



**2017**

**ANNUAL REPORT**

*Healthy Choices. Healthier People. Healthiest Communities.*



**LakeCounty**

Health Department and  
Community Health Center

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## A Message From Our Leadership

*Our Mission: Promoting the health and well-being of all who live, work, and play in Lake County*

**We are excited to present the Lake County Health Department and Community Health Center 2017 Annual Report.**

Within these pages, you will find evidence of our progress toward our *Health Impact in 3 Years* strategic plan goals. You will read of our efforts to ensure all of our residents have access to healthy choices and can lead healthier lives. You will catch a glimpse into the lives of a few of the people we have impacted.

This year, we ignited conversations on health equity with over 200 community leaders at our Together Summit. We made major strides in preventing youth tobacco use through Tobacco 21 policies. We began renovating a new community health center in Zion to raise the standard of quality, patient-centered care available to our residents. We celebrated our first hepatitis C cure.

This is just a snapshot of our 2017 accomplishments. We invite you to visit our website and social media in the coming months for more examples of how we are working every day to address the serious health issues our residents face.

Without the work of our dedicated, passionate staff and our trusted community partners, we would not be able to celebrate these victories. Thank you for all that you do.



Mark Pfister  
*Executive Director*  
Lake County Health  
Department and  
Community Health Center



Chief T. E. Sashko  
*President*  
Lake County Board of  
Health



Mallory Bejster  
*Chair*  
Lake County Community  
Health Center Governing  
Council

# HEALTH IMPACT IN 3 YEARS

2017-2019



The HI-3 framework is the foundation of our daily efforts to address our county's identified health priorities: cardiovascular disease, obesity, behavioral health capacity, diabetes, and infectious disease prevention. Our commitment to work with our partners to address the social determinants of health; our focus on data-driven progress; and our emphasis on quality equip us to accomplish our vision:

**Healthy Choices. Healthier People. Healthiest Communities.**

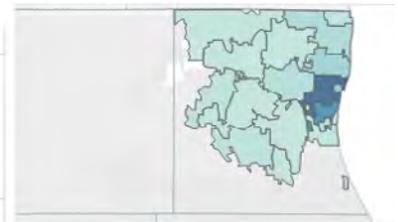
# SOCIAL DETERMINANTS OF HEALTH

*Addressing the needs of all Lake County residents through a health equity framework.*

## Demographics of Patients at the North Chicago Health Center

Race/Ethnicity	Age Group						Grand Total
	<1	1-5	6-18	19-34	35-64	>65	
American Indian / Native ..					1		1
Asian / Pacific Islander	1		1		2	1	5
Black / African American	18	7	25	5	15	3	73
Hispanic	26	13	45	12	31	4	131
Other/Unreported	2	1					3
White / Caucasian	2	5	5	2	5		19
Grand Total	49	26	76	19	54	8	232

## Patient Home ZIP Codes



Data visualizations assist Health Department staff in identifying trends in social determinants of health. (North Chicago, September–December 2017)

# 200+

*community leaders attended the Together Summit and engaged in conversations on health equity*

### Together Summit event sparks cross-sector collaboration

In January 2017, the Health Department hosted the Together Summit, with over 200 community leaders in attendance. Participants learned about health equity and discussed how to improve the health and quality of life of Lake County residents. At the end of the event, 98% of survey respondents expressed a desire to take part in at least one of the following initiatives presented: Tobacco 21, walking initiatives, and building behavioral health capacity and infrastructure.

# 78%

*of new patients at the North Chicago Health Center assessed for social determinants of health*

### Social determinants of health assessment launched

Across all Health Department health centers, new behavioral health patients receive a full assessment of their needs, including housing, finances, nutrition, and more. In September, the North Chicago Health Center began assessing all new patients for social determinants of health. As a result, staff can make referrals and coordinate high quality care to address patient needs. The assessment will be rolled out to all of the Health Department's Community Health Centers in 2018.

# 90%

*of eligible patients living with HIV signed up for health insurance through the Affordable Care Act*

### Inclusive message spreads across Lake County

This year, the Health Department shared a message welcoming *all* races, religions, countries of origin, sexual orientations, genders, incomes, and abilities. The inclusive message has been shared on social media and is displayed at several county facilities.



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## CLEAN & CURED

### William's journey to overcome opioid addiction and hepatitis C

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If you asked William about the lessons he's learned, he would tell you that heroin and hepatitis C can really stand in the way of your dreams.

William grew up in what he calls an "All-American" family. The oldest of three children, he was very active in sports and playing guitar. He dreamed of pursuing a music career, donning a long rock star hair style to fit the part.

The summer before starting high school, William got mixed up with the wrong crowd. At just 14, he started drinking and smoking. From his teens into his thirties, William's experimentation with drugs escalated.

"The first time I tried heroin was the first time I felt an addiction," William recalls. After that first experience, he spent several years addicted to opioids, even enduring a short period of homelessness. Through sharing needles, he contracted hepatitis C.

Everything changed for William when his daughter was born. "Enough was enough, I had to get clean." After many unsuccessful attempts to quit, William came to the Lake County

Health Department's Substance Abuse Program (SAP), where he began receiving methadone treatment.

