



STRATEGIC PLAN

*2021
Annual Action Plan
Retrospective*



LakeCounty

Health Department and
Community Health Center



Introduction

On March 11, 2020, our world changed as we recorded the first positive case of COVID-19 in Lake County. Since then, Lake County Health Department and Community Health Center (LCHD) staff have worked tirelessly to address the needs of our agency and the community we serve. Dozens of them pivoted to mobilize the Public Health Emergency Operations Center (PHEOC), providing the leadership and guidance needed to navigate this unprecedented situation. Programs adjusted to continue protecting our community members and staff with as little interruption as possible. Many staff shifted to remote work as they balanced new COVID-19 responsibilities along with their regular workloads. All this was done while helping our coworkers, community members, and families make sense of the ever-changing situation.

Amid the chaos that marked the early months of the COVID-19 pandemic, the Health Department's Governing Boards approved and adopted its newest strategic plan, [OneLCHD](#). This is an Open, Adaptive, 25-year strategic plan. Each year we create an [Annual Action Plan](#) that details what our staff will do that year to advance our strategic priorities. You can learn more about OneLCHD and how we built it at ["OneLCHD: The Planning Process"](#).

We intentionally designed OneLCHD to stay relevant regardless of external or internal environmental changes, pandemics included. Even though COVID-19 changed our daily realities, it didn't change our long-term strategic priorities.

Over the past 20 months, Health Department staff actively advanced the objectives laid out in OneLCHD through their COVID-19 response work. This was the natural confluence of hard work and smart planning. Across the Health Department, our staff worked in line with OneLCHD's strategic priorities—including the rapid expansion of our contact tracing and call center teams, the creation and launch of AllVax and associated mass vaccination processes, the formation and reinforcement of community partnerships, and the provision of resources directly to our most vulnerable community members.

This OneLCHD 2021 Annual Action Plan Retrospective showcases these efforts and the incredible accomplishments of staff across the Health Department within our four focus areas. It highlights the Health Department's commitment to helping our community stay as healthy as possible during this challenging time. Please keep reading to learn more about the wide variety of Activities (what we did) and Key Results (how we measured our success) we completed this past year.*

To learn more about strategic planning at the Health Department or to get involved in an Action Team, visit [OneLCHD.org](#).

**Note: Some Key Results include data from 2020 due to reporting inconsistencies.*

Strategic Plan Elements



STRATEGIC THEMES

Our Strategic Themes are our guiding lights and the foundation for the strategic plan. Our Strategic Themes provide broad, overarching direction for where we want to go as an agency in the next 25 years. They also help align the Health Department's efforts with Lake County's Community Health Improvement Plan (CHIP).

FOCUS AREAS

Our Focus Areas align all staff and key community stakeholders on the same paths to move forward as one agency and one community. Each Focus Area tells us our priority areas for action over the next ten years that help us address all three Strategic Themes.

OBJECTIVES

Our SMARTIE (Strategic, Measurable, Ambitious, Reasonable, Time-Bound, Inclusive, Equitable) objectives tell us what system-level goals we hope to accomplish in the next 3 to 5 years within each Focus Area. Each Focus Area has its own set of objectives crafted by frontline staff and managers with support from executive sponsors across the Health Department. Each objective includes one or two relevant Measures of Success that let us know when we have accomplished our objective.

ACTIVITIES AND KEY RESULTS

Our Activities and Key Results tell us how we operationalize and evaluate the plan, or put simply, how we reach our objectives and measure our success. The Health Department reviews and sets Activities and Key Results each year through the Annual Action Plans. This Action Plan is different than future Action Plans as it is a retrospective look at what we have done as part of our pandemic response.



2021 Annual Action Plan: What we've accomplished



Strategic Theme: Primary Prevention

Keeping our community healthy by providing them with the resources, opportunities, and support they need to make healthy choices.

SPOTLIGHT: PANDEMIC HEALTH NAVIGATOR PROGRAM

In April 2021, the Health Department launched the Pandemic Health Navigator Program, which includes a team of 20 Case Managers and 13 Community Health Workers. Case Managers built on the work of the Contact Tracing Resource Referral team, assuring intensive, wraparound care to community members who need help navigating available resources (i.e., emergency food support, scheduling doctor's appointments, applying for public benefits or rental assistance, connecting to employment opportunities, etc.). Community Health Workers offer community-based education and outreach. By going out to meet with our community members, Community Health Workers make meaningful connections and share important health materials, supporting healthy choices across the county.

