



Public Health
Prevent. Promote. Protect.

Logan County
Department of
Public Health

Strategic Plan 2020-2025



“To prevent disease, promote wellness, and protect the health of Logan County”

Table of Contents

	Page
I. Acknowledgements.....	1
II. Letter from the Public Health Administrator.....	2
III. Background.....	3
IV. Introduction and Overview.....	4
V. Mission, Vision and Values.....	6
VI. SWOT Analysis.....	7
VII. Timeline Summary.....	9
VIII. Public Health Priorities.....	9
Priority 1: Funding/Finances.....	9
Priority 2: Marketing & Community Public Health Awareness.....	11
Priority 3: Behavioral Health.....	12
Priority 4: Substance Abuse Prevention.....	13
Priority 5: Chronic Disease/Obesity Prevention.....	14
IX. Priority Goals and Strategies.....	15
X. Monitoring Strategic Plan Activity & Success.....	21
XI. Appendices.....	22
Appendix A: Strategic Plan Performance Status/Tracking Form.....	22

I. Acknowledgements

This plan was developed with the support of the Board of Health, assistance of the agency staff, a strategic planning committee and stakeholders. The committee provided valued input to assist in the development of the plan which includes a new vision, values and mission while identifying department assets, priorities, goals, and strategies. The Logan County Department of Public Health (LCDPH) would like to thank all the above for their assistance to the Public Health Administrator for their support and assistance in the development of the strategic plan.

The LCDPH would like to recognize the following individuals for consulting, lending additional assistance and support in the development of the 2020-2025 Strategic Plan:

- **Mary Anderson, RN, BSN** (LCDPH, RN/CD Coordinator)
- **Candis Clark, RN** (LCDPH, Director of HealthWorks)
- **Kelly Crooks, LCSW** (Memorial Health Systems/Southern IL University, Center for Family Medicine, Lincoln, Licensed Clinical Social Worker)
- **Kara Davis, RN, BSN** (LCDPH, Assistant Administrator/Director of Nursing)
- **Amanda Doherty, BA** (Mt. Pulaski Public Library, Director)
- **Dr. David Hepler, DC** (Logan County Board/LCDPH Board of Health Member)
- **Salena Matson** (LCDPH, Emergency Preparedness Coordinator/Health Educator)
- **Dana Oltmanns, RN, BSN, CLC** (LCDPH, WIC Coordinator)
- **Mike Rohrer, RPh** (Abraham Lincoln Memorial Hospital, Director of Pharmacy, LCDPH Board of Health Member)
- **Alison Rumler-Gomez, BA, PCED, ROMA** (CAPCIL, Chief Executive Officer)
- **Angela Stoltzenburg, MBA** (Abraham Lincoln Community Hospital Outreach Coordinator)
- **Andrew Walch**, (Abraham Lincoln Memorial Hospital, Intern)
- **Ryan Williams, BS, LEHP** (LCDPH, Director of Environmental Health)
- **Katherine Yaple, BBA** (LCDPH, Director of Finance)



II. Letter from the Public Health Administrator

It is with pleasure that I present the 2020-2025 Logan County Department of Public Health (LCDPH) strategic plan. This document serves as a guide for what we want to achieve, how we plan to do it, and how we can best measure our performance and progress to improve public health within the community.


The climate of public health is continually evolving. As we are faced with ever-changing health issues, limited financial resources and new challenges in a complex society, it is vital that LCDPH periodically retools to adjust to the ever-changing environment to assure the public health needs of the community are properly addressed. Our mission is supported by a vision which keeps LCDPH focused on striving for our dream of total health for all of Logan County. Our vision is accompanied by values which define our approach to how we strive to serve the community. These components play a critical role in the strategic plan and how LCDPH will serve to help the community.

Just as a road map guides one to their destination, the strategic plan serves to map out the destination of LCDPH to meet the Logan County public health challenges over the next five years. The strategic plan identifies our public health priorities, strategies, and objectives for addressing public health issues. Furthermore, this plan is a useful tool that provides a standard of measure to improve health services and outcomes while making LCDPH accountable to our stakeholders. The strategic plan will be evaluated, monitored for progress, and routinely updated as needs may change over time.

I would like to extend my gratitude to our Board of Health and County Board for their support in our efforts to improve the health of the community. In addition, I would like to thank all of our partners, staff and strategic planning committee members for making their efforts in answering questions, providing input, and meeting to discuss our vision, values, mission and priorities as part of this endeavor.

There is much to accomplish over the next five years. I look forward to charting our agency's progress through the use of the strategic plan as we strive to fulfill our mission by utilizing our assets "to prevent disease, promote wellness, and protect the health of Logan County" to improve the quality of life in Logan County.

Sincerely,



Don Cavi, MS, LEHP
Public Health Administrator
Logan County Department of Public Health

III. Background

Logan County is a rural county with a population estimate of 28,925 (US census bureau 2018 estimate). Logan County covers an area of 618.065 square miles and consists of 11 incorporated municipalities and six unincorporated villages. The county seat is located in Lincoln, Illinois. There are three colleges (Lincoln College, Lincoln Christian University, Heartland Community College) located in Logan County.

