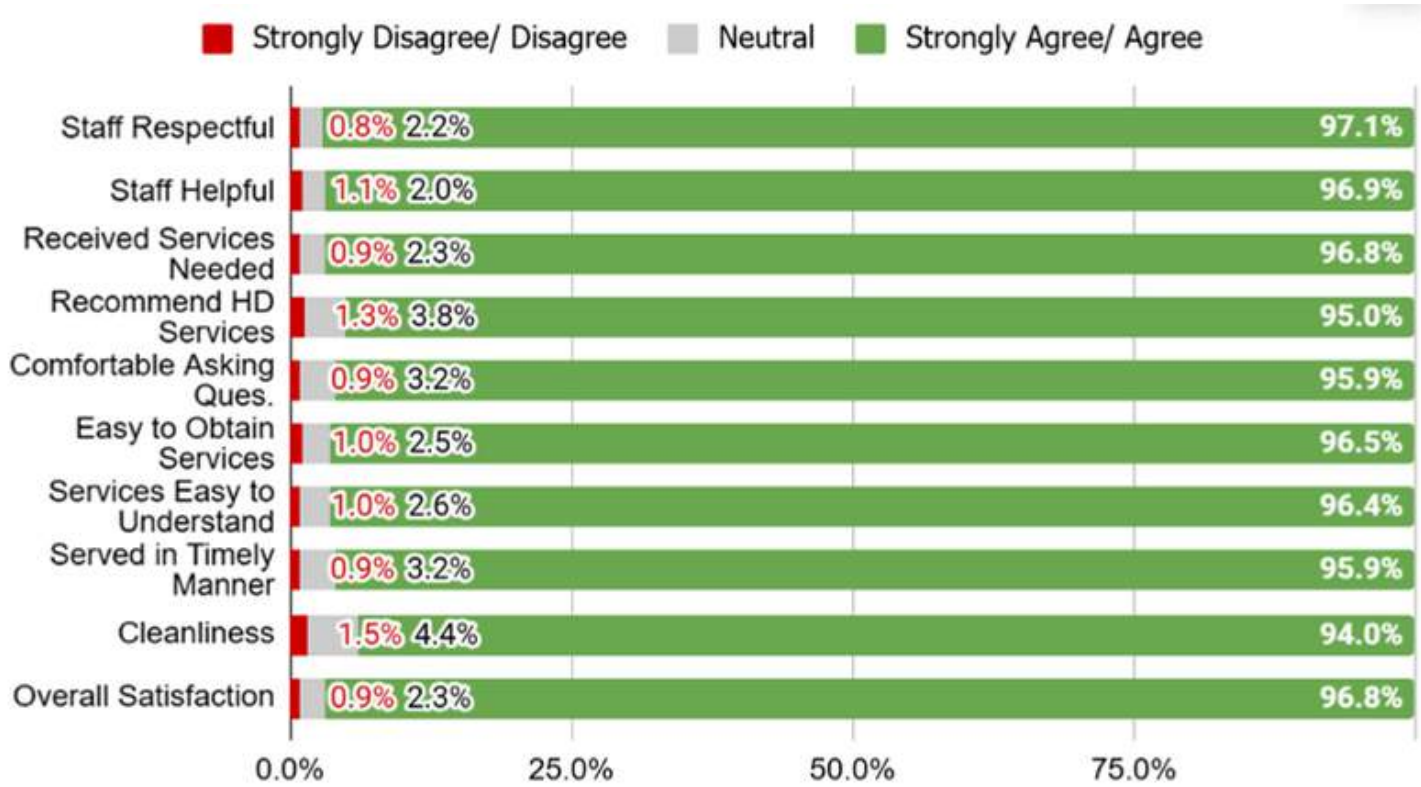
PROJECT	END OF FISCAL YR STATUS
QP: Environmental Health Process Doc & Improvements	Completed
QI: Increasing the # of individuals receiving a Long Acting Reversible Contraception	Close to completion - Closed August 2025
QP: Onboarding Process Documentation and Identification of areas of Improvement	Close to completion - Closed August 2025
QP: Health Fair Process Update	Completed

Quality Improvement Training for New Employees

During FY 2025, 16 new employees completed the introductory half-day training on quality improvement. Of those trained, 88% felt they were competent to carry out quality improvement.