BY THE NUMBERS

2,500 community members contacted for resource support

4,000 resource needs addressed

107 community events attended

14,000 educational/outreach materials distributed

5,000 households reached through door-to-door activities

400 businesses reached



Strategic Theme: Quality

Offering effective and efficient service for all our community members through improved coordination, accountability, and access to relevant data, information, training, and resources.

SPOTLIGHT: CONTACT TRACING

At the start of the pandemic, the Health Department had just four staff members working in our communicable disease program responding to the COVID-19 pandemic. We quickly transitioned almost 90 internal staff to provide immediate support for contact tracing. We brought on over 150 grant-funded temporary staff, which allowed internal staff to return to their traditional roles. With this new group dedicated to contact tracing, the Health Department delivered timely and professional support to positive COVID-19 cases and close contacts. Through comprehensive training, ongoing professional development, and staff support, our contact tracing team provided our community with the highest quality support in navigating their quarantine or isolation.

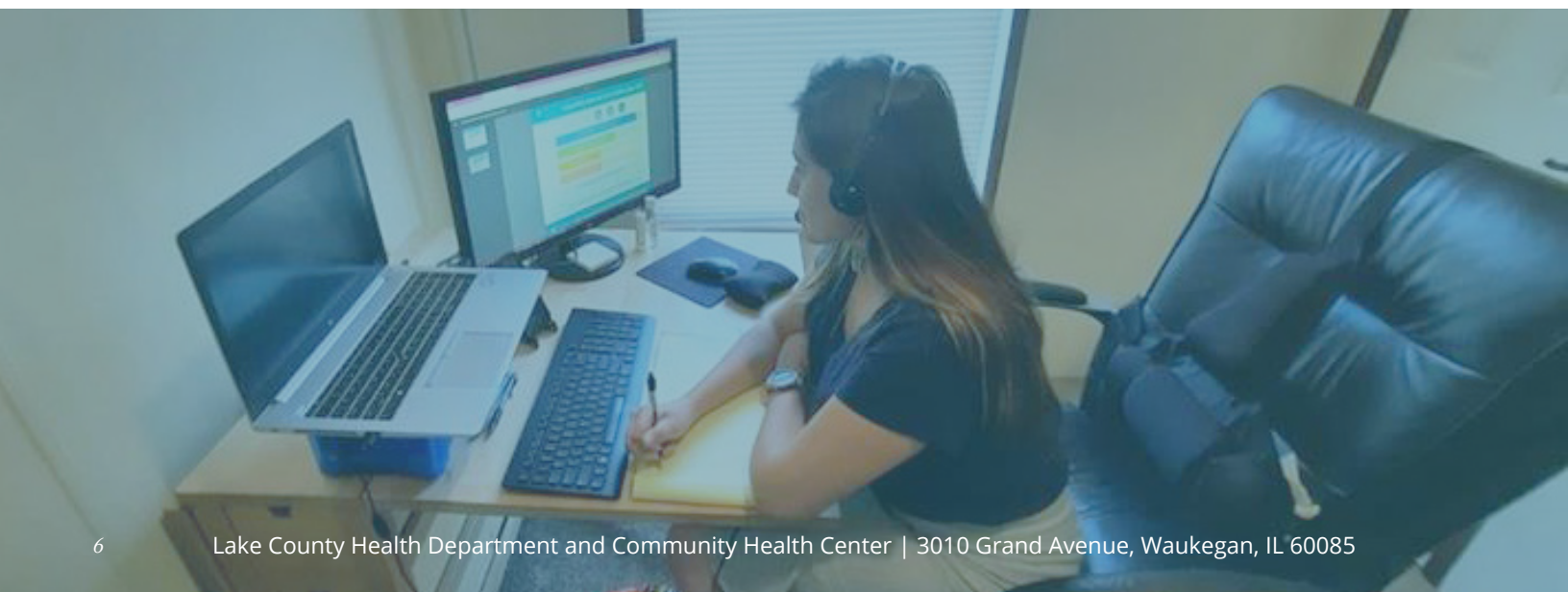
BY THE NUMBERS

150 Contact Tracers and Case Investigators onboarded within six months

7 teams created: Outbreaks, Long-Term Care, Data/Surveillance Support, Community Response, Standard Case Investigations, Community Liaisons, and School Support

94,000 calls made and 69,000 interviews conducted with cases and close contacts since August 2020

28,700 individuals provided with daily health assessments





Strategic Theme: Community-Driven Health Neighborhood

Welcoming and working with other partners—including those outside the health sector—is vital to improving the health of our community.