The Logan County Department of Public Health (LCDPH) was adopted by referendum and has served the community since 1971. LCDPH is a certified local health department which currently provides, but is not limited to, the following services:

- Chronic Health Services & Screenings
- Communicable Disease Prevention Services & Immunizations
- Child Health Services
- WIC Nutrition Programs & Maternal Child Health
- Environmental Health & Nuisance Control Services
- Health Education
- Emergency Preparedness & Response

The LCDPH is governed by its Board of Health (BOH) which consists of 8 valued members representing varied professions. All members of the BOH are appointed by the County Board. The BOH membership consists at least two medical doctors (MDs) licensed in Illinois to practice family medicine, a dentist (DMD), a Doctor of Chiropractic (DC)/County Board member, a registered pharmacist (RPh), members from the farming community, a career military officer/physician assistant (PA) and a college professor (PhD) serving as ex-officio member. These diverse backgrounds provide a broad spectrum of valued input and expertise which is a key strength lending to the success and direction of LCDPH.



Image Source: CDC

IV. Introduction and Overview

The Logan County Department of Public Health (LCDPH) has established close working relationships with established partners who share common goals and resources to produce results. Such partners include the Abraham Lincoln Memorial Hospital (ALMH), their Foundation and the Community Health Collaborative. A great example of community partnership is the ALMH Foundation grant provided to LCDPH which paved the way for construction of a health clinic to provide greater accessibility of health care to the community through a collaborative effort with an FQHC.

As with many health departments statewide, LCDPH faces an array of fiscal challenges. This is due, much in part, to limited state funding opportunities which have dwindled over recent years. Despite limited resources, the agency is determined to continue its mission of protecting the community and addressing emerging health issues. Therefore, it is vitally important that LCDPH develop a strategy to effectively address both internal and external health priorities despite diminishing resources. A strategic plan is key to charting a course for the direction of LCDPH and the health of Logan County citizens.

According to the National Association of City & County Health Officials (NACCHO), an organizational strategic plan provides local health departments and its stakeholders with a clear picture of where it is headed, what it plans to achieve, the methods by which it will succeed and the measures to monitor progress. It is a leadership tool which identifies strategic priorities over the next 3-5 years. The plan communicates the priorities and provides the basis for future decision-making. A strategic plan is a living, breathing document that will be used by the organization to help assure success in meeting priorities provided all staff stay to task accordingly and are accountable for their assigned activities.

In 2017, LCDPH worked in conjunction with ALMH, its Foundation and community partners, as part of the Community Health Collaborative, to conduct a public health needs assessment. LCDPH participates with ALMH and collaborative partners in this process on a three-year cycle. In October 2015, the Illinois Department of Public Health (IDPH) granted LCDPH permission to participate in the needs assessment on a three-year cycle (in lieu of five-year cycle) with local partners while continuing to report the findings as part of the five-year LCDPH State-certification and Illinois Project for Local Assessment of Needs (IPLAN) process.



Image Source: CDC

At the conclusion of the 2017 community health needs assessment, it was determined that Behavioral Health, Drug Abuse, Obesity and Poverty are of the highest priority issues currently facing Logan County and, in 2019, a Community Health Improvement Plan (CHIP) was developed, with oversight from the Community Health Collaborative. The plan charts a community course for addressing these four health issues for the following three years. The 2020-2025 strategic plan developed by LCDPH is designed to correspond with the agency's mission while aligning with the initiatives of the CHIP.

Initial planning for the LCDPH strategic plan began in the fall of 2018. Health department staff and stakeholders were invited to participate in a series of needs assessments and surveys. A small committee was assembled in the spring of 2019. The committee consisted of staff, ALMH, a local community member and Board of Health representation. Additional input was also provided to the committee by other local partners who collaborate to provide services coinciding with LCDPH.

During the summer of 2018, the committee met on four occasions. The committee, through their input and with the assistance of health department staff surveys, was able to identify the agency ongoing mission, vision, and values. In addition, the committee analyzed and identified the top strengths, weaknesses, opportunities, and threats (SWOT) based on the staff surveys. The committee also ranked SWOT items in order of their importance to help capitalize on opportunities while eliminating threats or roadblocks in the path to achieving desired outcomes. Lastly, the committee identified five priorities of greatest importance for LCDPH to address over the next five years. These agreed upon priorities will serve as the primary focus of the strategic plan and will play a key role toward future success of LCDPH.

During the plan period (2020-2025), it is imperative that LCDPH continually monitors progress, evaluates success, and revises the plan and strategies accordingly. A final evaluation of the plan shall be conducted after five years, and a newly revised plan must be in place in accordance with the emerging needs of the community and department.