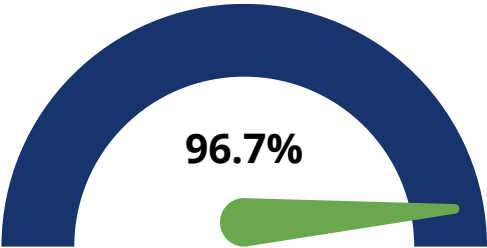
Customer Satisfaction Survey (CSS)

FY 2025 External Customer Satisfaction Survey
Overall Agency Results



FY 2025 Overall Satisfaction

Total Surveys = 1,160
English = 642
Spanish = 177
Haitian Creole = 341



Internal CSS

During FY 2024, an internal CSS process was established for several programs providing services to WiCHD staff. The programs include Management Information System (MIS), Branding, Maintenance, Purchasing and Planning and Assessment. Data is able to be reviewed as surveys are submitted. In FY 2026, the Quality Council will work to generate reports to review the data more thoroughly.

Customer Satisfaction Survey (CSS)

FY 2025 Satisfaction With Interpretation Services

Overall Interpretation Services Satisfaction (Strongly Agree/Agree)*			
	Spanish	Haitian Creole	Total
Total Responses	177	341	517
Responding to Satisfaction Question	113 (63.8%)	187 (54.8%)	299 (57.8%)
Overall Satisfied	104 (92.0%)	171 (91.4%)	274 (91.6%)
Interpretation Services by Type**			
Total Responses	105	189	294
In-Person	82 (78.1%)	140 (74.1%)	222 (75.5%)
By Telephone	14 (13.3%)	41 (21.7%)	55 (18.7%)
Virtual/Telehealth	9 (8.6%)	8 (4.2%)	17 (5.8%)
Interpretation Services Satisfaction (Strongly Agree/Agree) by Type**			
In-Person	75 (91.5%)	120 (85.7%)	195 (87.8%)
By Telephone	10 (71.4%)	35 (85.4%)	45 (81.8%)
Virtual/Telehealth	4 (44.4%)	4 (50.0%)	8 (47.1%)

*"Interpretation services" is a customer satisfaction survey with a response entered for the question related to satisfaction with interpretation services. Blank or Not Applicable responses are not included.

**Interpretation services are entered separately and will not sum exactly to count responding to overall satisfaction if both questions are not answered.



Public Health Accreditation Board (PHAB) Accreditation

WiCHD achieved initial accreditation in 2016, and was reaccredited in 2023. The agency is continuing work to be reaccredited in 2028. Out of 24 local jurisdictions in Maryland, only 12 local health departments are accredited. We are 1 of 7 local health departments in Maryland to achieve PHAB reaccreditation. The Maryland Department of Health is also PHAB reaccredited.

PHAB provides a framework for improving public health practice, enhances credibility and accountability, and strengthens the our ability to effectively serve the community. Accreditation demonstrates adherence to nationally recognized standards, leads to better community health outcomes, and supports continuous quality improvement and better partnerships with other sectors.

PREVENTION & HEALTH COMMUNICATIONS

The Division of Prevention and Health Communications (PHC) has four main programs:

- Adolescent Health
- Chronic Disease Prevention
- Injury Prevention
- Substance Use Prevention



Preventing Type 2 Diabetes

The PHC division provides the CDC evidence-based Diabetes Prevention Program (DPP). During FY 2025, the program served 61 individuals, in 3 cohorts. Of these cohorts, 2 were English and 1 was Spanish. 100% of participants were retained by session 4.