SPOTLIGHT: COMMUNITY HEALTH AMBASSADOR PROGRAM

The Health Department knows that when it comes to vaccinating an entire county, all hands on deck are needed. Community-based organizations, houses of worship, schools, libraries, park districts, municipalities, and many others quickly signed up as Community Health Ambassadors (CHAs). CHAs are volunteers dedicated to connecting community members to the information and resources they need to be healthy, including vaccinations. CHAs played a crucial role in helping Lake County community members get vaccinated by sharing resources, answering FAQs, and encouraging community members to register on AllVax. Working together helped assure that every individual in Lake County, regardless of their location, demographics, or community, could access vaccine information from a trusted partner.

BY THE NUMBERS

- 96** community partners with a CHA on staff
- 52** individuals serving as CHAs in their communities
- 230** Lake County community members trained as CHAs
- 28** independent senior living facilities reached with CHA support
- 25** informational presentations delivered to community members
- 10** informational resources created and distributed



Focus Area #1: Collect actionable data and use it well

In 2030, the Health Department and community stakeholders are collecting, sharing, and disseminating information to drive data-informed decisions across the community.

Activity	Key Results
Establish effective quarantine protocols for schools that keep students in class as much as possible	Developed and implemented Modified Quarantine Protocols, which later informed the CDC's and Illinois' School Guidance
Design and implement a data-driven communication platform to support the increased need for rapid, comprehensive communications with the public	Implemented Salesforce Marketing Cloud: <ul style="list-style-type: none">• 570,000 emails sent notifying the community of their ability to be vaccinated and reminders to complete their series• 258,000 (45%) community members opened the emails we sent• Roughly 40% of our community members opened their emails on a mobile device• 102,000 community members scheduled an appointment as a result of our emails
Design and implement a data-driven vaccine orchestration system that registers, schedules, and tracks vaccination appointments and vaccine inventory	Released AllVax and VacVision systems <ul style="list-style-type: none">• 466,000 AllVax registrants• 138,000 vaccinations given at AllVax-supported PODs• 71 provider partners requesting and receiving vaccine inventory through VacVision• Over 300,000 vaccine doses distributed
Increase vaccination rates among staff at Long-Term Care Facilities using data-driven research	28 tailored educational programs provided to 21 Long-Term Care Facilities with low staff vaccination rates



OBJECTIVE 1A

By 2023, Health Department staff and key community stakeholders are equipped to collect, interpret, and integrate data into their decision-making.

Activity	Key Results
Develop a dashboard to quickly and effectively identify and support outbreaks with additional mitigation measures, education, testing, and vaccinations	<ul style="list-style-type: none">• Identified and provided mitigation support to 227 different outbreaks• Conducted site visits at 45 different businesses, including food packing facilities, factories, offices, and others, to support the implementation of mitigation measures

OBJECTIVE 1B

By 2025, internal and external partners can access data they need in a timely manner through user-friendly websites.


Activity	Key Results
Make up-to-date information about COVID-19 incidence and prevalence in Lake County widely available to the public	<p>Developed and launched the COVID-19 Data Hub</p> <ul style="list-style-type: none">• 1,283,000 views since March 2020 (2,500 views per day)



“Data continues to be at the center of what we do. Every day, our staff and community must make timely and often challenging decisions. They could not do this without the support of accurate and reliable data at their fingertips. The Health Department is now collecting and displaying more data than ever before. Disseminating this data in easy-to-use visualizations to our staff, partners, and community has changed lives. I am excited to continue finding ways to provide new insights and support our community as we tackle some of our most significant challenges together!”

— Jefferson McMillan-Wilhoit, Director of Health Informatics and Technology





Focus Area #2: Help people get what they need, when they need it

In 2030, Health Department staff and community members utilize the information, resources, and support we need to improve our health.

Activity	Key Results
Assure community members in quarantine or isolation have access to basic resources	<ul style="list-style-type: none">• Emergency quarantine/isolation housing provided to 50+ individuals through the Alternative Housing Site program• Over 1,000 families received two weeks of free meals through the Lake County Community Action to Combat Hunger (CATCH) program• Community Health Workers delivered emergency food and medicine to over 150 families in quarantine or isolation
Develop and distribute regular communications to medical providers, businesses, schools, daycares, and other community members	<p>Regular updates provided to:</p> <ul style="list-style-type: none">• 3,500 Medical Providers:• 650 Businesses• 146 School Principals and Superintendents• 225 School Nurses• 170 Day Care providers• 350 Faith Leaders• 120,000 community members
Assure the public has continual access to critical information and updates about COVID-19 and vaccinations	<ul style="list-style-type: none">• Released 74 community newsletters (63 in Spanish)• Over 1,350,000 unique visitors to Health Department COVID-19 webpages• Responded to over 5,000 community emails
Streamline communication, support requests, and vaccine ordering to provide vaccinations and technical assistance to partner providers	<ul style="list-style-type: none">• Completed 391 vaccine order requests, amounting to 300,000 vaccine doses distributed• Provided technical and resource support to over 130 employer Points of Dispensing (PODs) and two school PODs

OBJECTIVE 2A

By 2023, assess community needs and assure that Health Department hours, locations, and service offerings reflect the needs and priorities of those who live, work, and play in Lake County.

Activity	Key Results
Increase access to medical care for community members experiencing COVID-19-like symptoms	2,750 patients seen at the Respiratory Infection Clinic (RIC)

OBJECTIVE 2B

By 2025, assure that Health Department programs and services have the capacity to address unmet community needs by modifying existing offerings and resources appropriately.

Activity	Key Results
Establish a call center to field and respond to the 5000% increase (35 calls/day to 2,300 calls/day) in community questions and inquiries about COVID-19 and vaccinations	Implemented call center technology Call Center staffed full-time with 22 individuals, plus an additional: <ul style="list-style-type: none">• 8 people dedicated to responding to incoming calls from cases and close contacts• 50 volunteers dedicated to supporting seniors• Up to 2,300 calls fielded per day in the call center• Over 10,000 emails responded to by staff and community volunteers

OBJECTIVE 2C

By 2023, assure awareness of and coordination across the Health Department and community partners' health-related services and resources.

Activity	Key Results
Equip community partners with the resources, information, and training they need to operate safely	<ul style="list-style-type: none">• 14 guidance documents developed and distributed to relevant internal and external partners• 370 businesses received direct COVID-19 mitigation support• 58 sites (e.g., schools) received over 60,000 COVID-19 test kits



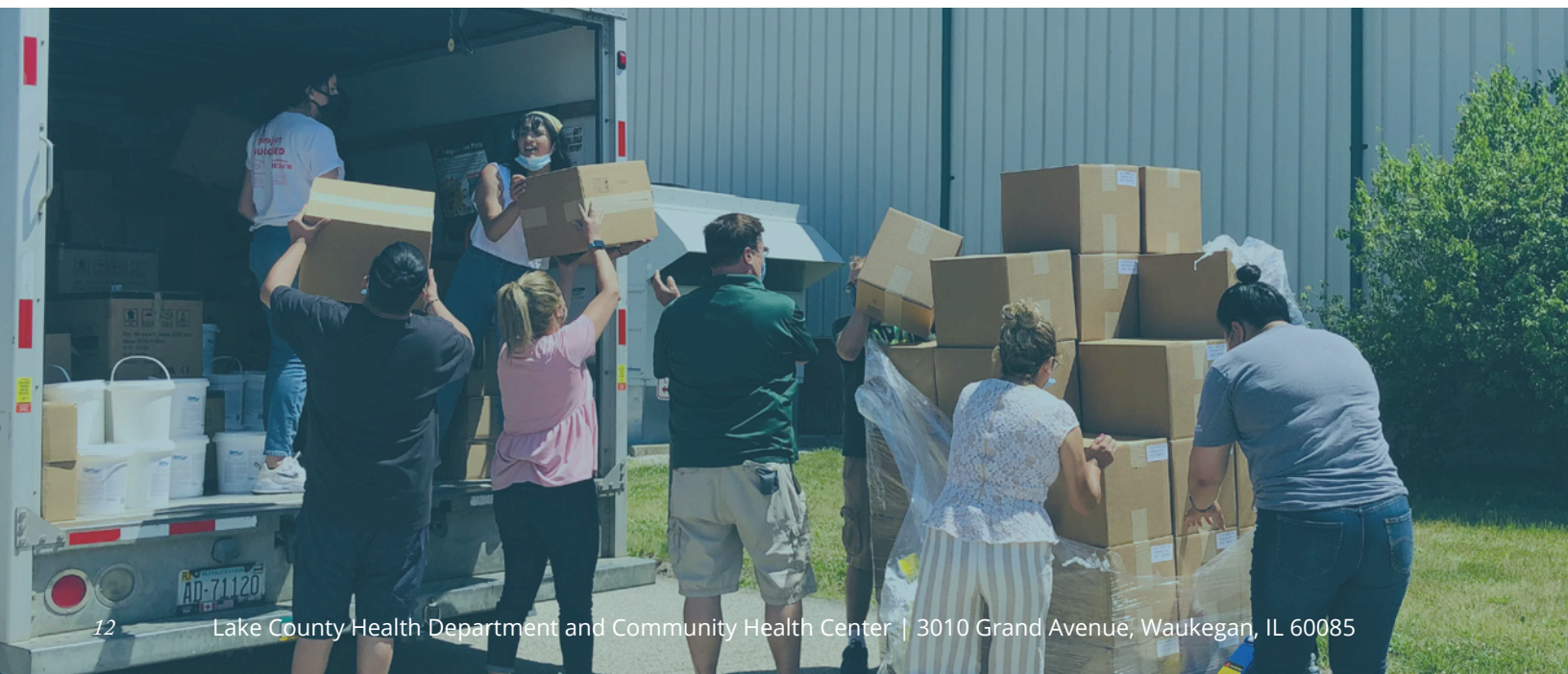
“From the start of the pandemic, we have worked to help people get the services they need when they need them the most. Our community conference calls with faith leaders, businesses, municipalities, and community leaders gave us the opportunity to provide important information and get valuable feedback. Through these calls, our COVID-19 newsletter, social media, and more, we have been able to keep our community connected to up-to-date information and available resources.”