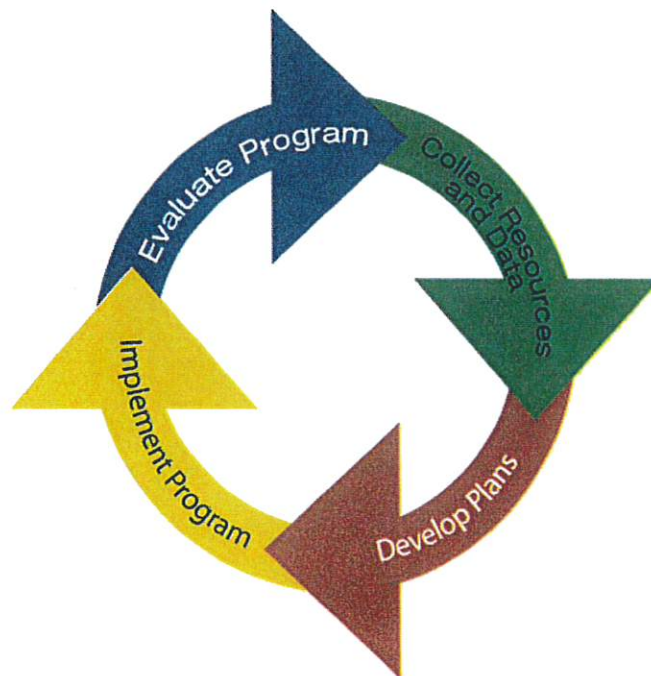


Image Source: CDC

V. Mission, Vision and Values

As part of the strategic planning process, the committee reviewed feedback from LCDPH staff and developed the following:

Logan County Department of Public Health

Mission

"To prevent disease, promote wellness, and protect the health of Logan County"

Vision

"To be the healthiest county in Illinois"

Values

Professionalism – We are dedicated to treating all people with respect.

Quality – We are dedicated to high-quality service through continued improvement.

Community – We work as a team to promote meaningful partnerships

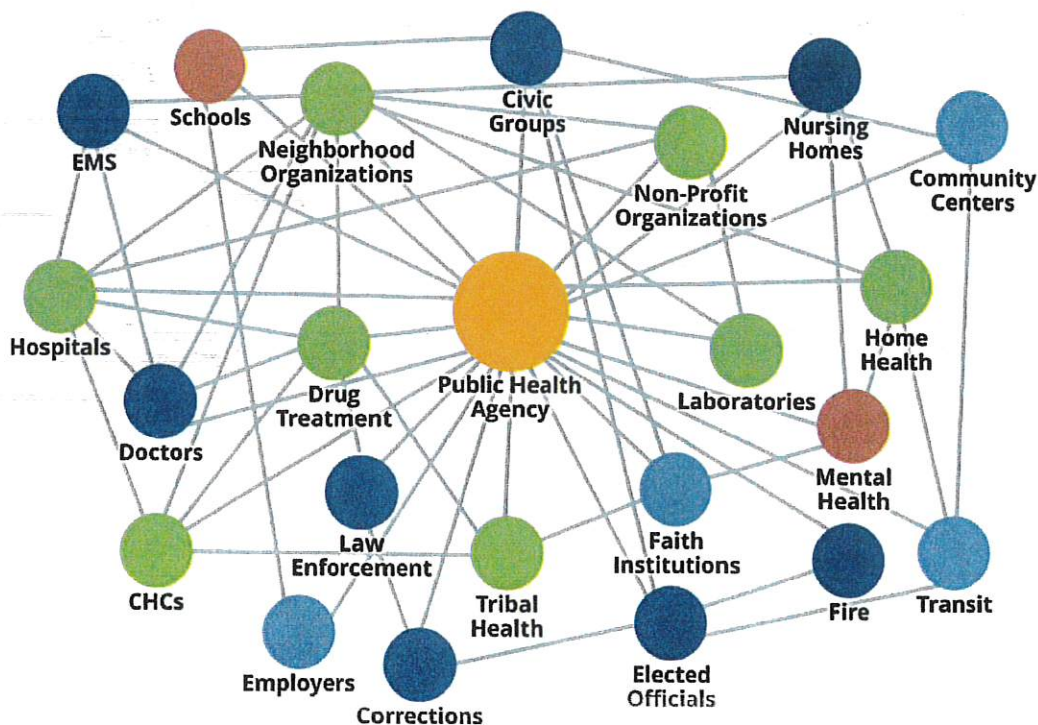


Image Source: CDC

VI. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Favorable	
Strengths (Internal)	Opportunities (External)
Weaknesses (Internal)	Threats (External)
Adverse	

As referenced earlier, an analysis of the agency's strengths, weaknesses, opportunities, and threats (SWOT) was conducted. A SWOT analysis enables the agency to identify and determine internal strengths and weaknesses and external opportunities and threats in order to better understand how make optimal use of LCDPH assets and resources to effectively develop public health strategies.

In May 2019, the LCDPH staff was asked to respond to a series of questions to help identify the agency SWOTs. The answers were compiled, and the SWOTs were ranked in terms of importance based on answer frequency and type of response.

Based upon the following SWOTs, as part of strategy development, the following four questions were considered as a means to addressing the agency priorities:

- What strengths can be used to take advantage opportunities?
- What weakness must be eliminated in order to seize on opportunities?
- What strengths will allow LCDPH to overcome a threat?
- What weaknesses can make LCDPH susceptible to a threat?

The strategic planning committee was given an unranked list of SWOTs identified by the health department staff. The committee ranked the identified SWOTs in terms of importance and the results were consistent with the overall feedback from employees.

Based on employee and committee feedback, the following chart lists the top LCDPH strengths, weaknesses, opportunities, and threats in terms of their level of importance or impact to the agency. The range of 1 to 10 signifies (1) most important/impactful to (10) as least important/impactful. Please note that other items were identified for each category that did not rank in the top ten and thus are not included in the lists below.

