

## **Annual Performance Review LCHD/CHC Executive Director**

### **Year Four (January 2020 – December 2020)**

**For Mark A. Pfister, Executive Director**

#### **Goals for the Executive Director – FY20**

- 1) Continue to enhance our operations working closely with the Director of Health Informatics on the Health Informatic Strategy focusing on Year 2 of the plan and the Strategic Realignment and Process Implementation presented in the October 2018 BOH meeting.**

**Outcomes:** This goal is complete. Mark along with our Director of Health Informatics and Technology (HIT)– Jefferson McMillian-Wilhoit continue to foster the redesigned and restructured HIT. Multiple informatic improvements have occurred per the plan, and new data visualizations are available for staff and residents on our very accessible internal and public Tableau dashboards. The team developed one of the first and only COVID Vaccination registration platforms (AllVax) launched at year's end and is very efficient and effective for screeners, vaccinators and uploads to I-CARE without issue. Most Lake County residents were able to navigate effectively, but for those that could not a call center was stood up to assist. Additionally, this team under Mark's oversight and coordination developed one of the most robust datahubs for navigating COVID creating the ability to make data driven, informed decisions throughout the pandemic. Multiple other improvements were completed with the conversion of the previous VOIP phone system to Microsoft Teams voice. Many desktop computers were converted to laptops to support remote or hybrid work.

- 2) Complete zero-based budgeting process by May 30, 2020 by assuring that LCHD/CHC programming addresses identified unmet needs for the Lake County community and has long-term sustainability.**

**Outcomes:** This goal is complete. The FY 2021 budget process continued to be transparent, following our zero-based budgeting process with continued alignment of our one agency vision. The budget was completed on time and met all County budgetary guidelines. The LCHD/CHC submitted a FY19 status quo budget to Board of Health, Governing Council, TB Board and County Board without any reductions in service delivery. Given the pressure of the COVID response and reduced County revenues, this included elimination of various positions by year's end as well as reduction in workforce in excess of 40 FTEs in key areas to meet County budget requirements. Mark expended numerous hours with County Administration and Finance staff on several appropriation and health fund levy issues to get major capital projects completed in 2020 (Lobby and front entrance of 3010 Grand – much better than before and the completion of the 3010-parking lot which was utilized for drive-through mass vaccination efforts).

- 3) Continue to work with the county and the BOH President on expanding behavioral health capacity in Lake County. This may include Mobile Crisis, or enhancing our current Crisis Drop Off capabilities and working with external partners more to reach this goal.

**Outcomes:** This goal will continue in 2021. With the opening of the Lake Behavioral Hospital (LBH) in the spring of 2020, the capacity and efficiency of patient management between our two agencies has flourished and improved Behavioral Health outcomes for many of our patients. The SAS program has improved, adolescent in-patient expansion of services has occurred, we have worked on joint services for psychiatric care - specific to adolescents, continue the dialogue with a county drop-in center (not necessarily involving LBH, but certainly a part of the conversation) and more. Mark initiated monthly meetings with the LBH team when they took over Vista West and that partnership continues to grow through that vision.

- 4) Work with the BOH President and the Governing Council (GC) Chair to identify areas where we can work together more including training and on-boarding of new members to expand board member's knowledge of our operations.

**Outcomes:** This goal will continue in 2021. With the onset of COVID some of the work here was set aside. However, the continued strong level of communication between the GC and the BOH have continued to flourish and grow. There is a better understanding of the complexities of responsibility of each governing group overall. As 2021 moves towards getting a handle on COVID and the changing of leadership (routine) with the Governing Council new Chair, we expect continued successes together.

- 5) Continue to follow the quality management system guidelines approved by the Board of Health and Governing Council. Implement the third Cohort of the Quality Academy and other Strategic Plan Objectives.

**Outcomes:** This goal was partially completed and will continue in 2021. The Quality Academy was cancelled in 2020 due to the need to respond to COVID-19, but quality improvement (QI) projects did not especially in the physical and behavioral health areas. There was a large focus on QI for areas like diabetes control, sterilization and infection control in preparation of The Joint Commission. This focus paid off as all areas that The Joint Commission reviewed methadone, behavioral health and ambulatory had limited findings and LCHD/CHC is fully accredited for up to three years before our next site visit.