Academic Detailing (AD)

AD is an interactive, personalized educational opportunity to support healthcare providers with opioid prescribing and overdose prevention. During FY 2025, PHC completed 5 AD visits with pharmacists and OB/GYN's. The program noted challenges in scheduling time with these providers



Health Fairs & Outreach Events

The PHC division takes the lead for coordinating WiCHD's participation in health fairs and outreach events. During FY 2025, WiCHD participated in 50 events.





Tobacco Use Prevention & Cessation Program

The PHC division provides services to help adults quit smoking/vaping. During FY 2025, the program served 119 individuals through group/individual support/counseling sessions. Of those 119 individuals, 14 individuals were served in classes specific for recipients of the public behavioral health system.

Adolescent Health Program

During FY 2025, PHC's Adolescent Health Program provided 4 parent workshops on teen dating violence prevention reaching 105 attendees.



Walking Groups

During FY 2025, PHC established 3 walking groups. 572 individuals (duplicated) participated in walking events.



Walk at Lunch

During FY 2025, PHC coordinated the event Walk at Lunch. This event had not occurred since 2020 due to the COVID-19 pandemic. Walk at Lunch was held downtown Salisbury at the Riverwalk Amphitheater and offered participants a stroll along the riverfront, a free boxed lunch, and the opportunity to learn about community resources at vendor tables.



Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for the Prevention & Health Communications Division.

"Very helpful and informative. The staff was very knowledgeable and personable. I would strongly recommend."



"My session with the Community Health Outreach Worker as my diabetes instructor was great. I learned a lot from how she conducted the program."

"I have been smoke free almost a year, thanks to caring, trained staff members. I've told others about the program. "It Works" Thank you."

"I attended the Diabetes Prevention Class. It was thorough, informative and fun. The staff was fantastic. They were helpful and understanding. I think the classes should be extended about an addition half hour and incorporate more hands on (ie: quick & easy recipe preparations and 10 minute exercises before each class): I would definitely recommend this class to others."

"Diabetes Prevention Class was helpful and enjoyable! My A1C dropped by 0.4 units on my last test!"

TARGETED CASE MANAGEMENT



The Targeted Case Management Division has several program.

- Case Management
- Harm Reduction
- Law Enforcement Assisted Diversion (LEAD) Program
- Peer Support Programs

Community Outreach Addiction Team (COAT)

The COAT program provides non-judgmental non-coercive services to individuals who use drugs. Peer support specialists, individuals who have been successful in the recovery process, are hired to help others struggling with addiction with the goal of linking individuals with treatment.



COAT Measure	FY 2025 Result
Number of individuals assisted	391
Percent of individuals linked to treatment	70.1%
Percent of individuals in recovery for 6+ months	87.8%



L.E.A.D. (Law Enforcement Assisted Diversion)

L.E.A.D. assists high utilizers of law enforcement who have unmet or unmanaged behavioral health needs and links them with intensive case management services with a harm reduction approach. In FY 2025, L.E.A.D. enrolled 56 individuals in the program and linked them with needed services. 88.7% served reported their quality of life improved from L.E.A.D. services.



Harm Reduction Services

The S.H.O.R.E. Center provides assistance to individuals with any harm reduction needs. The table below details FY 2025 data for the program.

Targeted Case Management & S.H.O.R.E. Center



Number of harm reduction encounters	1,079
Number of unduplicated individuals served	300
Number of harm reduction kits distributed (Safe Smoking, Safe Snorting, Injection, Wound Care, Safe Sex, Hygiene)	3,589
Number of sterile syringes provided	75,674
Number of used syringes collected	35,806
Number of people assisted with medical/dental needs	2
Number of individuals assisted with transportation to access BH programs (all funding sources)	173
Number of rides provided to access BH programs (all funding sources)	190
Number of encounters with Narcan distribution	235
Number of Narcan doses provided	868
Number of Hepatitis C/HIV tests	0
Number of individuals achieving Hepatitis C recovery	3
Number of samples for drugs testing	35