<p>Strengths (Internal to LCDPH)</p> <ol style="list-style-type: none"> 1. Qualified Staff 2. Affordable 3. Convenient 4. Local 5. Retention of Clients 6. Facility (clean/spacious) 7. Marketing Program 8. WIC program 9. Colon Screens (tied) 10. Employee Benefits 	<p>Weaknesses (Internal to LCDPH)</p> <ol style="list-style-type: none"> 1. Lack of Funding 2. Competitive Wages 3. Lack of Programs/Resources 4. Amount of Profitable Services 5. Morale 6. Staff Workload 7. Marketing Program 8. Service Hour Availability 9. Lack of Staff/Resources 10. Lack of Job Security
<p>Opportunities (External to LCDPH)</p> <ol style="list-style-type: none"> 1. Community Partnerships 2. Referral Data from SIU 3. More Available Services to All 4. SIU Referrals 5. Expand Hours of Operation 6. On-Line Clientele Notification System 7. Renting of Open Building Space 8. Board of Health Connections 9. Second Appointment Reminders 10. Unhealthy Community Habits 	<p>Threats (External to LCDPH)</p> <ol style="list-style-type: none"> 1. Lack of Funding/Available Funds 2. Pharmacies 3. Competitor Wages 4. Reimbursement Rates (low) 5. Supply Chain (product unavailable) 6. Other Medical Providers 7. Reputation (stigma of LCDPH) 8. Anti-Vaccination Movement 9. Legislation 10. Marketing of Negative Products (e.g., e-cigs, fast food, etc.)

In the SWOT questionnaire process, LCDPH staff were also asked to individually identify what they perceive as the top priorities for LCDPH over the next five years. In October 2019, the strategic planning committee evaluated the results. Of the five chosen priorities, two relate to operations while the remaining priorities relate to community health issues. They are as follows:

- Funding/Finances
- Marketing/Community Public Health Awareness
- Behavioral Health
- Substance Abuse Prevention
- Chronic Disease/Obesity Prevention

VII. Timeline Summary

Activity	Date Conducted	Participants
Values Survey	March 8-22 (2019)	All LCDPH Staff
SWOT Survey	May 30 – June 6 (2019)	All LCDPH Staff
Analysis of Surveys/Discussion of Mission, Vision, Values	June 11 (2019)	Strategic Planning Committee
Developed a Draft of Updated Mission, Vision and Values	July 30 (2019)	Strategic Planning Committee
Analysis of SWOT Surveys and Discussion of SWOT Priorities	August 27 (2019)	Strategic Planning Committee
Selection of Priority Areas and Strategy Planning	October 1 (2019)	Strategic Planning Committee
Revised and Refined Strategies & Objectives	December 5 (2019) – February 11 (2020)	Program Managers and Partners
Strategic Plan Presented to the Board of Health	July 6 (2020)	Board of Health

VIII. Public Health Priorities

Priority: Funding/Finances

Funding is the top priority as financial viability contributes to a strong future, the ability to provide additional services and the ability to flexibly compensate staff and the ability to be a more competitive employer. A strong marketing plan was also identified to support a sustained funding stream. The remaining priorities were determined to have a major public health significance as determined by the community needs assessment and the Community Health Improvement Plan (CHIP).

Much of recent financial challenges were magnified by the State of Illinois budget impasse which occurred from June of 2015-2017. During this period, reimbursement from various programs was withheld or seriously delayed which greatly impacted the financial security of LCDPH and health departments statewide.

In addition, LCDPH endured the fiscal strain of operating a home health clinic and dental clinic up until 2017. The home health clinic (Home Care of Central Illinois) had seen dwindling numbers of clients over the years due to competition from local hospitals and regulatory constraints which made it increasingly difficult to operate. By the end of 2017, the LCDPH made the strategic decision to close its home health division.

Beginning in the spring of 2011, LCDPH began operations of a dental clinic. The clinic was the only dental clinic in Logan County that accepted Medicaid, and with over 5,000 clients or nearly 20% of the county population, the clinic was sorely needed to provide dental access for those with no other options. Due to high overhead costs and minimal reimbursement rates from Illinois Medicaid, in subsequent years, it became no longer fiscally feasible for LCDPH to operate the clinic.

In April 2017, LCDPH formed a partnership with Southern Illinois University (SIU) Centers for Family Medicine and their Federally Qualified Health Center to assume operational management of the dental clinic. This LCDPH success strategy today assures accessible dental services remain available to the community. The continued oral care for thousands of underserved residents helps provide a critical pathway for better primary and preventative care as good oral hygiene has been linked to improve overall health.

In recent years, LCDPH has made many efforts to control costs and improve financial efficiency. LCDPH will continue to do such as this is an ongoing process due to the ever-changing health care climate, increased demand on public health, and limited state funding. Examples of good stewardship efforts include the use of a web-based billing system which takes the place of a full-time biller and reduces billing errors. In addition, the department has combined positions while not filling vacancies. The department has also reduced spending through greater use of local vendors. LCDPH has also leased available space to other businesses and secured a grant to build a medical clinic to allow SIU Center for Family Medicine to operate a clinic on site. This not only provides a financial advantage to LCDPH, but also fulfills the public health goal of increased access to sorely needed medical care for vulnerable populations.