- 6) Continue work with Human Resources to evaluate and provide additional recommendations for compensation models relative to key positions as we continue to face strong private sector pressures in recruitment and retention of key personnel.

**Outcomes:** This goal will continue in 2021 and 2022. During much of 2020, Mark instituted a hiring freeze for full-time and part-time positions due to financial unknowns and the inability to perform regular programming in person. Additionally, the focus for the Human Resource team

was to interview, screen and approve hiring of several hundred contractual case investigators, contact tracers, team leads, call center staff and IT professionals. This goal will be return in late 2021 and 2022 and the focus will be on care team compensation as part of the transition to a value-based care model.

- 7) Continue community outreach and feedback by conducting town hall sessions for each of our Community Health Centers to increase our awareness of the needs of those we serve.**

**Outcomes:** This goal was completed and continues in 2021. Town hall sessions have been completed at North Chicago, Mid-Lakes and Zion sites. Additionally, a virtual town hall was completed in 2021 with approximately 60 patients participating.

- 8) Assist with the promotion and development of legislation or modify current legislation related to vaping and the Smoke Free Illinois Act and to increase the amount of funding for the Local Health Protection Act. Additionally, work with Associations to enhance payment and coverage for Behavioral Health Services in the 101st General Assembly.**

**Outcomes:** This goal was partially completed and continues in 2021. Most, if not all of staff's focus during 2020 was in the realm of COVID response. The team has worked tirelessly throughout the year in new roles and responsibilities. The 101's General Assembly had little to no real legislative processes in the spring session due to the COVID environment. Thanks to the team working with CHBA to FOIA the State in 2020, which illustrated variations and multiple disparities in residential bed reimbursements. This identification has now led to positive reimbursement changes in residential and other BH programming. Increased revenue will be realized in the FY21 and FY22 LCHD/CHC budgets.

- 9) Continue to enhance the relationship with Lake Behavioral Hospital on the shared staffing model and expanded access to care.**

**Outcomes:** This goal will continue in 2021. As noted in Goal #3, this relationship has become one of importance and relevant to the success of both agencies. Due to the 2020 hiring freeze that Mark instituted and limited capacity for inpatient services this will be continued in 2021 when each entity is able to more fully open capacity.

- 10) Continue to assure that air monitoring data for the Ethylene Oxide (EtO) conversation is provided to the ATSDR and IDPH for the purposes of the creation of a Lake County EtO Risk Assessment and Cancer Risk Study.**

**Outcomes:** This goal is ongoing and the IDPH cancer incidence study release is expected in August of 2021 and the ATSDR risk assessment release is expected during the fall of 2021. During the COVID outbreak, Director of Environmental Services Larry Mackey has continued to monitor and provide information relative to the EtO concerns in Gurnee and Waukegan. While COVID was controlling the conversation, under Mark's direction and work with Director Mackey, the issues

that did arise with EtO were still addressed and communicated with the stakeholders involved. It shows the depth of our team under Mark's leadership in managing high-level agency needs at the same time. Continued follow-up by Mark and Larry with USEPA, ATSDR and IDPH has assured that Lake County residents will be informed of the potential risk or not from exposure to EtO.

- 11) Continue to support and assist the BOH president and Member Carlson on the new United Way of Lake County 2-1-1 initiative and assure that staff are trained and onboarded with the system.**

**Outcomes:** This goal is complete. Through the strong lines of communications that Mark has provided along with staff, the needs of 2-1-1 and the success of 2-1-1 during 2020 were very noticeable. The communication partnerships that were developed all contained various levels of promoting 2-1-1 to provide very needed information to many facets of the county's population. This was coupled with programs like CATCH to provide food through our partnership with Lake County United, the Lake County Community Response Fund with other partners, the creation of Asociacion Comunitaria Latina (ACL) to work with our LatinX population and the African American Community Partnership Group (AACPG) are just some examples of the outreach through the 2-1-1 system.