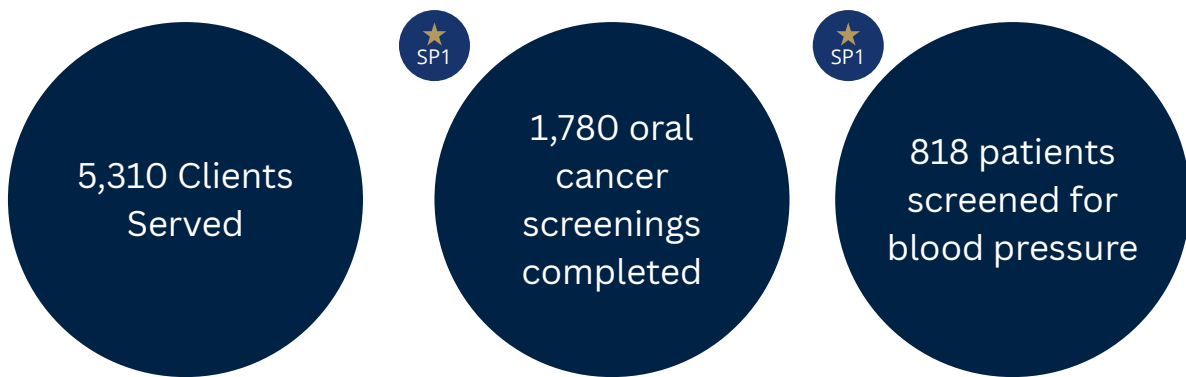
VILLAGE DENTAL CENTER

Village Dental continues to provide year-round care to the children of the Lower Eastern Shore. Dental care is provided with commitment, compassion, quality and integrity.

Mission is to continue to change lives of children everyday by creating healthy smiles and to raise the quality of clinical care through oral education. The Village Dental Center continues to provide a safe environment with excellent dental care from infancy to adulthood. We continue to promote a positive and educational experience for our patients.

The outcome for this year has proven successful as we have continued to provide a continual healthcare system with better oral health care knowledge and information on access to coverage, and improved health. Continual outreach is done within the community and mainly the schools to make parents and staff aware of the opportunities that are available.

Village Dental will continue to strive with educating the art of preventing and controlling dental disease and promoting health through organized community efforts. We want children and parents to be educated in the importance of daily homecare and routine dental visits so they can have a healthy dental life.



Customer Feedback

Here's what some of our customers had to say in the anonymous customer satisfaction surveys for the Village Dental Center.



"Always very nice and helpful!"

"We are always pleased with our care here. We are always happy with their availability and how quick they are to get us in."

"Staff was amazing. We didn't wait at all for our service. Extremely kid friendly!"

"The Staff are always very polite and move in an excellent timely manner "

"I enjoyed speaking w/ the staff. They were very helpful."