LCDPH will continue to focus on financial stability to ensure the community public health needs will continue to be addressed as part of the agency's mission while striving to accomplish its vision to be the healthiest county in Illinois.

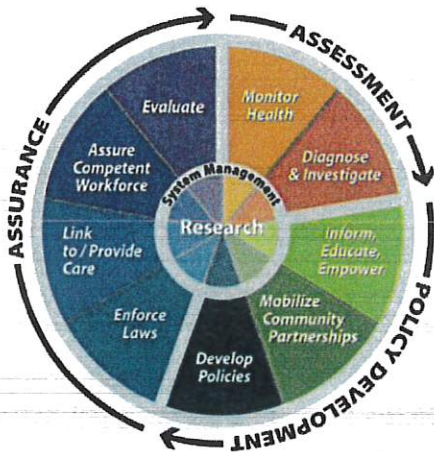


Priority: Marketing/Community Public Health Awareness

Marketing directly relates to funding and financial viability. It was determined that marketing and public awareness are to be included as a top priority.

As an agency supported by the community, LCDPH strives to serve everyone. Not everyone is fully aware of all the services that LCDPH provides and, thus, LCDPH is an underutilized resource. In fact, it is not widely known that public health departments provide 10 essential public health services which are key to prevent the spread of disease, to promote positive living and protect the overall health of the community as indicated by its mission.

Public Health 3 Core Functions & 10 Essential Services



1. Monitor health status to identify and solve community health problems
2. Diagnose and investigate health problems and health hazards in the community
3. Inform, educate, and empower people about health issues
4. Mobilize community partnerships and action to identify and solve health problems
5. Develop policies and plans that support individual and community health efforts
6. Enforce laws and regulations that protect health and ensure safety
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable
8. Assure competent public and personal health care workforce
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services
10. Research for new insights and innovative solutions to health problems

Source: 3 Core Functions/10 Essential Services-Centers for Disease Control (CDC)

Unfortunately, there is a stigma to public health that local health departments provide limited services geared toward serving underserved populations while only billing directly for Medicaid services. In actuality, LCDPH has a responsibility to protect and serve the entire community and the department has taken steps to improve easier access and convenience for all. One such step is the 2015 implementation of a billing system which enables LCDPH to bill private insurance carriers direct with little or, at times, no direct cost to patients.

The health department provides an array of services for business owners and patrons alike which are very much appreciated. These services include, but are not limited to, inspections and regulating all new septic system and well constructions for homes, inspecting food establishments to assure the public has access to safe food. LCDPH also conducts disease surveillance while working with community members and medical providers, emergency preparation with other local responders, nutrition education/access to nutritious foods and public notification of current health issues.

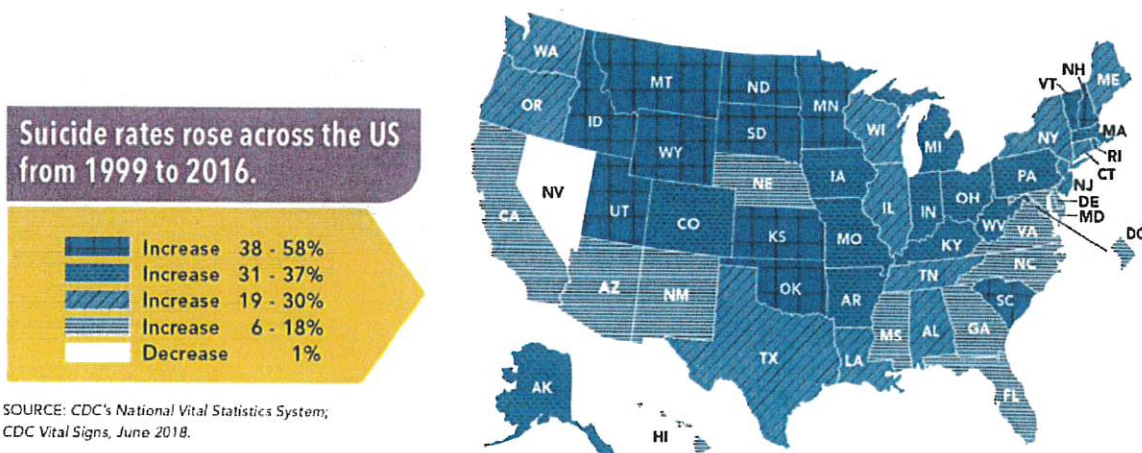
LCDPH will strive to increase awareness of the services offered to help more community members take advantage of what their local health department offers. By expanding work with the community, both sides will truly benefit!

Priority: Behavioral Health

Over the past years, Logan County has identified the growing need for improved behavioral health care as counties statewide are also feeling the impact. As part of the most recent community needs assessment, behavioral health was identified as a top five public health priority within the community. In addition, health rankings from the Robert Wood Johnson (RWJ) Foundation indicated that Logan County residents experience a slightly higher rate of poor behavioral health days and a higher percentage of frequent mental distress in comparison to the State of Illinois as a whole. The RWJ Foundation findings also indicate that the ratio of behavioral health providers to residents in Logan County is comparatively unfavorable to the State of Illinois ratio. This implies there is a strong need for additional providers and better access to behavioral health care in Logan County.