With the assistance of the methadone medication, the caring SAP staff, and weekly group counseling, William is proud to be clean for over a year now.

William's counselor, Amy, encouraged him to set goals for the future as part of his recovery. He knew what he wanted to do—to take care of his hepatitis C before the virus could do irreparable damage to his body.

Amy helped connect William to the Health Department's new hepatitis C program. In the program, a passionate and caring group of our staff work together with community partners to help patients access groundbreaking treatment that involves taking a daily pill for 12 weeks.

As William came in for his monthly lab work, he saw his hepatitis C viral count drop, from up in the millions to zero after only eight weeks. The staff were ecstatic—William was their first hepatitis C cure.

"That was a great day when they told me I was 100% cured," William shared. "Living until you're 70 or 80 is a lot better than dying in your 40s." William is looking forward to enjoying many healthy years ahead.

"When I was younger I had a dream of being a rock star," William shared. "Now that I'm cured, I see a clear path to what I want to do. I'd like to open my own business working on houses."

**I am grateful for the hep C clinic and for SAP. I'm grateful to be alive. I definitely feel like things are going to be brighter."**

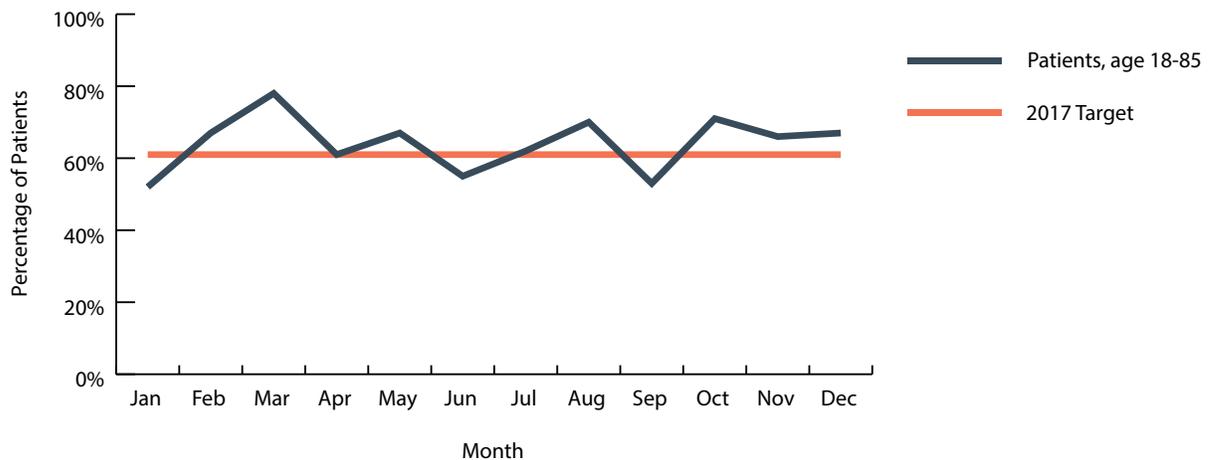


*William stands with Michelle Wolff, NP, proudly displaying a certificate that states he is cured from hepatitis C.*

## CHANGING THE CONTEXT

*Using data-driven metrics to track progress on health outcomes; focusing on quality care and customer service.*

**Patients at Belvidere Medical Building with Hypertension whose Blood Pressure was Adequately Controlled (<140/90mmHg)**



*Across all Lake County Health Department programs, staff are tracking key performance indicators to assure high quality care and services. Targeted metrics help staff focus efforts on meaningful interventions.*

### Open access scheduling improves access to mental health services

Beginning in April 2017, the Health Department expanded its open access scheduling process to outpatient mental health services at the Grand Avenue Health Center. The new process makes it possible for new adult therapy clients to have an assessment within two weeks and see a therapist within 30 days of their assessment. Shorter wait times for appointments mean improved access to mental health services.

### Serving more children with developmental delays

The Health Department's Child and Family Connections program saw a record number of referrals in 2017 due to its "Child Find" efforts. With 57 percent more referrals per month, staff can assist more families whose children have developmental delays. By changing to an improved case management software, the program now tracks key performance indicators to assure quality services for families.

Staff performed 1,340 home visits and provided education and evaluation to 1,200 families in addition to the 650-725 families served each month with active care plans.



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## BY THE NUMBERS

### Dr. Nano leverages data to improve quality of care

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“How do we improve the outcomes of our patients?” asks Dr. Joseph Nano, lead physician at the North Chicago Health Center. He reaches to a stapled packet of printed charts and graphs, pinned to the bulletin board above his computer.

The answer to his question can be found in the numbers.

This year, Dr. Nano and his team have been tracking 15 measures on a monthly basis to focus their efforts. They are examining things like child vaccination rates, the percentage of patients getting connected to tobacco cessation counseling, and hemoglobin A1c levels that indicate if a person’s diabetes is well-controlled.