IN MEMORIAM



Kristen Curtis

July 16, 1996 - May 24, 2025

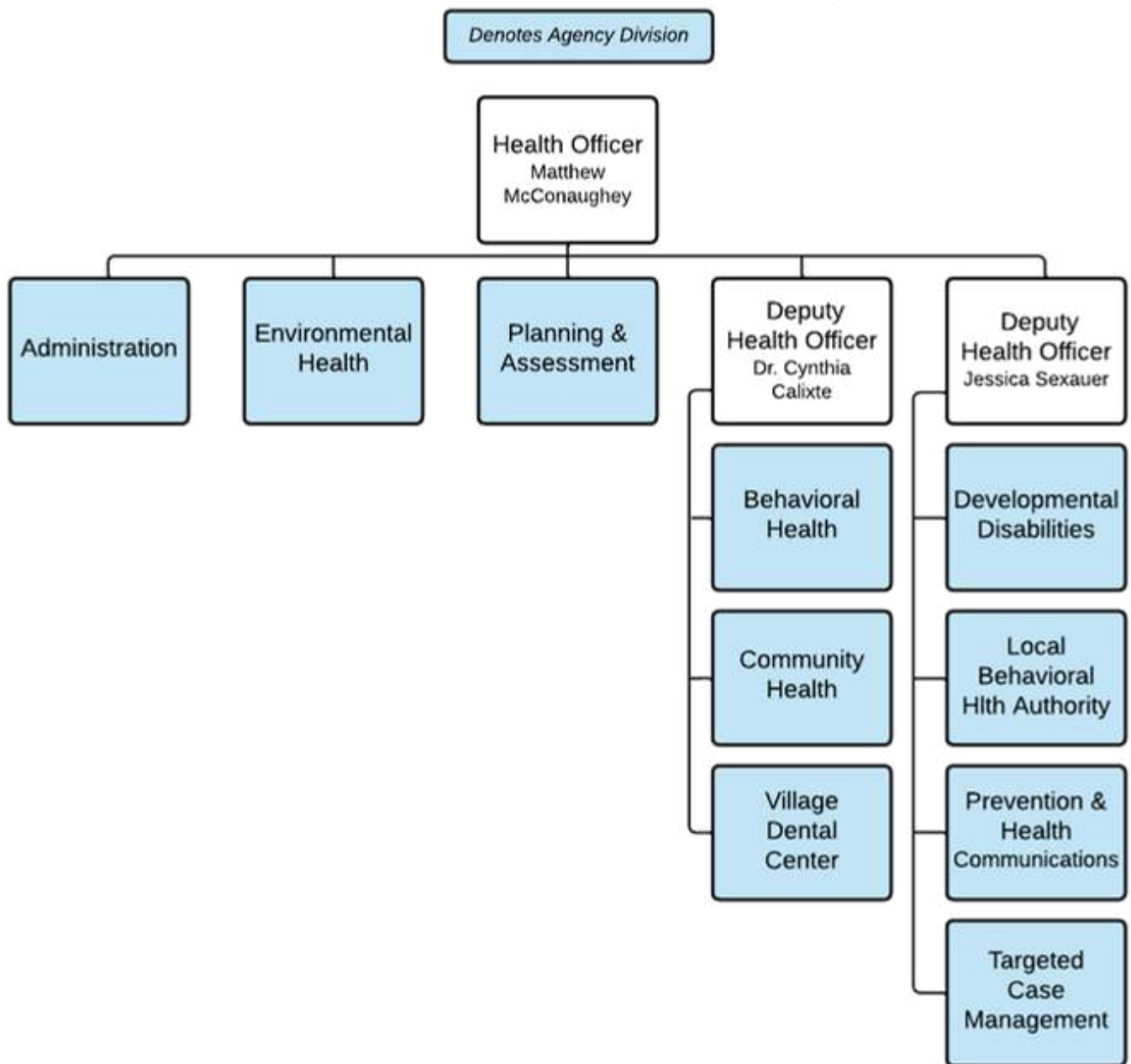
During FY25, we mourned the loss of a valued member of our agency, Kristen Curtis. Kristen joined our agency February 2024 as an Administrative Specialist I in the Medical Assistance Transportation Program in Administration.

Kristen will be remembered for her generosity and kindness with her co-workers, her attention to detail, her sense of humor, and her positive attitude.

We will always be grateful for Kristen's commitment and positive impact she made at Wicomico County Health Department. We extend our deepest condolences to Kristen's family and friends. She will be profoundly missed by all who had the privilege of working with her.