Improvements are currently being explored as the County Board recently approved of the development of a Logan County behavioral health "Advisory Council" as recommended by the Board of Health and approved by the County Board. LCDPH has worked with the County Board in the recruitment and appointment of members. The council of 7 consists of subject matter experts who will identify the top priorities and develop strategies to improve the community response to best meet the behavioral health needs of the community. The council meets quarterly. Additionally, SIU Center for Family Medicine has hired a part-time Licensed Clinical Social Worker on site at LCDPH who can provide improved access to care while contributing toward behavioral health strategies.

While LCDPH plays a substantial role as part of the County advisory council, the department will develop its own priorities in conjunction with the advisory council to improve behavioral health as it works in tandem with local partners to address the CHIP.



Source: CDC

Priority: Substance Abuse Prevention

Over the past several years, Logan County has experienced a significant number of deaths due to use of opioids and other adverse substances. The increased use of naloxone has made an impact on saving lives but the threat of drug use in the community remains. According to recent Robert Wood Johnson Foundation's County Health Ranking findings, Logan County experienced a slightly higher rate of drug overdose deaths (20 per 100,000) when compared to the State of Illinois (18 per 100,000). In addition, Logan County has experienced a higher percentage of deaths in auto accidents due to alcohol impairment versus Illinois (42% vs. 33%)

The LCDPH is represented on the Alcohol, Tobacco and Other Destructive Behaviors (ATOD) committee which is supported through the Abraham Lincoln Memorial Hospital Foundation. Through this group's effort, programs are available to drop off unwanted medications. The County also has its own incinerator to destroy unused medications. LCDPH, as part of a local initiative, is supporting a harms-reduction program with the Phoenix Center of Springfield which includes a needle exchange, naloxone distribution, access to counseling and testing to help eliminate the risk of Hepatitis or HIV due to use of contaminated needles.

Despite the work of LCDPH and community partners, efforts will continue to focus on drug abuse awareness and the reduction of harm associated with drug use. In addition, LCDPH will lend assistance to the Logan County tobacco prevention efforts through public awareness, and enforcement of violations of the Illinois Smoke-Free Act.

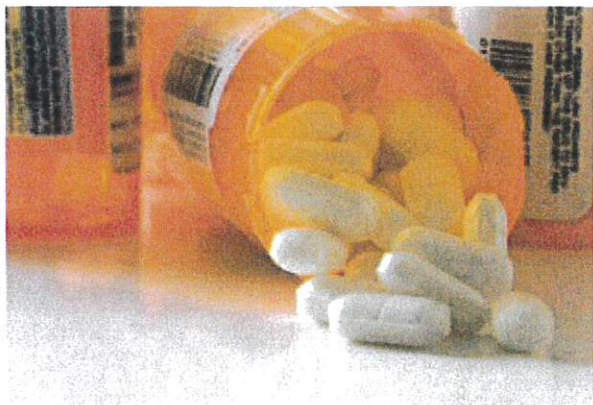


Image Sources: CDC

IX. Priority Goals and Strategies

Priority: Funding/Finances

Goal: To improve LCDPH's financial status over the next five years.

Strategy	Objective	Responsibility	Timeframe
1. Increase revenue and revenue sources	1.1 Seek full tax levy-attend County finance meetings	1.1 Administrator	1.1 Yearly in July
	1.2 Review vaccine reimbursement prices vs. what we are charging to make sure we are receiving the maximum reimbursement allowed from insurance companies	1.2 Director of Finance and Assistant Director of Finance	1.2 Ongoing/Monthly
	1.3. Review all other fees and make appropriate increases	1.3 Director of Finance	1.3. Yearly in April
	1.4 Lease any vacant building space	1.4 Administrator	1.4 Ongoing
	1.5 Seek additional funding sources	1.5 Administrator	1.5 Ongoing
	1.6 Reach out to legislators	1.6 Administrator	1.6 Yearly (Spring)
2. Assure cost containment by determining how to consistently keep expenses below revenues	2.1 Conduct a cost-analysis for each department to identify which programs cost us money and which programs generate revenue	2.1 Director of Finance	2.1 Yearly in March
	2.2 Once this is completed, see if there are any funding sources to cover losses	2.2 Director of Finance and Department Directors	2.2 Once strategy #1 is achieved
3. Become current with the county regarding benefit payment reimbursement	3.1 Pay as much each year when in receipt of the tax levy funds, and throughout the year, until LCDPH has an even balance/is up to date	3.1 Director of Finance	3.1. End of FY22

Key Performance Measures:

- Receive the full tax levy annually starting in the fall of 2020
- Beginning FY 2021, increase annually the amount of revenues by a minimum of 3% over the current baseline through cost containment and expansion of revenue flow
- Eliminate all financial obligations and debt to the county by end FY22

Priority: Marketing and Community Public Health Awareness

Goal: Increase awareness and the number of community members utilizing LCDPH services.