“We analyze the numbers, create a plan, intervene, and next month we recalculate again,” Dr. Nano shares. This process, practiced across all Health Department programs, helps staff to provide high quality care and services, focus on effective interventions, lower costs, and improve health outcomes.

“We’re trying to find out, where are those people who need help? We’re looking at vulnerable points, reaching

out to those individuals, giving them a hand, offering them tools to help them get through those problems to get to a better life,” Dr. Nano says.

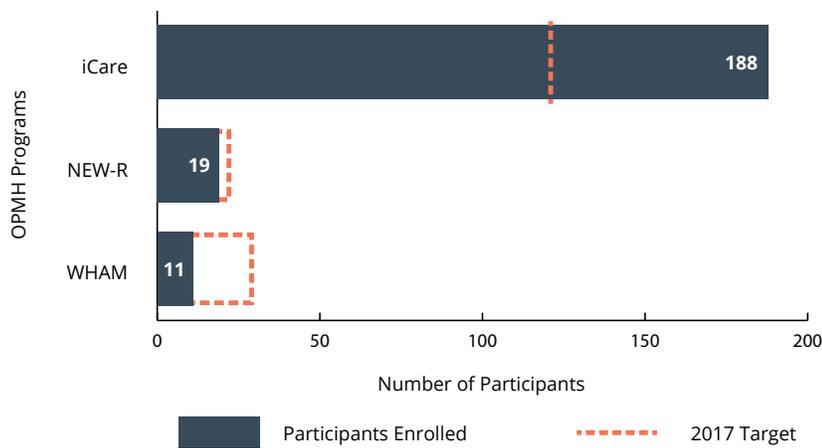
The success of this data-driven approach can be seen in a recent effort to increase flu vaccination rates among pediatric patients. Staff at the North Chicago Health Center identified 600 families with children under 2 years old and reached out to them directly. The results were remarkable—over 85 percent of those children were vaccinated against the flu this year.

**“At the Lake County Health Department, we are moving towards a data-driven system,” shares Dr. Nano. “We are hoping for the best for our patients and better outcomes for everyone.”**

# CLINICAL PROGRAMS

*Providing high quality, patient centered care for medical, dental and behavioral health.*

**Addressing BMI among Patients with Severe Mental Illness:  
Libertyville Outpatient Mental Health (OPMH) Enrollment**



*Our Libertyville Health Center exceeded 2017 enrollment targets for iCare, one of three new programs funded through a SAMHSA grant.*

## 3,616

*callers served through the  
Crisis Care Program*

## 778

*face-to-face clients  
served through the  
Crisis Care Program*

## Enhanced PCMH pilot

Beginning in January 2017, the North Chicago Health Center piloted an enhanced Patient Centered Medical Home (PCMH) model. The pilot integrated medical, dental, and behavioral health services to provide wraparound care for patients. Providers collaborate to plan patient care during a “morning huddle.” This enhanced PCMH model will be evaluated for roll out to all of the Health Department’s Community Health Center locations.

## Renovations underway in Zion

In September, the Health Department began renovating a facility in Zion that was generously donated by the Cancer Treatment Centers of America. The new Zion Health Center, expected to open in May or June of 2018, will provide expanded primary care, dental care, behavioral health care, women’s health, tobacco cessation, and nutrition services. Staff are excited for this opportunity to provide high quality, holistic care that addresses the needs of the community.

## Standard Practice Guidelines Created

In 2017, Clinical Operations leaders reviewed evidence-based research and industry standards to develop Standard Practice Guidelines for pediatric and adult obesity, diabetes, hypertension, and HIV. The diabetes guidelines have been fully rolled out. These guidelines will help assure high quality care for our patients based on the latest scientific research. In 2018, the team plans to create guidelines for asthma, STI, and opioid use treatment.

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## LIKE A FAMILY

High quality care helps Keith control his diabetes and live a healthier life

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When Keith walked through the doors of the North Chicago Health Center in 2014, he had not been to a doctor in close to 20 years. He was working 80-90 hours a week, eating sparingly, and smoking cigarettes. His health was suffering.

Keith learned at that visit that he has type 2 diabetes. His hemoglobin A1c was 12.1, indicating he had dangerously high blood sugar (a healthy HbA1c is under 6). His smoking was also contributing to high blood pressure.

Under the supervision of Dr. Nano and his caring staff, Keith joined Be Well Lake County, a diabetes management program. Developed in partnership with NorthShore University HealthSystem, Be Well provides disease management, specialty care, on-site hemoglobin A1c testing, and a community garden.

“Be Well is one of the best programs I’ve ever seen,” says Keith. In the program, staff members helped him understand his disease and learn how to take care of himself. Through the program, Keith also sees a dietitian to

discuss healthy foods and portion sizes. He now understands his life depends on what he puts in his body.

Once a man who used to avoid doctors at all costs, Keith is happy to be considered a “regular” at the North Chicago Health Center. And he’ll be the first to tell you it’s because there, he feels like family.

“These people make me want to take care of myself,” Keith shares. “I walk in the door and I’m greeted by name. They get me in as fast as they can. The doctor explains everything so precisely, but efficiently. He lets me know what’s wrong, what we need to work on, what we’ve got going right.”

At the North Chicago Health Center, high quality care is delivered through a Patient Centered Medical Home, or PCMH, model. This means a care team consisting of a primary care physician, nurse, medical assistant, dentist, dietitian, and other providers work together to coordinate each patient’s care.

Keith’s care team has assisted him with referrals to see a tobacco cessation counselor, various specialists, and a therapist. He is proud to report his diabetes is under control and he hasn’t had a cigarette in months.

Thanks to the care he has received, Keith is motivated to make healthier choices. He carries a water bottle and avoids soda. He eats more balanced meals. “I want to be healthy. I want to live. I don’t want to just exist through this life,” he says.

**“The staff here all want me to be my healthiest, and I feel that in my heart. I’m not just another number, another patient to them. I am someone they actually want to see.”**

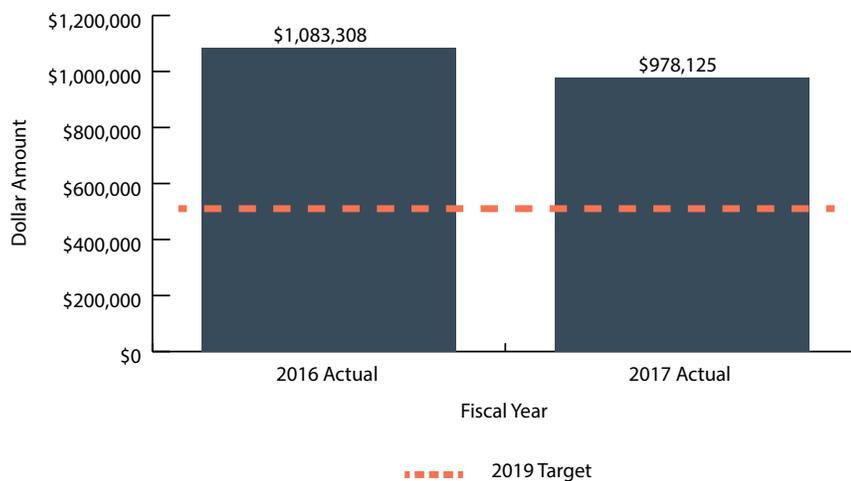
**40,521**

*unique patients served at our health centers in 2017*

# PROACTIVE SUSTAINABILITY

*Improving efficiency and quality standards to ensure financial stability.*

**Bad Debt Write Offs at Lake County Health Department Community Health Centers**



*Enhanced training efforts among staff help in reducing write offs for programs across the agency.*

## 18,799

*Affordable Care Act applications submitted with assistance from Navigators since 2014*

## 4,613

*Affordable Care Act applications submitted with assistance from Navigators in 2017*

## 181

*employees completed Payer Verification Training*

### Revenue Cycle Project Launched

In early 2017, the Health Department launched a Revenue Cycle project to ensure its sustainability. First examining data to focus on the areas where the organization was losing the most revenue, the second step was to focus training on those areas and also improve provider training. In the past, Finance reviewed billing rejections over an accumulation of several months. By switching to a system of examining rejections monthly, staff are now able to focus their efforts and react to changes in funding streams.

### Training to maximize revenue and improve customer service

The landscape of state and federal funding for healthcare is constantly shifting. In June 2017, 181 Health Department staff who work in patient intake processing received Payer Verification Training. The course helped to ensure consistent practices and knowledge among staff, maximize reimbursements, and position them to deliver better customer service.

### Additional funding to meet youth mental health needs

In 2017, Child and Adolescent Behavioral Health Services was awarded two grants to significantly increase youth mental health awareness in the Lake County Community, increase behavioral health services capacity, and build a countywide System of Care approach to providing youth behavioral health services. Staff held 14 Youth Mental Health First Aid workshops in 2017 with a total of 154 trainees, and began implementation of the four-year System of Care project.



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## IT'S ALL CONNECTED

Inna learns that small steps  
can lead to amazing results

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Inna was skeptical walking through the doors of the Libertyville Health Center.

Since college, she had experienced feelings of uncertainty, discomfort, and insecurity about her weight. Though she felt discouraged by her past attempts to get help, she took a chance—a small step—for her mental health that day.

At the Libertyville Health Center, Inna was grateful to find a counselor she felt comfortable speaking with. And as she made progress on her anxiety, Inna's counselor encouraged her to see the Nurse Practitioner and dietitian on staff as part of the iCare program (short for integrated care) that kicked off in 2017.

"That's really what I think it's all about," Inna says. "If you really want to help somebody, you have to understand their entire being, not just bits and pieces of issues they might be having."

Inna had tried to lose weight over the years. She had chased after quick results, making drastic changes that were not sustainable. Thankfully, Inna felt at ease from her very first appointment with Amber, her dietitian.

"I've learned what a real plate of food should look like. I've also learned that I didn't have terribly ridiculous, awful habits. It was just tweaking things here and there and making minor changes that, over time, had some really amazing results." By making small changes over the past year, Inna has lost 30 pounds.

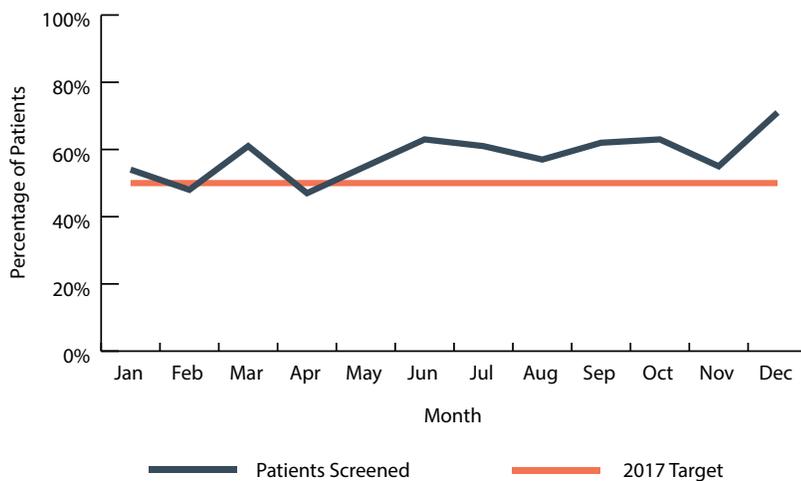
These days, Inna has a new positive outlook on life. She practices positive self-talk to stay motivated. Between caring for her four children and working in her landscaping business alongside her husband, she tries to add physical activity that she enjoys, like walking and dancing, into her schedule.

**"The way you feel can be affected by the way that you think. And the way that you think can be affected by the way that you feel. It's all connected."**

## PREVENTION & EDUCATION

*Protecting the environment; promoting interventions that prevent chronic and infectious disease.*

**Percentage of Private Providers' Patients with Gonorrhea and/or Chlamydia Screened for HIV**



*To reduce new HIV infections in Lake County, staff at the Sexually Transmitted Infection (STI) program reach out monthly to Lake County private medical practices to encourage providers to screen for HIV when treating patients with other STIs.*

# 40,131

*immunizations provided to children, ages 0-18*

# 7,530

*students reached through marketing campaigns to reduce underage drinking*

### Major strides made for Tobacco 21

In 2017, the Tobacco Free Lake County program brought together community members to combat youth initiation of tobacco and electronic cigarettes use. Staff conducted educational campaigns, presented at village board meetings, and provided support to municipalities exploring Tobacco 21 policies. As a result, the Minimum Legal Sales Age (MLSA) of tobacco products and e-cigarettes has been raised from 18 to 21 in six

Lake County municipalities and Lake County became the first county in Illinois to pass an ordinance for unincorporated areas. For these efforts, the Respiratory Health Association awarded the Lake County Health Department with their 2017 Lung Health Champion award.

### Protecting the public from mumps

What began as a few students experiencing mumps symptoms on February 17 grew into a massive

outbreak of 42 probable and confirmed cases, affecting four counties and several schools. Lake County Health Department Communicable Disease staff worked tirelessly, investigating dozens of suspected and probable mumps cases. Staff issued alerts and guidance to affected schools and the general public, and hosted two vaccination clinics for staff, faculty and students. The outbreak officially ended June 15.

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## CATALYSTS OF CHANGE

Borler and Serena  
take action to promote  
Tobacco 21

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It has been an exciting year for high school seniors Borler and Serena, who are both members of Catalyst, a substance prevention club at Adlai E. Stevenson High School in Lincolnshire. This year they've taken action to solve a growing problem they see amongst their peers.

"I see it on a weekly basis," Serena reports, "Vaping and using e-cigarettes is a huge thing now."

"More and more of my friends who have begun to use substances, especially tobacco products containing nicotine," shares Borler. "From that experience they've continued to use. With that I've seen a decrease in their motivation and their drive to be successful."

Tobacco use is the leading cause of preventable death in the United States. And because 95 percent of current adult smokers began smoking before the age of 21, Lake County Health Department staff have worked diligently to promote Tobacco 21 policies, which raise the Minimum Legal Sales Age of tobacco products and e-cigarettes from 18 to 21.

"Most of my friends that use e-cigarettes or other substances started around sophomore year," says Serena, "So they were getting these products from juniors and seniors." She is motivated to support Tobacco 21 because she understands that increasing the social distance between underage youth and those who can purchase tobacco products makes it less likely that students will ever start using tobacco.

Health Department staff helped train the Catalyst students on how to present to legislators, equipping them with both information and confidence. "One thing I noticed is how they genuinely cared about our work," recalls Borler.

Serena will never forget the night she presented to the Buffalo Grove village board alongside her fellow Catalyst members. When the ordinance passed, she called her friend with tears of joy. "I feel empowered because this movement is a lot greater than just a small club at school," she says.

Since the passage of Tobacco 21 in his community, Borler has noticed how underage friends who want to find tobacco products are having a difficult time. He hopes the inconvenience is enough to discourage them from using, but ultimately hopes to see Tobacco 21 passed at the state level or even a national level.

**"To me the brain is really precious," says Borler. "Choosing to use that once might lead an individual to fall down a path of addiction. By going through this work, I believe that we can stop that person from using that first time, which might save their life or really make an impact on opportunities they have in the future."**

1<sup>st</sup>

*county in Illinois to adopt a Tobacco 21 ordinance in unincorporated areas*

## A TEAM EFFORT

### Linda's well contamination issue resolved in Mundelein



When massive flooding swept through Lake County in July 2017, Linda felt very fortunate. Her peaceful home, situated on four acres in unincorporated Mundelein, received no water damage, though a small “river” of water flowed through her pasture.

Around the same time, Linda and her husband attended a party and both started to feel ill. They thought they had food poisoning, but after three days of worsening symptoms, they headed to the doctor. Both tested positive for campylobacter and were sent home with antibiotics. Linda and her husband began feeling better. But several days later, Linda suddenly fell ill again.

Linda subscribes to her local township supervisor's email newsletter, where she learned that the Lake County Health Department was offering free well water testing for residents affected by the flooding. Though she didn't suspect

an issue, Linda decided to pick up a free testing kit and submitted a sample.

Within 24 hours, Linda received a call with the results: her well tested positive for E. coli bacteria. Following the advice given in that phone call, Linda stopped using her well water for cooking, drinking, and bathing. “That solved a lot of the issues I had,” recalls Linda. “I work from home and drink 60 ounces of our water every day. I didn't know I was re-infecting myself.”

For several weeks, Health Department staff worked with Linda and her husband to ensure their drinking water was safe. The staff provided them with a list of licensed professionals to service the well, performed free follow-up tests, and sent an inspector to check the well. The inspector found that the well was not up to code, and came back for another inspection after the problem was fixed.

Linda and her husband were very grateful for their pleasant experience with the Health Department.

**“I really felt like we were all working as a team, between the inspector and the folks in the lab, and even the ladies at the front desk that were taking the samples to help me get through this,”** Linda shares. **“I probably would have been a lot sicker, and maybe have even ended up in the ER, if I hadn't gotten my well tested so quickly.”**



*Linda's water well now meets all regulations and keeps contamination out of her water supply.*

# PREVENTION & EDUCATION

*Protecting the environment; promoting interventions that prevent chronic and infectious disease.*

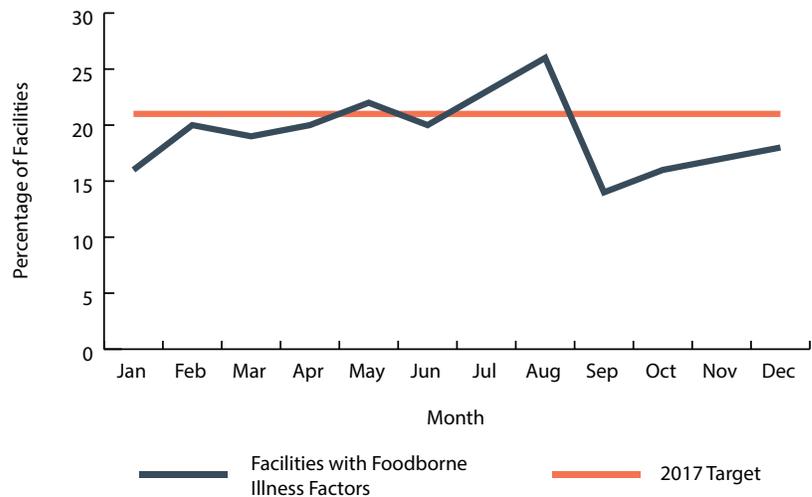
**88%**

*of food facilities compliant, having a certified food worker on duty during inspections*

**2,399**

*animals inoculated against rabies and distemper at low-cost vaccination clinics*

**Percentage of Facilities in Lake County with Foodborne Illness Factors**



*The Health Department's Food Program focused on educational outreach and in-person hearings in 2017 to help restaurant owners reduce issues that can lead to foodborne illness.*

## Health Department serves residents impacted by flooding

In July 2017, flooding inundated many areas of Lake County where residents rely on wells for drinking water. Because floodwaters can contaminate water wells, the Health Department offered free water testing to persons affected by the flood. The Health Department tested 306 water samples, and 33% were found to be contaminated. Homeowners with contaminated water were given information on disinfecting procedures

and were offered free re-samples. Well specialists contacted homeowners directly in cases of severe contamination and disinfecting problems.

The Chain of Lakes was closed to boating and the Health Department recommended no swimming during the flood. The Lakes Management team conducted additional water sample monitoring at beaches on the Chain and provided information to the Fox Waterway Agency and answered calls from residents with safe swimming concerns.

Due to large areas of standing water after the floods, the Health Department obtained additional funding from the Illinois Department of Public Health for mosquito control efforts. On August 15, the Health Department coordinated an emergency aerial larvicide treatment to areas along the Des Plaines River, targeting 130 acres where mosquitoes known to carry West Nile virus were breeding. The program also provided additional larvicides for municipalities or townships that needed them.