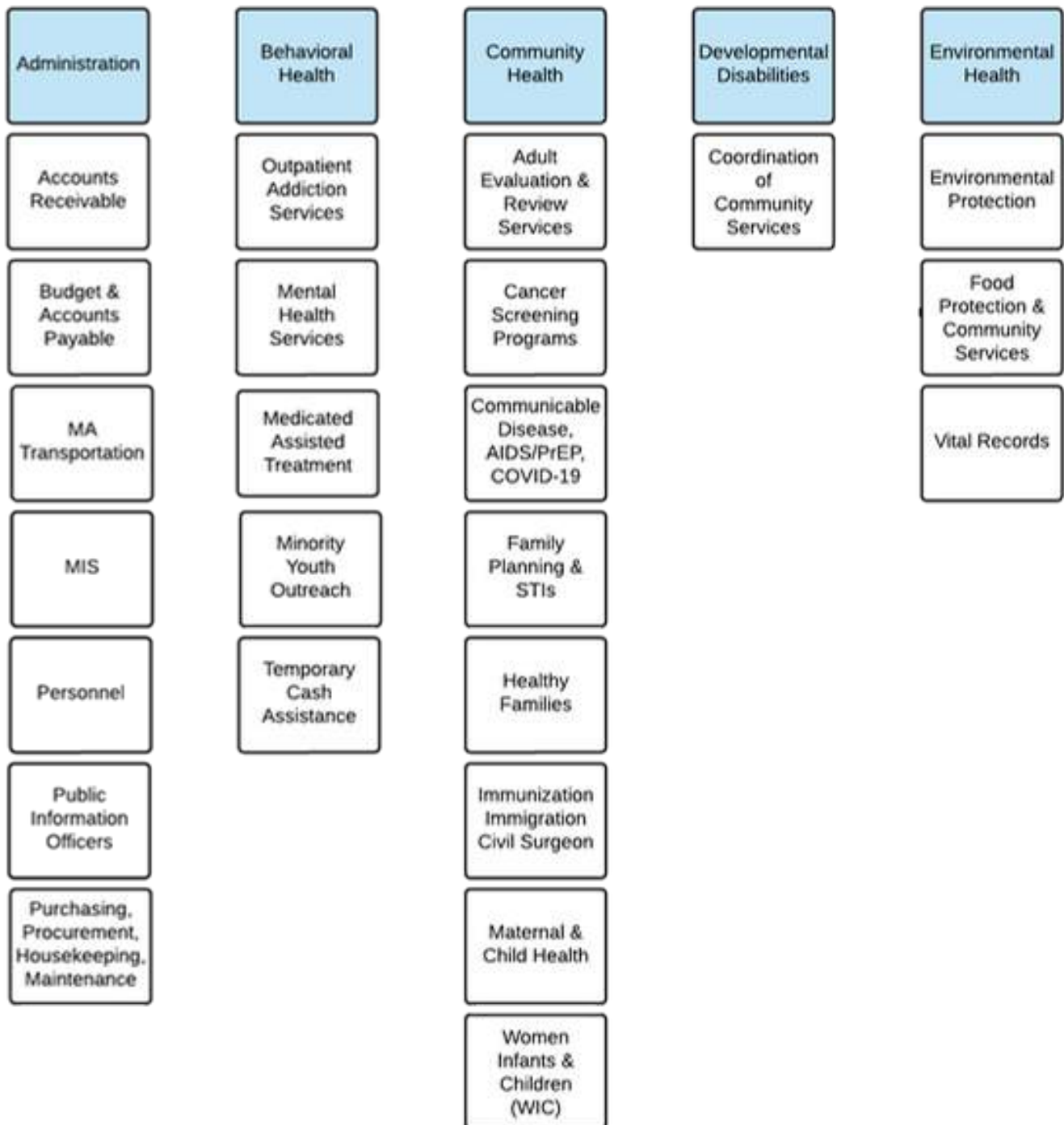
APPENDIX A

WiCHD Organizational Chart by Division



APPENDIX A (CONT)

WiCHD Organizational Chart by Division & Programs



APPENDIX A (CONT)

WiCHD Organizational Chart by Division & Programs



APPENDIX B

Internal Communications Implementation Plan - FY2025

One of the current strategic goals for the Wicomico County Health Department (WiCHD) is to improve internal communication, collaboration, and engagement at the agency. To achieve this goal, the WiCHD conducted an **Internal Communications Assessment (ICA)** with its employees in May 2024 to reassess the communications implementation plan to address the opportunities for improvement identified in the assessment. The ICA received **69 responses**.

Implementation Plan

Priority 1: Facilitate communications across the agency through consistent and effective staff meetings for all departments/programs.					
Goal: Maintain regular communications and notices about happenings at WiCHD.					
Objectives	Measures	Targets	Key Actions	Time Frame	Who
1. Create a brief document summarizing key public points from Senior Management meetings to be sent to all staff.	A summary document	Monthly	<ul style="list-style-type: none"> Each month, create brief document summarizing key public takeaways from Senior Management meetings Upon Health Officer review/approval, send out document to all staff. 	Monthly	Management Associate and Health Policy Analyst or other designee
2. Institute a best practice of agency divisions holding at least 1 staff meeting per month	Percentage of monthly division meetings held during the fiscal year	80% of meetings held	<ul style="list-style-type: none"> Divisions to document how many monthly staff meetings occurred in the previous quarter in current agency PM system 	Quarterly	Epidemiologist/ Performance Management

APPENDIX B (CONT)

Priority 2: Strengthen information flow throughout the agency

Goal: Maintain a system to allow staff the opportunity to voice concerns/ask questions with the Health Officer and other Senior Management level staff.

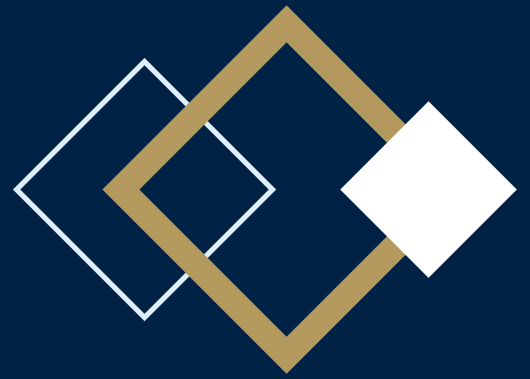
Objectives	Measures	Targets	Key Actions	Time Frame	Who
1. Humanize Management to WiCHD Staff and provide opportunities to talk directly with Management.	<ul style="list-style-type: none"> # of Health Officer "chats" at each building 	3 chats semiannually (Beginning of Q2 & Q4). 1 per building.	<ul style="list-style-type: none"> Set a semi annual schedule for Health Officer chats at each building. 1 Virtual All Staff Chat, streamed & recorded. Allow for Q&A & questions ahead of time via Burning Questions. Extensive marketing & advanced notice. 	Semi annually	Health Officer and ICA group/Admin

Priority 3: Develop employee awareness about the agency's offerings and services.

Goal: Spread awareness about WiCHD functions and programs to all levels of staff.

Objectives	Measures	Targets	Key Actions	Time Frame	Who
1. Organize Training Tidbits to educate staff about agency programs & depts	# of Training Tidbits # of unique view & # viewers within 10 days of posting.	At least 4 Training Tidbits per fiscal year	<ul style="list-style-type: none"> Provide Training Tidbits to staff at multiple locations or via Sharepoint recording. Explore linkages to other committee/agency goals or plans. 	Ongoing	ICA Group and/or other training designees
2. Update and maintain agency guide	1 Updated guide	Quarterly Updates	<ul style="list-style-type: none"> Update agency guide for all staff use Maintain the guide quarterly. 	Ongoing Quarterly	ICA group or other Admin designee

Our Locations



E.S. Adkins Building/Adkins Complex

801 N. Salisbury Blvd
Salisbury, MD 21801

Hurdle Health Center

108 E. Main Street
Salisbury, MD 21801

Village Dental Center/Adkins Complex

705 North Salisbury Blvd
Salisbury, MD 21801

William C. Fritz Health Center

300 West Carroll Street
Salisbury, MD 21801

Visit our website at
www.wicomicohealth.org