- 12) Working with the Health Strategy Team, continue to work on SDOH/Health Equity in alignment with our new Strategic Plan and the Public Health 3.0 initiative.**

**Outcomes:** This goal was partially completed and continues in 2021. Working with the Director of Health Informatics and Technology, our Policy Analyst and Director of Prevention, Mark has created an enhanced health strategy team to build strong community partnerships, and that focuses on identifying and catalyzing appropriate community partners to take action to improve community well-being. As the Health Department we cannot do it all. The team strengthened community advocacy on identified Lake County public health issues, the team also provides well-researched and clearly articulated public health policy reviews. Additionally, this enhanced health strategy team formed an Asociacion Comunitaria Latina (ACL) to work with our LatinX population and the African American Community Partnership Group (AACPG) to help focus COVID-19 prevention strategies in communities of color most impacted by COVID-19. This also led to the creation of the community health ambassadors of 200 volunteers working on COVID-19 prevention and vaccination efforts.

- 13) Continue to represent (or assign staff to represent) the LCHD/CHC in your respective roles of the Collar County representative as a Board Member for the IPHCA, the NACCHO MAPP Evolution Steering Committee (EST), the Criminal Justice Citizens Council – Lake County, IPHA Legislative and Policy Committee, NIPHC Board member and others.**

**Outcomes:** This goal was partially completed and continues in 2021. Mark is now Vice-President of the Northern Illinois Public Health Consortium, has completed his term as a IPHCA Board member, finalized the MAPP Evolution project and is now utilizing concepts of what was developed during our current MAPP process locally and has transferred his role on the Criminal

Justice Citizen Council – Lake County to Sam Johnson-Maurello. Mark continues to be extremely active on the NIPHC, IPHCA and IPHA legislative committees and interacts frequently with the association lobbyists on multiple legislative issues.

**14) Coordinate the remodeling of the Grand Avenue Building patient access and confidentiality project in calendar year 2020 that will provide for greater privacy and better care for our patients and to enhance their overall experience with our services provided.**

**Outcomes:** Through Mark's leadership the building and facilities team completed both the parking lot and first floor remodeling of our 3010 Grand Facility and this goal is completed. While the pressures of COVID were evident, these projects did not go on the shelf to wait for later. Each was very successful and provided better access to care and in the case of the first-floor remodeling, a greater level of warmth and privacy for our patients when they come in for services. This shows the depth of our team and the ability to navigate the needs of our operation on all fronts.

**15) If approved, continue our planned capital development projects funded by the State of Illinois Capital Development Board on various projects including Zion, North Chicago and the BMB (Belvidere Medical Building).**

**Outcomes: This goal will be complete late spring of 2022.** The Zion generator has been installed and the build out of the third dental operatory and SIM lab will be fully completed in the summer of 2021. The BMB generator has been installed and renovations will be completed by July 2, 2021. The North Chicago full building renovation will begin in September 2021 and completed in late spring 2022. All funds will be fully expended, and all projects will be completed well in advance of the grant deadlines.

**16) Working with the Board of Health President, finalize the county budget policy modifications to identify the appropriate use of the Medicaid Match Funding that is provided annually as well as additional funds provided periodically through various audits of our operations.**

**Outcomes: This goal is complete.** Mark along with the BOH President were able to meet and develop language adopted into the county budget policies to clearly identify the purpose, scope and use of the Medicaid Match Funding with a harmonious outcome. While budgets can be altered relative to the county funding and use of reserves, this gave a clearly and more defined purpose for the funding received in managing capital expenditures.

**17) Continue to develop better lines of communication through the “Recombobulation” theme that will:**

- a. Improve the Experience of the Customer**
- b. Enhance the Quality and Sustainability of Services**

- c. Support Our Employees
- d. Building Stronger Community Partnerships

**Outcomes:** This goal was partially completed and continues in 2021. Items a., b. and d. were all successfully completed. Item c. will be continued in 2021. During COVID-19, Mark and his team, along with President Sashko built stronger community partnerships with hospital corporations, all municipalities, faith-based entities, school districts and numerous not-for-profit agencies. Throughout the year in 2020 Mark and his team weekly met with 45 School District superintendents, 6 hospital Presidents and hundreds of other meetings with Abbvie, Lake County Partner's and other businesses. Three consistent town hall meetings with faith-based entities, businesses and municipalities were conducted frequently by staff, President Sashko along with Mark. Unfortunately, due to County budget concerns, no raises were provided for staff but Mark and the Board of Health supported employees by assuring that three fixed holidays were maintained.

**18) Continue to work with the Board of Health and the Board of Health President in our efforts to create strong relationships with our county partners and the County Board with the end goal of success and focus on the well-being of the residents of Lake County.**

**Outcomes:** Mark's ability to engage people and have honest conversations is extremely well developed. Through that ability to communicate regular meetings were held with Administrator Gibson and others within the county framework, again all during the COVID response, that provided for greater levels of communication and trust. This was also carried out within our staff. The benefits derived from this new level of communication provided for an enhanced trust and understanding of the many guidelines and directions established by the BOH as well as the operations of the LCHD/CHC related to COVID. This was critical in being able to carry a message of a scientific based process of decision making as well as engaging County Board members to work from that same base of analysis. Without his ability to be effective in relationship building, the outcomes and directions of the county would potentially be ignored and the success we have had in navigating COVID might have been totally different. His balance, detailed analysis, pragmatic approach, sticking to the science and not political desires or direction really made Lake County a model operation during the pandemic.

**Goals for the Executive Director – FY21**

- 1) Continue to enhance our operations working closely with staff to develop greater efficiencies using our new Strategic Plan and operationalizing the themes developed.
- 2) Complete zero-based budgeting process by June 30, 2021 by assuring that LCHD/CHC programming addresses identified unmet needs for the Lake County community and has long-term sustainability.
- 3) Continue to work with the county and the BOH President on expanding behavioral health capacity in Lake County. This may include Mobile Crisis, or enhancing our current Crisis Drop Off capabilities and working with external partners more to reach this goal.
- 4) Continue to work with the BOH President and the Governing Council Chair to identify areas where we can work together more including training and on-boarding of new members to expand board member's knowledge of our operations once we are beyond the pandemic response.
- 5) Continue to develop our workforce through various task assignments and responsibilities like the COVID response to enhance their ability to assume various roles. Identify key personnel for succession planning and map out a process for the continued development of personnel for the future.
- 6) Continue work with Human Resources and continue to evaluate and provide additional recommendations for compensation models relative to key FQHC care team and BH positions as we continue to face strong private sector pressures in recruitment and retention of personnel.
- 7) If the General Assembly is back to some level of "normal" assist with the promotion and development of legislation to modify current legislation related to vaping and the Smoke Free Illinois Act and to increase the amount of funding for the Local Health Protection grant.
- 8) Continue to assure for the Ethylene Oxide conversation that ATSDR and IDPH create and finalize the Lake County EtO Risk Assessment and Cancer Incidence study and to assure that they review and present the results and findings to Lake County residents.
- 9) Continue to plan and navigate the COVID-19 vaccine distribution and vaccination of the population in Lake County through all phases of the state's plan.
- 10) Continue working with the Health Strategy Team, on the 2021/2022 Community Health Assessment and Community Health Improvement Plan and assure that it is community driven by the Live Well Lake County steering committee. Also, with the Health Strategy team, continue implementing the LCHD/CHC Strategic Plan and assure that the action teams are making progress.
- 11) With HRSA ARPA funding, and working with consultants, Kim Burke and Dr. Zun begin the revamp and standardization of FQHC processes at all physical health locations and prepare the agency to move from fee for service to the value-based care model.

- 12)** Continue to represent (or assign staff to represent) the LCHD/CHC in your respective roles as Vice President of NIPHC, and IPHA and IPHCA Legislative and Policy Committees, and others.
- 13)** Continue to work with the Board of Health and the Board of Health President in our efforts to create strong relationships with our county partners and the County Board with the end goal of success and focus on the well-being of the residents of Lake County.
- 14)** Begin or complete all planned capital development projects funded by the State of Illinois Capital Development Board in 2020.