## LEADERSHIP

### Lake County Health Department and Community Health Center

*Mark Pfister, MSES, LEHP, Executive Director*

*Loretta Dorn, RN, MSN, CRNI, Director of Clinical Operations*

*Lisa Kritz, MSW, MBA, Director of Prevention*

*Jerry Nordstrom, MBA, SPHR, CHC, Director of Business Operations*

*Pam Riley, CPA, Director of Finance*

### 2018 Board of Health

*Chief T. E. Sashko, President*

*Carl B. Hagstrom, DDS, Vice President*

*Lucille DeVaux, RN, NHA, Secretary*

*Steve Carlson, County Board Member*

*Casey Cesnovar*

*Jay Ehrlich, MD*

*Sykoia Johnson Jones, EdD*

*Ann Maine, PhD, County Board Member*

*Dennis E. Manning, DDS*

*John Schuler, PsyD*

*Tracey L. Schultz*

*K. Michael Welch, MB, ChB, FRCP*

### 2018 Community Health Center Governing Council

*Mallory Bejster, Chair*

*Lester Washington, Vice-Chair*

*Mary Ross-Cunningham, Secretary*

*Carolina Duque*

*Chuck Fornero*

*Frederick McConico*

*Robert Tarter*

*Patricia White*

*Melissa Withem-Voss*

## LOOKING AHEAD

*Here for Lake County. Here for You.*

At the Lake County Health Department and Community Health Center, we provide our residents with convenient access to the services they need to lead healthy and productive lives. We work as one team, promoting the health and well-being of **all** who live, work, and play in Lake County.

At the heart of our work is addressing the social determinants of health – factors that impact health, like having access to fresh fruits and vegetables, quality health care, safe communities where you can walk and play, and jobs that pay a living wage. To improve quality of life for our residents, we depend on strong relationships with our community partners. Together, we will push the boundaries of what a data-driven and customer-focused health department can accomplish.

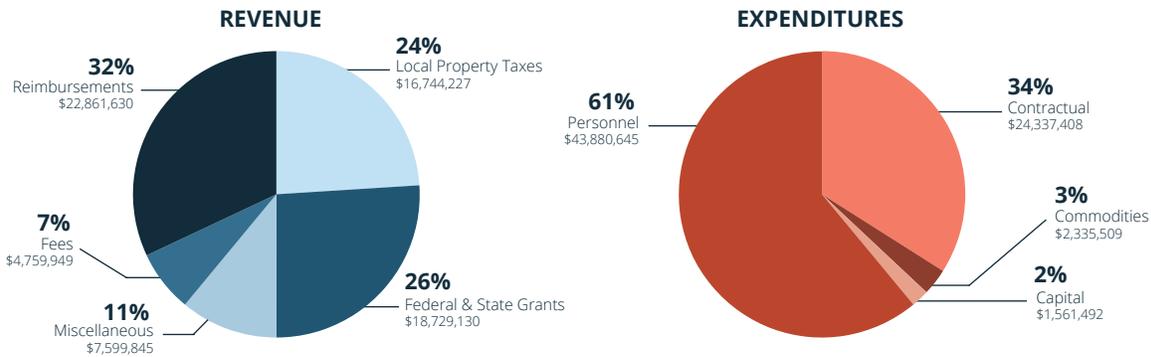
We continue in our quest to improve our customer service and ensure our residents have access to quality care and services. Alongside the Lake County Mental Health Coalition, we are working to building a stronger network of behavioral health services for our residents. Our team is working diligently to enhance our revenue processes to maximize every dollar and ensure our financial sustainability. We look forward to sharing our future successes with you.



# 2017

## Financial Report

### Lake County Health Department and Community Health Center FY2017 Preliminary Unaudited Statement of Revenues and Expenditures and Changes in Fund Balance



REVENUE	YEAR TO DATE	BUDGETED
Local Property Taxes	\$ 16,744,227	\$ 16,806,837
Federal and State Grants	\$ 18,729,130	\$ 22,642,172
Fees	\$ 4,759,949	\$ 5,293,600
Reimbursements	\$ 22,861,630	\$ 25,204,355
Miscellaneous	\$ 7,599,845	\$ 8,264,011
<b>TOTAL REVENUE</b>	<b>\$ 70,694,781</b>	<b>\$ 78,210,975</b>

EXPENDITURES	YEAR TO DATE	BUDGETED
Personnel	\$ 43,880,645	\$ 47,919,623
Commodities	\$ 2,335,509	\$ 2,529,833
Contractual	\$ 24,337,408	\$ 28,059,477
Capital	\$ 1,561,492	\$ 5,064,419
<b>TOTAL EXPENDITURES</b>	<b>\$ 72,115,054</b>	<b>\$ 83,573,352</b>

FUND BALANCE	
Beginning of FY2017	\$ 39,356,864
Revenue Over Expenditures	\$ (1,420,273)
<b>END OF FY2017</b>	<b>\$ 37,936,591</b>

## 2017

*Review of Metrics*

● = Target met

***Social Determinants of Health***

GOAL	2016 ACTUAL	2017 ACTUAL	2019 TARGET
Train all LCHD/CHC staff on social determinants of health, their impact on Lake County residents, and strategies to improve quality of life for all.	0%	0%	100%
Develop and implement health equity policy for LCHD/CHC operations that outlines assessment of health equity culture, training, and activities	Not Completed	In Progress	Completed
Assess 100% of new clients for social determinants of health at their first visit at the LCHD/CHC	0%	19.9%	100%

***Changing the Context / Clinical Programs***

GOAL	2016 ACTUAL	2017 ACTUAL	2019 TARGET
Reduce percentage of Hispanic LCHD/CHC patients with poorly controlled diabetes (A1C value > 9)	27.0%*	25.0%	21.6%
Reduce percentage of African American LCHD/CHC patients with poorly controlled diabetes (A1C value > 9)	22.6%*	23.2%	19.0%
Reduce percentage LCHD/CHC patients with poorly controlled diabetes (A1C value > 9)	23.9%*	22.4%	20.2%
Reduce the percentage of LCHD/CHC adult patients with obesity (BMI≥30)	41.6%*	43.1%	41.0%
Reduce the percentage of LCHD/CHC pediatric patients obesity (BMI≥95th percentile)	25.1%*	26.2%	23.5%
Reduce the percentage of LCHD/CHC behavioral health patients with obesity (BMI≥30)	34.3%*	34.3%	33.6%
Reduce percentage of Hispanic LCHD/CHC patients with poorly controlled hypertension (BP reading>140/90)	31.4%*	31.9%	27.9%
Reduce percentage of African American LCHD/CHC patients with poorly controlled hypertension (BP reading>140/90)	46.1%*	46.8%	43.2%
Reduce percentage of LCHD/CHC patients with poorly controlled hypertension (BP reading>140/90)	25.5%*	25.8%	22.2%

\* Updated to accurately reflect final 2016 data.

● = Target met

***Proactive Sustainability***

GOAL	2016 ACTUAL	2017 ACTUAL	2019 TARGET
Reduce the dollar amount of bad debt write offs by 50%	\$1,083,308	\$978,125	\$541,654
Reduce the dollar amount of managed care organization rejections by 50%	\$2,205,425	\$2,161,378	\$1,102,713

***Prevention and Education***

GOAL	2016 ACTUAL	2017 ACTUAL	2019 TARGET	
Minimize the incidence of pertussis in Lake County by shortening the time between an initial healthcare evaluation and a lab report	4.4 days	4.0 days	4.0 days	●
Minimize the incidence of pertussis in Lake County by shortening the time between a lab report and a closed case	18.3 days	17.6 days	16.4 days	
Increase the percentage of LCHD/CHC patients, age 2, with four DTaP or DPT vaccines by their second birthday <sup>†</sup>	74.6%	73.7%	80.0%	
Increase the percentage of LCHD/CHC patients, age 2, with one dose of MMR vaccine by their second birthday <sup>†</sup>	92.0%	94.2%	95.0%	
Increase the percentage of LCHD/CHC patients, age 7, with their booster dose of DTaP or DPT vaccine by their seventh birthday <sup>†</sup>	93.4%	93.6%	95.0%	
Increase the percentage of LCHD/CHC patients, age 7, with their booster dose of MMR vaccine by their seventh birthday <sup>†</sup>	94.4%	95.0%	95.0%	●
Reduce the rate of HIV infection in Lake County by 5%	5.64 per 100,000 residents	5.26 per 100,000 residents	5.36 per 100,000 residents	●
Increase the percentage of patients in Lake County treated within 30 days after testing positive for gonorrhea <sup>†</sup>	91%	96%	96%	●
Increase the percentage of patients in Lake County treated within 30 days of testing positive for chlamydia <sup>†</sup>	96%	97%	97%	●
Decrease the percentage of food service facilities with food borne illness factors	23%	17%	21%	●
Reduce the percentage of surface discharging system samples that fail the fecal coliform effluent standard	22.5%*	20.5%	15%	
Increase the percentage of municipalities and townships that are conducting at least minimum level of service mosquito control efforts	65%	74%	85%	

<sup>†</sup> Goals for immunizations established in the 2017-2019 Strategic Plan have been changed, as Illinois state data was unavailable. Established goals for sexually transmitted infections were updated to properly reflect that the program tracks county-wide data.

## Lake County Health Department and Community Health Center

Mark Pfister, Executive Director  
3010 Grand Avenue  
Waukegan, IL 60085  
P: (847) 377-8000  
F: (847) 360-3656

### Here for Lake County. Here for You.

At the Lake County Health Department and Community Health Center, we provide our residents with convenient access to the services they need to lead healthy and productive lives.

Our mission is promoting the health and well-being of all who live, work, and play in Lake County. To accomplish this mission, we work closely with community partners to address the social, economic, and environmental causes of health inequity. If we can improve health for all Lake County residents, our vision will become a reality: Healthy Choices. Healthier People. Healthiest Communities.

We are grateful to our partners for helping us achieve our goals. We especially thank our Board of Health, Governing Council and the Lake County Board for their direction and leadership.



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