Strategy	Objective	Responsibility	Timeframe
1. Organize a marketing committee who will develop a marketing plan and manage and monitor marketing activities	1.1 To recruit at least 6 employees representing a cross section of the agency who will manage all marketing activities	1.1 AA/DON Administrator	1.1 November 2021
2. Develop a marketing plan to identify strategies, monitor and sustain LCDPH marketing activities over the next 5 years	2.1 Assign one member to take charge of development of a clientele database for appointment reminders, promotions, Facebook, website updates	2.1 AA/DON Administrator	2.1 November 2021
	2.2 Assign one member to partnership development, outreach, educational and promotional materials (e.g., t-shirt promotion, etc.), public information	2.2 AA/DON Administrator	2.2 November 2021
	2.3 Appoint one member to investigate niches, opportunities, service gaps within the community and surveys to LCDPH clients and community	2.3 AA/DON Administrator	2.3 November 2021
	2.4 Assign administrator to committee to assure all areas of the marketing plan are addressed on time and as necessary	2.4 AA/DON Administrator	2.4 November 2021
	2.5 Have the marketing plan and monitoring system completed and implemented	2.5 AA/DON Administrator	2.5 June 2022

Key Performance Measures:

- Have a marketing committee in place by the end of November 2021
- Have a marketing plan and monitoring system in place by June 2022
 - The marketing plan will consist of specific marketing events, activities, promotions, etc.
- Develop a clientele database as part of the marketing plan by end of FY22
 - The database will allow for promotional follow-up e-mail messages, appointment reminders, etc. to existing clientele.

Priority: Behavioral Health

Goal: To enhance the community’s understanding of behavioral health and to improve prevention, access to care, and early intervention.

Strategies	Objectives	Responsibility	Timeframe
1. Become a “trauma-informed” agency to increase behavioral health awareness, prevention and early intervention within agency staff (both LCDPH and SIU)	1.1 Meet with SIU’s LCSW to start discussing plans to become a trauma-informed agency – determine appropriate model	1.1 Administrator	1.1 November 2021
	1.2 To do staff and agency self-assessment via a tool to determine knowledge and highest priority needs	1.2 Administrator	1.2 June 2022
	1.3 To develop an agency strategy for becoming trauma informed and develop benchmarks/timeline	1.3 Administrator	1.3 November 2022
	1.4 Become a Trauma-Informed agency	1.4 Administrator	1.4 June 2023
2. To aid the community at becoming trauma-informed to ensure local partners are best equipped to intervene to ensure people with behavioral issues are given proper timely initial & follow-up care to improve mental health & prevent re-traumatization	2.1 Introduce the plan at a Mental Health Advisory Council meeting	2.1 Administrator	2.1 June 2022
	2.2 Develop a community course of action by identifying partners to be trained with input from the Mental Health Advisory Council	2.2 Administrator	2.2 November 2023
	2.3 Meet with all partners for a kick-off presentation	2.3 Administrator	2.3 June 2024
	2.4 To begin trainings to enable partners to become trauma-informed	2.4 TBD	2.4 November 2024
	2.5 Become a trauma-informed community of partners	2.5 TBD	2.5 June 2025
3. Develop a data-sharing central database to enable partners to track behavioral health issues to strategically develop programs to best respond to the community behavioral health needs	3.1 Learn from other experienced communities about the process of developing a data sharing program	3.1 Administrator	3.1 June 2022
	3.2 Develop a plan to capture and share data	3.2 Administrator	3.2 November 2022
	3.3 Meet with partners and stakeholders to share the plan	3.3 Administrator	3.3 March 2023
	3.4 Develop central database which is managed by LCDPH	3.4 Administrator	3.4 December 2023
	3.5 Conduct routine partnership meetings to monitor, evaluate and identify needed improvements	3.5 Administrator	3.5 January 2024
4. Increase education to the community for identifying behavioral health issues and responding/Create an understanding of behavioral health and erasing the stigma	4.1 Educate staff at LCDPH in the recognition of behavioral health issues and making proper referrals	4.1 Administrator	4.1 June 2022
	4.2 Work with partnering agencies in hopes to increase community awareness that first aid training is available and accessible	4.2 Administrator	4.2 December 2022
	4.3 Develop educational partnerships and a community behavioral health education strategic plan through assistance of partners	4.3 Administrator	4.3 June 2023

Behavioral Health (continued)

Key Performance Measures:

- To become a “Trauma-Informed” agency by June 2023 inclusive of SIU, Center for Family Medicine
- Become a “Trauma-Informed” community of partners by end of strategic plan period or by November 2025
- To establish and manage a behavioral health database to be shared with partners by December 2023
- Provide behavioral health “First Aid Training” to all partners by December 2022
- Have a mental health education strategic plan in place by June 2023



Image Source: CDC

Priority: Substance Abuse/Tobacco Prevention

Goal: To support the Community Health Improvement Plan (CHIP) to combat substance abuse and tobacco use by increasing prevention awareness and reducing fatalities due to overdose

Strategies	Objectives	Responsibility	Timeframe
1. Develop a media campaign to promote drug abuse prevention	1.1 Promote drug abuse prevention on the agency website and Facebook page	1.1 AA/DON	1.1 January 2022
	1.2 Forward an annual press release to inform and get a message across to prevent drug abuse, tobacco, and related use	1.2 AA/DON	1.2 June 2022/ annually
2. Increase public awareness and accessibility of life-saving naloxone and usage training	2.1 LCDPH will work with partners to promote naloxone training to the community via social media, press releases, etc. and will offer courses if needed	2.1 AA/DON	2.1 January 2022/ annually
3. Make the community aware of tobacco laws/prohibited use in public locations and encourage public notification of violations to LCDPH	3.1 LCDPH will notify public (via PR/Facebook) highlighting IL law prohibiting tobacco use in public locations while urging people to contact LCDPH to report any complaints for regulatory enforcement	3.1 AA/DON Administrator	3.1 January 2022/ annually