— Emily Young, Public Information Officer

Focus Area #3: Make the healthy choice the easy choice

In 2030, Health Department staff and community members can access the opportunities they need to make healthy choices easily and equitably.

Activity	Key Results
Transition physical and behavioral health visits to virtual options to reduce COVID-19 exposure for clients and staff in our clinics	<ul style="list-style-type: none">• 53,800 Behavioral Health Telehealth Appointments• 79,300 Physical Health Telehealth Appointments
Equip local businesses, schools, and organizations with the Personal Protective Equipment they need to protect their staff and clients	<ul style="list-style-type: none">• 4.1 million pieces of PPE distributed to over 400 organizations, including schools, businesses, healthcare institutions, religious centers, and community-based organizations by Health Department and Lake County Emergency Management staff• Our Safety Officer and staff fit tested 600 firefighters and 1,800 school staff for N95s
Provide technical assistance and strategic guidance to schools on reducing transmission in schools	100% of public-school districts in Lake County engaged with the Health Department on implementing mitigation tactics
Establish public mass vaccination sites at convenient locations across the county	<ul style="list-style-type: none">• Supported nine public mass vaccination Points of Dispensing (PODs) that distributed over 180,000 vaccine doses (about 20% of doses administered to Lake County residents)• 175 staff and volunteers involved in operating mass vaccination PODs



OBJECTIVE 3A

By 2023, develop and implement strategies to identify and address the top three barriers affecting the Health Department customer access to healthy choices.

Activity	Key Results
Equip individuals from high-risk communities with the information and resources needed to mitigate COVID-19	<ul style="list-style-type: none">• 3,000 COVID Care Kits distributed to community members• 1,050 pulse oximeters distributed in high-risk areas• 83,000 PPE kits delivered to low-income families

OBJECTIVE 3B

By 2025, fulfill the Health Department's role as chief community health strategist in promoting health equity.

Activity	Key Results
Provide special vaccination opportunities to vulnerable populations in comfortable, convenient locations	<ul style="list-style-type: none">• 1,100 vaccinations given at 85 pop-up vaccination PODs in high-risk areas• 425 high-risk seniors fully vaccinated at 31 senior housing PODs• 250 residents at Community Integrated Living Arrangement and Developmentally Disabled living facilities fully vaccinated• 350 homebound individuals fully vaccinated



“Many of our community members don’t have access to the tools and resources they need to be healthy, and our team of Community Health Workers and Case Managers is committed to changing that. We bring “COVID Care Kits” directly to households in neighborhoods hit hardest by the COVID-19 pandemic to help them properly sanitize their homes, protect themselves when out in the community, and get connected to necessary resources and health-focused programs. By listening to their needs and bringing immediate help to our communities along with health resources, like easy-to-access vaccination PODs, we are helping make the healthy choice the easy choice.”

— William Coleman, Community Health Worker





Focus Area #4: Support our staff and community

In 2030, the Health Department's interactions with its staff and community are marked by mutual trust, respect, and compassion.

Activity	Key Results
Assure that essential programs remain open and operational with as little disruption to services as possible	<ul style="list-style-type: none"> • 41% increase in people on PReP (20-21) to help prevent HIV infections • 39,000 diapers distributed through WIC program • Family Case Management and Child and Family Connection programs continued serving with new social distancing and masking protocols • Many programs transitioned to online platforms, including tobacco and drug prevention programs for youth, new parents/breastfeeding support groups, and case management services
Provide a supportive structure for Health Department staff to coordinate and implement COVID-19 response work	<ul style="list-style-type: none"> • PHEOC mobilized on March 16, 2020 • Over 50 staff involved in the PHEOC
Develop and implement a Continuity of Operations plan and other internal guidance to keep onsite staff and residential programs as safe as possible	<ul style="list-style-type: none"> • 175 staff transitioned to remote work • \$35,000 in plexiglass purchased to build barriers between cubicles and workstations • 100% of people entering our buildings screened during periods of high community transmission • 10,000 N95s distributed to Health Department staff • Added a designated person to each facility to keep high touch and contaminated areas sanitized
Assure the staff working in residential programs are able to operate safely and effectively	Implemented modified inpatient intake, COVID-19 testing, and isolation protocols at Women's Residential Services and the Addiction Treatment Program to continue providing substance use disorder services to community members while assuring staff safety
Advocate for public dollars to be allocated towards public health and community relief efforts	<p>Secured \$17.2 million from IDPH, HRSA and CARES Act to contact tracing, education, vaccination, behavioral health services, and other public health support and assistance, including:</p> <ul style="list-style-type: none"> • \$1M in emergency food for quarantine and isolation • \$1M in essential hygiene products for low-income families • \$1M in PPE kits for low-income families • \$1M for expanded behavioral health capacity • \$1M for emergency housing and shelter
Assure all Health Department staff have easy access to the COVID-19 vaccine and are supported in getting vaccinated	96% of staff vaccinated as of November 1, 2021

OBJECTIVE 4A

By 2025, facilitate career pathways for Health Department staff and diverse, local applicants.

Activity	Key Results
Offer job opportunities to residents to support COVID-19 response work	<ul style="list-style-type: none">250 workers hired and trained to support full-time staff in COVID-19 workOf those hired, 90% are Lake County residents

OBJECTIVE 4B

By 2023, the Health Department has implemented a meaningful system for assessing customer service experiences across all service lines and has implemented a process to address relevant concerns.

Activity	Key Results
Respond to community member concerns, including issues with registration and scheduling, at the Health Department's Mass Vaccination sites	Established the Concierge Team, which provided friendly onsite customer service for individuals seeking vaccinations, including registration and IT support

OBJECTIVE 4C

By 2025, 95% of staff are competent in how they can integrate trauma-informed and anti-racist principles to create a safe and welcoming environment in their work with customers, community members, and fellow staff.

Activity	Key Results
Listen to and support community-informed priorities to reduce inequities in COVID-19 incidence and vaccination rates among communities of color	<p>Convened two community partnership groups to reduce the inequities in COVID incidence and vaccination rates among Lake County Communities of Color</p> <ul style="list-style-type: none">Asociacion Comunitaria Latina (ACL)African American Community Partnership Group (AACPG)50 organizations involved in both groups



"When the pandemic started, we had to transition all of our iGrow programs for new and expecting parents to a virtual format. Our IT team gave us the technology and support to make that happen, and we were able to reach even more families through our virtual platforms. Also, as one of the facilitators of the Asociacion Comunitaria Latina, we partnered with many community organizations to understand and address the biggest challenges facing the Latinx community. This new level of collaboration helped us connect community members to the resources they needed with dignity regardless of their immigration status or other access barriers. We were also able to provide key information and insight to other Health Department staff about how best to support our community members."

— Edna Pompilus, iGrow Lake County Intake Coordinator

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.

Lake County Health Department and Community Health Center

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Learn more at OneLCHD.org