Key Performance Measures:

- Drug abuse prevention is already targeted in the Logan County CHIP. The above activities are to be conducted by the Logan County Department of Public Health to contribute to successful outcomes from the Community Health Improvement Plan (CHIP). The CHIP will monitor success through use of data and other measures.
- Increase annually the number of businesses who comply with laws prohibiting tobacco use within their facilities. Benchmark to be established at onset of the strategic plan. The goal is to receive one or less complaint annually by the end of the strategic plan period.

Priority: Chronic Disease/Obesity Prevention

Goal: To improve obesity reduction outcomes to support the Community Improvement Plan (CHIP) initiative for Logan County

Strategies	Objectives	Responsibility	Timeframe
1. To reduce obesity within the community to promote better long-term health with incentives offered through some programs (e.g., t-shirt reward)	1.1 Begin promoting the use of local parks and walking trails for exercise to clients through information handouts	1.1 WIC Coordinator & staff	1.1 January 2022
	1.2 Promote local weight loss clinics to clients who are obese/need to lose weight	1.2 WIC Coordinator & staff	1.2 January 2022
	1.3 Begin a community weight loss promotional program ("Lighter than Last Year") and work with local partners to help promote and provide incentives	1.3 WIC Coordinator & AA/DON	1.3 June 2022 and Continued annually
	1.4 Implement a community-wide awareness and prevention program through the use of the media & Facebook	1.4 WIC Coordinator & AA/DON	1.4 March 2022 & annually
2. To help families have a means to access healthy foods	2.1 Promote the WIC program through enhanced advertisement and marketing (Facebook, press release, referrals)	2.1 WIC Coordinator & AA/DON	2.1 December 2021
	2.2 Connect families to SNAP benefits as part of routine WIC visits	2.2 WIC Coordinator	2.2 September 2021
	2.3 Promote the local Farmers Market through WIC meetings, Facebook and media	2.3 WIC Coordinator & AA/DON	2.3 September 2021
4. To promote breastfeeding which is known to reduce obesity	3.1 Encourage pregnant women to attend breastfeeding classes and to promote breastfeeding in the community as part of WIC breastfeeding peer counseling sessions	3.1 WIC Coordinator & WIC Peer Counselor	3.1 Immediate/Ongoing
	3.2 Continue involvement in the local breastfeeding task force as indicated in the "CHIP"	3.2 WIC Coordinator	3.2 Immediate/Ongoing

Key Performance Measures:

- To establish a benchmark for individuals participating in the "Lighter than Last Year" program and to establish a goal to increase participation each year by 5%
- To Increase the number of women who breastfeed annually by 5% using the established benchmark of year 2020

The above activities will be provided to assist the initiatives of the Community Health Improvement Plan (CHIP). Performance measurements are based on data and criteria established in the CHIP.

X. Monitoring Strategic Plan Activity & Success

The strategic plan will be routinely monitored, and each person identified with a responsibility will be assigned to assure his/her strategies and objectives are met within the target timeframe. Each staff member who is assigned a responsibility may need to call upon other staff to participate in committees and/or assist in meeting various strategic objectives.

Each person responsible for an identified priority objective will be tasked with monitoring progress on a routine basis or at least once every six months with oversight from the Public Health Administrator. Progress is to be monitored during the calendar year (first and third quarter) annually and is to be documented and tracked by using the "Strategic Plan Performance Status/Tracking Form" found in the "Appendices" section of this plan. These forms are to be kept in the "responsible" employee's possession during the period of the strategic plan (2020-2025). If a goal needs to be recalculated with a new target date, a new date is to be documented on the form with a reason for the target adjustment. Persons within priority groups who are assigned a responsibility will be accountable for ensuring their objectives are met.

At least annually, the overall success of the strategic plan will be evaluated taking into consideration health outcome data and performance measurements. Based on the evaluations, adjustments or modifications will be made to the strategic plan as needed.

The leadership at LCDPH is striving to create a culture of staff accountability for consistently accomplishing individual objectives and goals which is key to the overall success of the organization. It is envisioned that every employee takes ownership of their responsibilities and embraces each opportunity that lends to professional growth and agency success while creating a healthier community.

By increased use of outcome and evidence-based practices through this strategic plan, LCDPH will track and monitor the success of the programs and staff to assure the best health outcomes possible are attained for the residents of Logan County through year 2025 and beyond.



XI. Appendices

Strategic Plan Performance Status/Tracking Form (2020-2025)

Name: _____ First Quarter (Jan-March) _____ Third Quarter (July-Sept) _____ (Year _____)

Priority (circle one): Funding Marketing Mental Health Drug Abuse Chronic Disease/Obesity

Date of Review	Objective (#)	Objective Met (Y/N)	Objective Target Completion Date	Objective Date Change (Y/N)	Reason(s) For Change ("N/A" for Non-Applicable)	Target Completion Date for New Objective (If Applies)	Reviewer Initial

Notes: