



**Public Health**  
Prevent. Promote. Protect.

# Logan County (Updated)

## 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
Appendix B: Progress Update (5 Priorities).....	23

## 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 Yapple, 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.

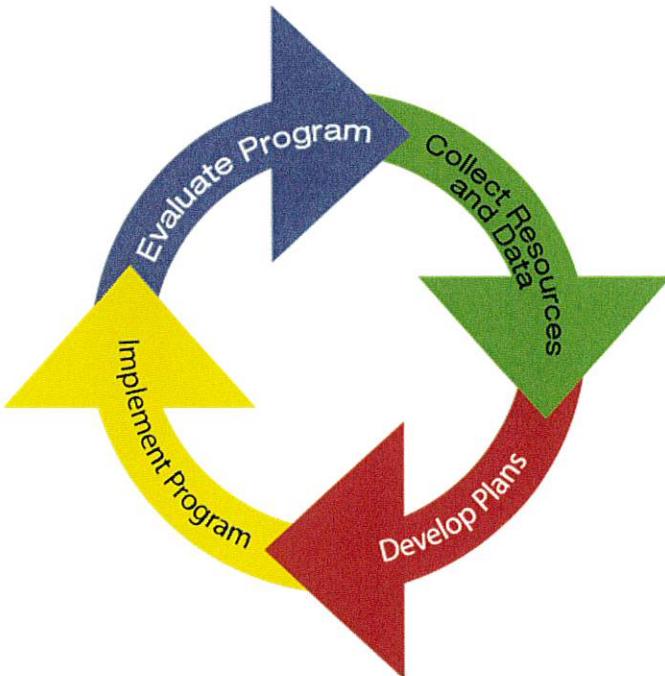


Image Source: CDC

## 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

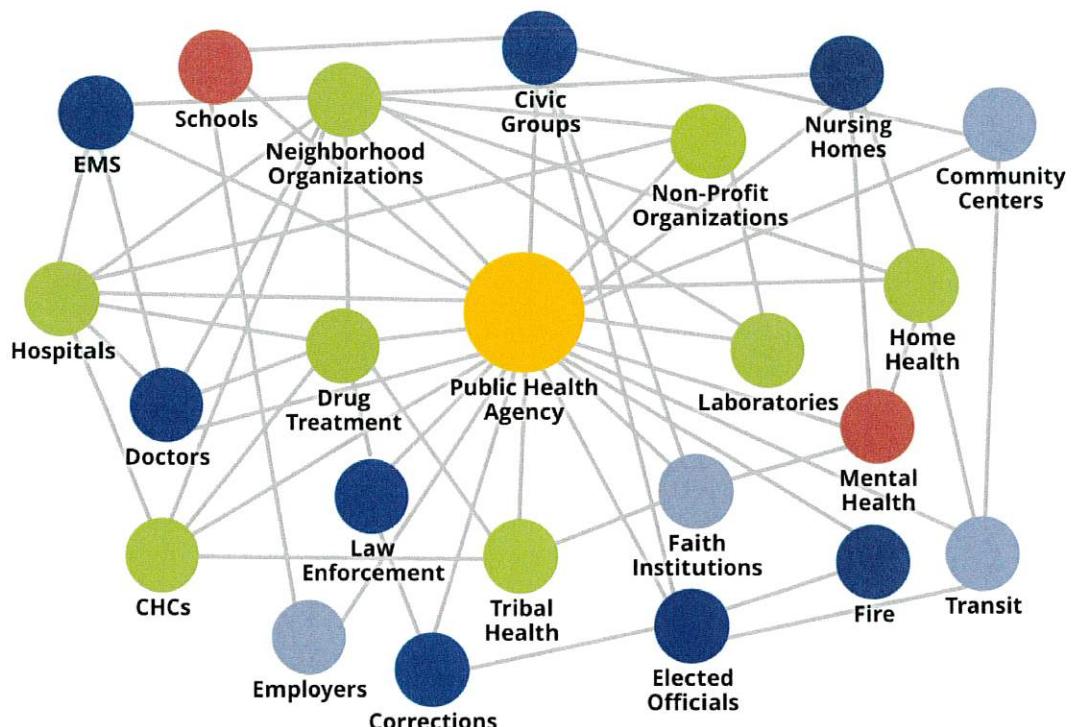
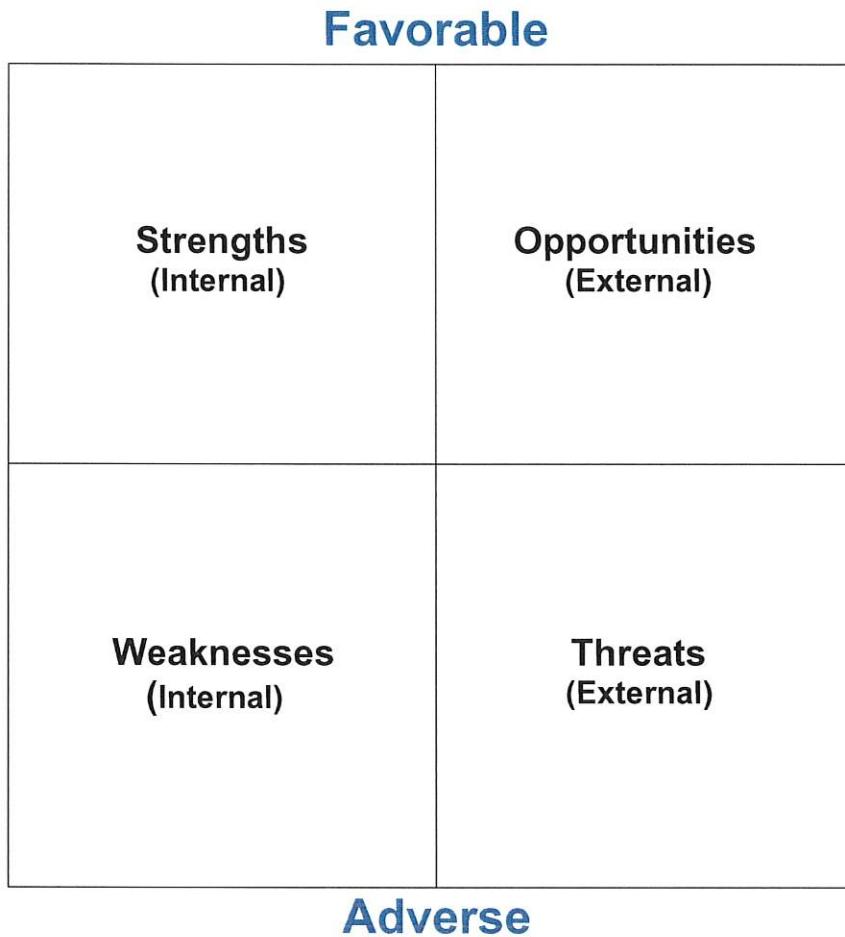


Image Source: CDC

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



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.

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

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.

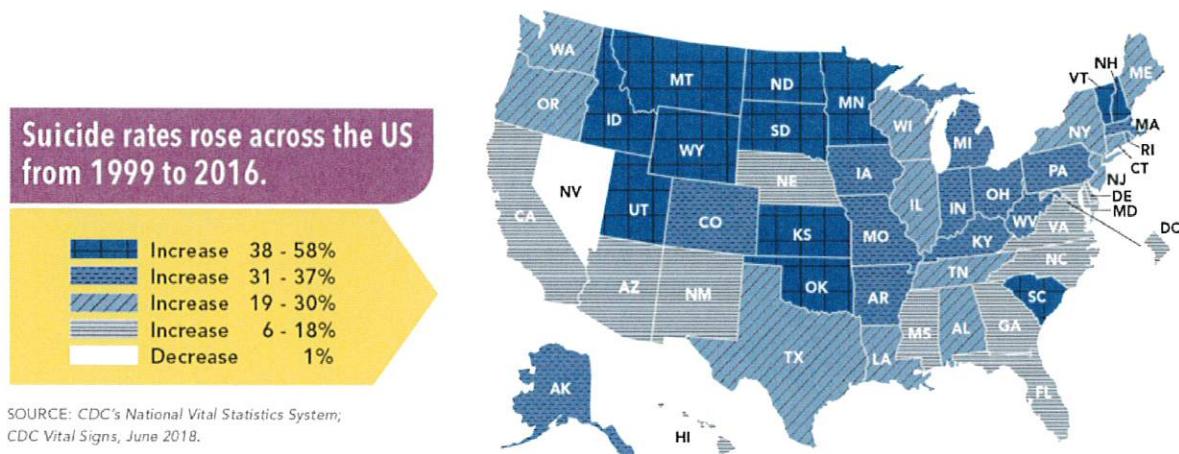
LCDPH will strive to increase awareness of the services offered to help more community members take advantage of what their local health department offers. By expanding work with the community, both sides will truly benefit!

## 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

## Priority: Chronic Disease/Obesity Prevention

According to a report from the Illinois Behavioral Risk Factor Surveillance System, 43.3 percent of Logan County adults are obese. This represents an increase in 23.3 percent since 2001. The Healthy 2020 national health target is to reduce the proportion of adults aged 20 and over who are



Image Source: CDC

obese to 30.5%. Obesity is a major root cause concern as it leads to other chronic health conditions such as heart disease, diabetes, high blood pressure, cancer, and other ailments.

The LCDPH will continue to play a role within the community with respect to reducing chronic disease and obesity by offering programs outlined in the strategy to promote better nutrition and more active lifestyles to help meet the community initiative to lower obesity rates.

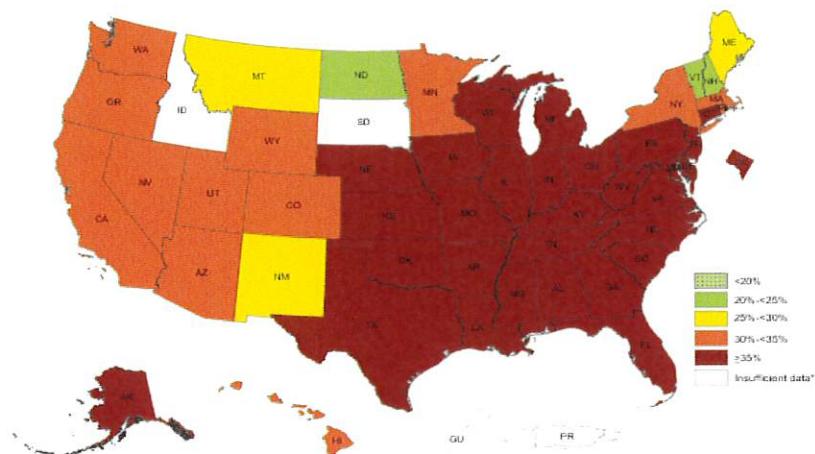


Image Source: CDC

## **IX. Priority Goals and Strategies**

### **Priority: Funding/Finances**

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

<b>Strategy</b>	<b>Objective</b>	<b>Responsibility</b>	<b>Timeframe</b>
1. Increase revenue and revenue sources	1.1 Seek full tax levy-attend County finance meetings 1.2 Review vaccine reimbursement prices vs. what we are charging to make sure we are receiving the maximum reimbursement allowed from insurance companies 1.3. Review all other fees and make appropriate increases 1.4 Lease any vacant building space 1.5 Seek additional funding sources 1.6 Reach out to legislators	1.1 Administrator 1.2 Director of Finance and Assistant Director of Finance 1.3 Director of Finance 1.4 Administrator 1.5 Administrator 1.6 Administrator	1.1 Yearly in July 1.2 Ongoing/Monthly 1.3. Yearly in April 1.4 Ongoing 1.5 Ongoing 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 2.2 Once this is completed, see if there are any funding sources to cover losses	2.1 Director of Finance 2.2 Director of Finance and Department Directors	2.1 Yearly in March 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 2.2 Assign one member to partnership development, outreach, educational and promotional materials (e.g., t-shirt promotion, etc.), public information 2.3 Appoint one member to investigate niches, opportunities, service gaps within the community and surveys to LCDPH clients and community 2.4 Assign administrator to committee to assure all areas of the marketing plan are addressed on time and as necessary 2.5 Have the marketing plan and monitoring system completed and implemented	2.1 AA/DON Administrator 2.2 AA/DON Administrator 2.3 AA/DON Administrator 2.4 AA/DON Administrator 2.5 AA/DON Administrator	2.1 November 2021 2.2 November 2021 2.3 November 2021 2.4 November 2021 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 1.2 To do staff and agency self-assessment via a tool to determine knowledge and highest priority needs 1.3 To develop an agency strategy for becoming trauma informed and develop benchmarks/timeline 1.4 Become a Trauma-Informed agency	1.1 Administrator 1.2 Administrator 1.3 Administrator 1.4 Administrator	1.1 November 2021 1.2 June 2022 1.3 November 2022 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 2.2 Develop a community course of action by identifying partners to be trained with input from the Mental Health Advisory Council 2.3 Meet with all partners for a kick-off presentation 2.4 To begin trainings to enable partners to become trauma-informed 2.5 Become a trauma-informed community of partners	2.1 Administrator 2.2 Administrator 2.3 Administrator 2.4 TBD 2.5 TBD	2.1 June 2022 2.2 November 2023 2.3 June 2024 2.4 November 2024 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 3.2 Develop a plan to capture and share data 3.3 Meet with partners and stakeholders to share the plan 3.4 Develop central database which is managed by LCDPH 3.5 Conduct routine partnership meetings to monitor, evaluate and identify needed improvements	3.1 Administrator 3.2 Administrator 3.3 Administrator 3.4 Administrator 3.5 Administrator	3.1 June 2022 3.2 November 2022 3.3 March 2023 3.4 December 2023 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 4.2 Work with partnering agencies in hopes to increase community awareness that first aid training is available and accessible 4.3 Develop educational partnerships and a community behavioral health education strategic plan through assistance of partners	4.1 Administrator 4.2 Administrator 4.3 Administrator	4.1 June 2022 4.2 December 2022 4.3 June 2023

## **Behavioral Health (continued)**

### **Key Performance Measures:**

- To become a “Trauma-Informed” agency by June 2023
- Become a “Trauma-Informed” community of partners by end of strategic plan period or by June 2025
- To establish and manage a behavioral health database to be shared with partners by December 2023
- Have a behavioral health community 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 1.2 Forward an annual press release to inform and get a message across to prevent drug abuse, tobacco, and related use	1.1 AA/DON 1.2 AA/DON	1.1 January 2023 1.2 Dec 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 2023 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 2023 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 1.2 Promote local weight loss clinics to clients who are obese/need to lose weight 1.3 Begin a community weight loss promotional program ("Lighter than Last Year") and work with local partners to help promote and provide incentives 1.4 Implement a community-wide awareness and prevention program through the use of the media & Facebook	1.1 WIC Coordinator & staff 1.2 WIC Coordinator & staff 1.3 WIC Coordinator & AA/DON 1.4 WIC Coordinator & AA/DON	1.1 January 2023 1.2 January 2023 1.3 Jan 2023 and Continued annually 1.4 December 2023 & 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) 2.2 Connect families to SNAP benefits as part of routine WIC visits 2.3 Promote the local Farmers Market through WIC meetings, Facebook and media	2.1 WIC Coordinator & AA/DON 2.2 WIC Coordinator 2.3 WIC Coordinator & AA/DON	2.1 December 2022 2.2 September 2022 2.3 September 2022
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 3.2 Continue involvement in the local breastfeeding task force as indicated in the "CHIP"	3.1 WIC Coordinator & WIC Peer Counselor 3.2 WIC Coordinator	3.1 Immediate/Ongoing 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

Appendix A (Revised)

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

Name: \_\_\_\_\_ Mid Year (Jan-June) \_\_\_\_\_ End Year (July-Dec) \_\_\_\_\_ (Year \_\_\_\_\_)

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

Notes:

## Appendix B.

# LCDPH Strategic Plan 2020-2025

## (Progress Update Through March 2023)

### Priority: Finance/Funding

#### Overview

The Division of Finance has made steady progress in terms of meeting its goals and objectives since 2020 as the Logan County Department of Public Health (LCDPH) continues its course toward fiscal stability. In the Spring of 2020, COVID-19 introduced many challenges to the department as funding was rechanneled toward fighting the pandemic, paying overtime costs, and funding the purchases of personal protective equipment and other related expenses. Fortunately, the Illinois Department of Public Health provided needed funds to assist LCDPH in the pandemic response. Over the past three years, LCDPH was able to retain its customary county tax levy, make appropriate fee adjustments, and write grants for COVID-19 funds which complimented its revenue flow generated from routine public health services and standard grants. In addition, the department was able to eliminate any balances owed to the County for employee benefit costs and loan repayments. Through 2025, LCDPH will continue to seek ways to maximize its revenue streams while eliminating unnecessary expenses.

#### Position Abbreviations (for responsibilities)

Director of Finance (DOF)

Assistant Director of Finance (ADOF)

Administrator (ADM)

Division Directors (DD)

#### Finance/Funding: Priority Progress Summary (through 2022)

Goal/Strategy	Objective (or actions)	Person(s) Responsible	Timeframe	Outcome
1. Increase revenue and revenue sources	1.1 Seek full tax levy 1.2 Review vaccine reimbursement prices vs. what we are charging to make sure we are receiving the maximum reimbursement allowed from insurance companies	1.1 ADM 1.2 DOF/ADOF	1.1 Yearly in July 1.2 Ongoing/Monthly	1.1 Ongoing 1.2 Met
	1.3. Review all other fees and make appropriate increases	1.3 DOF	1.3. Yearly in April	1.3 Met

	1.4 Lease any vacant building space 1.5 Seek additional funding sources 1.6 Reach out to legislators	1.4 ADM 1.5 ADM 1.6 ADM	1.4 Ongoing 1.5 Ongoing 1.6 Yearly (Spring)	1.4 Not Met/In Process 1.5 Ongoing 1.6 Met/Ongoing
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 2.2 Once this is completed, see if there are any funding sources to cover our losses	2.1 DOF  2.2 DOF/DD	2.1 Yearly in March  2.2 Once #1 is completed	2.1 Not met  2.2 *contingent upon need
3. Pay off balance owed to the county regarding benefit reimbursement	3.1 Pay as much as we can each year when we receive our tax levy, and throughout the year, as we are able until we become current with what we owe	3.1 DOF	3.1. End of FY22	3.1 Met/February 2022

## Funding/Finance: Priority (Updated Goals & Objectives) – March 2023 – December 2024

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeframe
1. Increase revenue while decreasing expenses or losses	1.1 Seek full tax levy 1.2 Review all other fees and make appropriate increases 1.3 Evaluate revenue gains vs. losses using “Vaxcare” vaccine supplier, billing, and inventory system compared to past business practice as a measure to monitor bottom line 1.4 Evaluate insurance current billing revenue (vs. past revenue) as LCDPH now manages its billing process (no longer CDP) while factoring in the previous 10% monthly revenue fee expenditure owed to CDP now converted as revenue 1.5 Evaluate any lost claim revenue and develop solutions to overcome or minimize any potential losses	1.1 ADM 1.2 DOF 1.3 DOF  1.4 DOF  1.5 DOF	1.1 Yearly in July (met) 1.2 September 2023 1.3 June 2024  1.4 January 2024  1.5 June 2024

### Goal #1 Comments:

Each year, LCDPH receives annual support from the County through the tax levy as this provides vital funding for LCDPH to continue to serve the community. Although the County operates on a tight budget, LCDPH receives a majority of its eligible tax levy funds which is

greatly appreciated! LCDPH will continue to work with the County annually to assure viable funding is provided to serve and protect the public. If an opportunity ever presents itself for the department to pursue additional levy funds, if feasible, the Public Health Administrator will work with the County. The Division of Finance will also track fees to assure such charges remain reasonable and standard for the industry. In early 2023, the department will be implementing a service called "VaxCare." VaxCare provides LCDPH with all vaccine (with exception of vaccine used for the Vaccine for Children program). With this program, there will be no up-front cost for LCDPH to obtain their vaccine. VaxCare also provides a vaccine billing service and assists with inventory. The department will implement VaxCare at no risk to see if this service helps contain costs. In addition, LCDPH will revert to handling its own billing rather than utilizing Custom Data Processing (CDP) for this service in their effort to minimize expenses and improve its bottom line. CDP will continue to provide LCDPH with their software program to assist with billing and ICARE entries. Claim profits and losses will be monitored closely as part of LCDPH's continuous quality improvement practices. The original objective (1.4) to lease vacant building space was removed as LCDPH is currently in discussion with a potential tenant.

<b>Goal/Strategy (2)</b>	<b>Objective (or actions)</b>	<b>Person(s) Responsible</b>	<b>Timeframe</b>
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 are not financially sustaining and which programs are viable 2.2 Once objective 2.1 is completed, if necessary, identify any funding sources to help alleviate financial gaps for programs in need of assistance*	2.1 DOF 2.2 DOF/DD <small>*Contingent upon necessity</small>	2.1 March 2024 2.2 September 2024*

#### **Goal #2 Comments:**

This goal fell short, much due to the pandemic, and plans will again be to review each LCDPH service to assure each department is financially sustainable between 2023-2025. In the event of shortcomings, funding opportunities will be sought to fill any gaps.

#### **Key Performance Measures (original):**

- 1. Receive the full tax levy annually beginning in the fall of 2020:** LCDPH did receive its full tax levy.
- 2. Increase the annual revenue amount by 3% each year over the original baseline:** In year 2019, LCDPH's revenue was \$1,585,554 which served as the baseline. In year 2020-2022, LCDPH revenue exceeded this baseline each year anywhere from approximately 11-23%. This exceeded the expectation as additional revenue was attributed to COVID-19 funding to support the department pandemic response efforts.
- 3. Eliminate all financial obligations and debt to the County by end FY22:** All debt was paid to the County by February of 2022.

## **Key Performance Measures Moving Forward (2023-2025):**

1. **Increase the annual revenue amount by 3% each year over the original baseline:** Since COVID funding is dwindling with the end of the pandemic, LCDPH will again look to surpass the original baseline by 3%. If the revenue in FY23 surpasses the baseline (\$1,585,554), the FY23 revenue will be used as the new FY24 baseline. The goal for FY24 would then be to surpass the new baseline amount by 3%.
2. **To assess claim billing effectiveness of VaxCare/self-billing:** This can be achieved by looking at gaps between the total number of eligible claims billed vs. the total number of eligible claims recovered when comparing FY22\* statistics using CDP, Inc. vs. FY 23\* statistics using VaxCare and in-house billing. The smaller the gap indicates a higher success of paid claims. This comparison will allow LCDPH to assess the claim recovery performance of the new VaxCare program and internal billing. \*Since CDP billed during a portion of FY23, the comparison dates can be adjusted so similar months are compared.
3. **To assess the cost effectiveness of using VaxCare/in-house billing vs. the previous billing company, CDP, Inc.:** This will be accomplished by assessing claim success rates of both CDP and VaxCare/in-house billing, and assessing revenues generated by each system. In addition, the annual operational cost for each program will be factored into the equation. Again, similar months can be used for comparison purposes as CDP was used for billing during a small portion of FY23.

# LCDPH Strategic Plan 2002-2025

(Progress Update Through March 2023)

## Priority: Marketing (Public Health Awareness)

### Overview

Despite the COVID-19 setback, the original objectives of the marketing priority of the 2020-2025 strategic plan were reached by their original target dates. A marketing committee was created and had a kick-off meeting in November 2021. The marketing group meetings were not a part of the original strategic plan as LCDPH is far ahead of schedule for this priority. A marketing strategic plan was created in July 2022 which outlines the group's marketing direction, priorities, and objectives. The marketing committee was divided into four subgroups, each with a specific area of focus. The four areas are outreach, quality assurance, media/materials, and technology. The **outreach** group focuses on LCDPH community contacts, public relations, and opportunities to conduct programs with the community. The **quality assurance** group focuses on internal and external measures on ways to improve visits and services for clients and the working environment for staff. The quality assurance group will also work with the technology group to build a client database to forward blast e-mails, reminders, etc. The **media/materials** group will focus on projects related to media, social media and other outlets. They will also assist by writing promotional materials. The **technology** group focuses on video production, website management, blast electronic contacts, and other technical assistance for team projects. In this endeavor, all four marketing groups may work together on projects as teamwork is always encouraged. Marketing has taken further steps beyond its original plans as each newly formed group will be focused on various projects to improve LCDPH community exposure and client-friendly services up until 2025. Since participants in the marketing group hold other responsibilities, some marketing projects fall, or may fall behind schedule as staff are asked to perform multiple department tasks. The marketing project plans moving forward through 2024 are addressed below.

### Positions Abbreviations (for responsibilities):

- Administrator (ADM)
- Assistant Administrator/Director of Nursing (DON)
- WIC Coordinator (WIC)
- WIC Clerk (WCLK)
- Supervisor of Environmental Health (SEH)
- Support Services Supervisor (SSS)
- Clinic Nurses (CN)

## Marketing: Priority Progress Summary (through 2022)

Strategy	Objective	Responsibility	Timeframe	Outcome
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 ADM/DON	1.1 November 2021	1.1 Met (11/21)
2. Develop a marketing plan to identify strategies, monitor and sustain LCDPH marketing activities over the next 5 years	<p>2.1 Assign one member to take charge of development of a clientele database for appointment reminders, promotions, Facebook, website updates</p> <p>2.2 Assign one member to partnership development, outreach, educational and promotional materials (e.g., t-shirt promotion, etc.), public information</p> <p>2.3 Appoint one member to investigate niches, opportunities, service gaps within the community and surveys to LCDPH clients and community</p> <p>2.4 Assign administrator to committee to assure all areas of the marketing plan are addressed on time and as necessary</p> <p>2.5 Have the marketing plan and monitoring system completed and implemented</p>	<p>2.1 ADM/DON</p> <p>2.2 ADM/DON</p> <p>2.3 ADM/DON</p> <p>2.4 ADM/DON</p> <p>2.5 ADM/DON</p>	<p>2.1 November 2021</p> <p>2.2 November 2021</p> <p>2.3 November 2021</p> <p>2.4 November 2021</p> <p>2.5 June 2022</p>	<p>2.1 Met (11/21)</p> <p>2.2 Met (11/21)</p> <p>2.3 Met (11/21)</p> <p>2.4 Met (11/21)</p> <p>2.5 Met (11/21)</p>

# Marketing: Priority (Updated Goals & Objectives) – March 2023 – December 2024

## Outreach

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeline
1. Offering International Board of Certified Lactation Consultants (IBCLC) services at LCDPH through scholarship & mentorship program and promote to community	1.1 Submit application 1.2 If accepted, complete conference call 1.3 Complete IBCLC application & fee 1.4 Complete and pass exam 1.5 Implement program/begin seeing (WIC) clients 1.6 Reach out to SIU/local medical community about providing lactation consulting services to their clients 1.7 Begin serving local medical clients throughout the community	1.1 W/C 1.2 W/C 1.3 W/C 1.4 W/C 1.5 W/C 1.6 W/C 1.7 W/C	1.1 Met 1.2 Met 1.3 Met 1.4 Met in June 2023 1.5 Current/Ongoing 1.6 December 2023 1.7 June 2024

**Goal #1 Comments:** The WIC Coordinator passed the exam to become a board-certified Lactation Consultant in June 2023. Having an IBCLC-Certified Lactation Consultant on staff will lend well to improve the breastfeeding initiative and will allow LCDPH to be of greater assistance to the community as well as to local medical providers.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeline
2. Develop an interactive community weight loss program through use of LCDPH social media platform	2.1 Set up a preliminary meeting with WIC coordinator and administration to discuss plan of action 2.2 Meet with other community partners regarding weight loss programs and feasibility of a health department community program 2.3 Begin developing plans with social media group-technology committee at LCDPH 2.4 Implementation of weight loss social media program	2.1 ADM 2.2 ADM 2.3 WCLK 2.4 WCLK	2.1 Met 2.2 Met in October 2022 2.3 Met in May 2023 2.4 September 2023

## Goal #2 Comments:

The original plan was to begin a health department community weight loss program and to provide guidance and assistance to individuals to monitor their weight loss. Since obesity is a contributing factor to many chronic illnesses, the department recognizes the importance of a healthy diet and routine exercise. In the fall of 2022, LCDPH WIC and administrative staff met with members of Lincoln

Memorial Hospital and the Lincoln Park District to discuss partnership opportunities in collaboration for a community weight loss and exercise program. It was learned that the park district provides weight loss and fitness program activities and that resources are already available in the community. It was then determined that LCDPH, rather than have its own program, would assist partner agencies by promoting and complimenting their activities through their social media as LCDPH has thousands of followers. LCDPH plans in 2023 to begin a social media weight loss and healthy eating assistance program as an adjunct to existing services so people at home have additional information and resources to lose weight, eat healthier, and become more fit. Although this program is a project of the marketing group outreach team, it also applies to the "Chronic Disease/Obesity Prevention" priority of the 2020-2025 strategic plan. For more information regarding the Chronic Disease/Obesity Prevention priority, please refer to that portion of the strategic plan.

<b>Goal/Strategy (3)</b>	<b>Objective (or actions)</b>	<b>Person(s) Responsible</b>	<b>Timeframe</b>
3. Operate Logan County fair booth for LCDPH	3.1 Contact County/arrange for booth/arrange for fee payment 3.2 Meet with outreach team to decide what to market at booth/materials, brochures, giveaways, displays, etc. 3.3 Recruit staff to work booth/arrange time slots 3.4 Operate booth	3.1 SEH/WCLK 3.2 SEH/WCLK 3.3 SEH/WCLK 3.4 SEH/WCLK	3.1 June 2023 3.2 July 2023 3.3 July 2023 3.4 Met in August 2023

### **Goal #3 Comments:**

The Logan County fair occurs annually around the first week of August. This goal/strategy is in process annually to improve visibility in the community. LCDPH was an active booth participant in the 2023 fair. This objective has been met for 2023 and will again be targeted for 2024. At this year's fair, the outreach team leader took the lead with the technology leader to organize the LCDPH fair booth. At the booth, attendees were provided with health department brochures, West Nile Virus prevention information, and free gun safety locks were distributed which were funded by the State of Illinois. In addition, LCDPH used the opportunity to recruit community members to volunteer in the Medical Reserve Corps to assist with emergency response. LCDPH also provided an interview for a local radio station broadcasting from the fair.

## Technology

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeframe
1. Find a blast communication system that meets LCDPH's needs	1.1 Participate in meeting with or investigating electronic billing/data management venders and what they offer 1.2 Once vendor is selected, meet with Support Services Manager (and outreach committee) to provide technical support and discuss how the blast communication will be utilized 1.3 Launch program	1.1 SEH 1.2 SEH 1.3 SEH	1.1 July 15, 2022 1.2 January 2024 1.3 Completed

### Goal #1 Comments:

LCDPH signed on with the services of Constant Contact® to use their platform as a means to reach out to mass populations. LCDPH is in the process of gathering contact information from clients. LCDPH has begun using the system and will continue to add to the contact list of clients as the project continues to operate on a larger scale.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeframe
2. Social media campaign highlighting LCDPH services and departments	2.1 Initial meeting to discuss the project, posting goals, topics, sequence of videos, dates to launch videos, etc. 2.2 Share the plan at general staff meeting 2.3 Begin filming portions of the video for You Tube/Facebook 2.4 Implement program (post first video)	2.1 SEH 2.2 SEH 2.3 SEH 2.4 SEH	2.1 April 2023 (completed) 2.2 Completed 2.3 January 2024 2.4 March 2024

### Goal #2 Comments:

The purpose of this strategy is for the community to become more familiar with LCDPH staff and services. Social media is a great outlet for LCDPH followers to view and share so others become familiar with the health department and services provided. LCDPH is planning to produce a series of You Tube videos which will highlight each department, services, and it staff. The original plan was to complete this sooner, but due to staffing, the project was put on hold. Staffing is back on course so the videos are targeted to go on social media in March 2024.

# Quality Assurance

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeframe
1. Develop a customer satisfaction survey to best understand how we are doing, how we can improve.	1.1 Continue to gather client survey answers from first survey 1.2 Develop new questionnaire draft 1.3 Finalize survey for in-office use & have plan to tally and organize data/feedback 1.4 Begin asking clients to complete new questionnaire/survey 1.5 Accumulate 50 completed client surveys	1.1 SEH 1.2 SEH 1.3 SEH 1.4 SEH 1.5 Clinic Nurses/SSS	1.1 Ongoing thru 6/2023 1.2 July 2023 (met) 1.3 September 2023 1.4 July 2023 1.5 December 2023

## Goal #1 Comments:

The data from these surveys will be used to help LCDPH identify strengths and weaknesses and what clients like or dislike about visits and services offered at LCDPH. Surveys will be offered voluntarily to clients in the clinic rooms to complete while waiting to be served. The surveys are short and simple. The information gathered will help LCDPH determine how to best serve clients to make their visit a pleasant experience. As of August 2023, a new survey has been completed and will be used for client feedback shortly.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeframe
2. Develop a customer contact database to efficiently reach out/best inform clients on a large-scale basis	2.1 Meet with front office staff to inform how to best obtain and enter contact information (e-mails) from clients upon their visits 2.2 Begin process of entering client information 2.3 Begin the process of using blast emails for advertisement and follow up with clients regarding service reminders	2.1 SSS/SEH 2.2 SSS 2.3 SSS	2.1 Completed 2.2 Ongoing (in process) 2.3 January 2024

## Goal #2 Comments:

LCDPH understands the importance and power of reaching out to the masses. Having a database and a format to blast emails will allow LCDPH to reach out to large groups at one time to efficiently, and cost-effectively share information regarding health department services, newsletters, press releases, etc. A blast notification system can also be used for appointment reminders to promote better compliance while reducing the number of no shows for follow-up visits. This project is currently underway as LCDPH front desk staff are beginning to collect email information voluntarily from clients for inclusion in a database. The Quality Assurance and Technology teams will work together to develop a plan of action. LCDPH will also be utilizing Constant Contact for forwarding information to the masses.

## Media/Materials

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeframe
1. Monthly Press Releases	1.1 Research monthly what the following health issues are represented by that month (e.g., May is Colorectal Cancer Awareness month) 1.2 Post on the home page relevant national monthly health awareness subjects to be recognized 1.3. Launch the monthly press release & post on website	1.1 DON/ADM 1.2 SEH 1.3 ADM/DON/SEH	1.1 By end of each month 1.2 By First week each month 1.3 By the first full week of each month (Met – up to date)

### Goal #1 Comments:

LCDPH has consistently published and promoted press releases monthly over the past year to increase its visibility in the community and to keep the public informed of current information, trends, health department services, etc. LCDPH will continue providing press releases on an ongoing basis to keep the public informed and the health department visible to the community. This goal/strategy is already in progress and is being met.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeframe
2. Annual Updated Brochure	2.1 Forward brochure to each department director to review and update 2.2 Have updated brochure ready for events	2.1 AA/DON 2.2 AA/DON	2.1 July (annually) 2.2 First week of August (annually) (Project was met in 2023)

### Goal #2 Comments:

LCDPH has consistently been updating its brochure annually. This will be an ongoing process and is targeted to be completed each year by August.

Goal/Strategy (3)	Objective (or actions)
3. Develop a magnet to mail to county citizens with immunization schedule	<p>3.1 Research local agencies who can assist with the project *LCDPH will fund the project</p> <p>3.2 Have the contents of the magnet designed</p> <p>3.3 Have magnets completed and ready to mail</p> <p>3.4 Mail the magnets out to all county residences</p>

### Goal #3 Comments:

Originally it was hoped a health department magnet would be distributed by July 2023. The magnet contains an immunization schedule for child and adolescent vaccines in addition to LCDPH contact information. It is hoped households will place the magnet on a refrigerator or convenient viewing area for easy reference as vaccine compliance is of utmost importance. This project is near completion as of late August 2023. A magnet has been designed and is currently in the production process at a local print shop. Although this project is slightly behind the marketing plan schedule, it is near completion and will be mailed out to all county residents shortly, or likely, within the month of September 2023.

### Key Performance Measures (original):

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

### Key Performance Measures Moving Forward (2023-2024):

1. Have WIC Coordinator provide lactation consulting to the local medical community in 2024
2. Begin an LCDPH social media weight loss and exercise support program in 2024
3. To begin LCDPH mass blast messaging to clientele through Constant Contact beginning January 2024
4. To mail immunization schedule magnet to all Logan County residents before end of 2023

# LCDPH Strategic Plan 2002-2025

## (Progress Update Through March 2023)

### Priority: Behavioral Health

#### Overview

Addressing mental health has consistently been a priority in Logan County and throughout Illinois. LCDPH recognizes that it is important to provide a non-threatening environment to individuals who have experienced trauma. Studies have shown that approximately 70% of people have experienced trauma in their life. Trauma can include sexual or physical abuse, accidents, neglect, divorce, death of a loved one, etc. People who have experienced trauma may, when triggered by sight, sound, or smell, interact in ways which are not normal in society. Such people may be considered rude, an outcast, or out of the norm, and thus may receive non-compassionate, improper treatment from others as they are misunderstood. Understanding behavioral health and being trauma-informed teaches you to ask the question “what happened to you and how can I help you heal” rather than “what is wrong with you and how can we fix it?” Understanding and identifying the needs of people who are traumatized is key to eliminating the stigma and to understanding the root causes of behavior, and how to provide help. With the impact of COVID-19 primarily affecting the agency from 2020 into 2022, progress was hampered for this initiative as most of the key staff involved in this priority (as well as community partners) devoted time toward the COVID-19 response. Despite the setback, the behavioral health activities at LCDPH have begun progressing in a positive direction. Some of the objectives have been met or partially met, while other objectives were not met and will need to be readjusted, eliminated, or retooled due to personnel shortages and other factors. Below is the summary of progress through 2022 and the revised/retooled strategic plan as we continue through 2024.

#### Position Abbreviations (for responsibilities)

Administrator (ADM)  
Emergency Response Coordinator (ERC)\*  
To Be Determined (TBD)

\*Also serves as Supervisor of Environmental Health

## Behavioral Health: Priority Progress Summary (through 2022)

Goal/Strategy	Objective (or actions)	Person(s) Responsible	Timeline	Outcome
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 1.2 To do staff and agency self-assessment via a tool to determine knowledge and highest priority needs 1.3 To develop an agency strategy for becoming trauma informed and develop benchmarks/timeline 1.4 Become a Trauma-Informed agency	1.1 ADM 1.2 ADM 1.3 ADM	1.1 November 2021 1.2 June 2022 1.3 November 2022	1.1 Attempted - Met (May 2022)
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 (MHAC) meeting 2.2 Develop a community course of action by identifying Partners to be trained with input from the Mental Health Advisory Council 2.3 Meet with all partners for a kick-off presentation 2.4 To begin trainings to enable partners to become trauma-informed 2.5 Become a trauma-informed community of partners	2.1 ADM 2.2 ADM 2.3 ADM 2.4 TBD 2.5 TBD	2.1 June 2022 2.2 November 2023 2.3 June 2024 2.4 November 2024 2.5 June 2025	2.1 Nov 2022 – Met 2.2 N/A – Nov. deadline 2.3 N/A – 2024 deadline 2.4 N/A – 2024 deadline 2.5 N/A – 2025 deadline
3. Develop a data-sharing central database to enable partners to track behavioral health issues to strategically develop programs to best respond to the	3.1 Learn from other experienced communities about the process of developing a data sharing program 3.2 Develop a plan to capture and share data 3.3 Meet with partners and	3.1 ADM 3.2 ADM 3.3 ADM	3.1 June 2022 3.2 November 2022 3.3 March 2023	3.1 Met/Attempted March 2022 3.2 Not Met (in progress) 3.3 In Progress

community behavioral health needs	<p>3.4 Develop central database which is managed by LCDPH</p> <p>3.5 Conduct routine partnership meetings to monitor, evaluate and identify needed improvements</p> <p>4. Increase education to the community for identifying behavioral health issues and responding/creating an understanding of behavioral health and erasing the stigma</p>	<p>stakeholders to share the plan</p> <p>4.1 Educate staff at LCDPH in the recognition of behavioral health issues and making proper referrals</p> <p>4.2 Work with partnering agencies In hopes to increase community awareness that first aid training is available and accessible</p> <p>4.3 Develop educational partnerships and a community behavioral health education strategic plan through assistance of partners</p>	<p>3.4 ADM</p> <p>3.5 ADM</p> <p>4.1 ADM</p> <p>4.2 ADM</p> <p>4.3 ADM</p>	<p>3.4 December 2023</p> <p>3.5 January 2024</p> <p>4.1 June 2023</p> <p>4.2 December 2022</p> <p>4.3 June 2023</p>	<p>3.4 N/A – Dec 2023 deadline</p> <p>3.5 N/A – Jan 2024 deadline</p> <p>4.1 Partially met/staff in trauma-informed training have learned recognition.</p> <p>4.2 Reached Out Dec 2022 – No services immediately available</p> <p>4.3 Partially met through MHAC. Have not developed a plan</p>
-----------------------------------	---	--	--	---	---

## Behavioral Health: Priority (Updated Goals & Objectives) – March 2023 – December 2024

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeframe
1. Become a “trauma-informed” agency to increase behavioral health awareness, prevention and early intervention within agency staff (both LCDPH and SIU)	<p>1.1 Complete staff trauma-informed (TI) training</p> <p>1.2 Develop a plan for the agency to become trauma-informed by adopting policies and practices that promote a TI environment.</p> <p>1.3 Become a TI agency</p>	<p>1.1 ADM</p> <p>1.2 ADM</p> <p>1.3 ADM</p>	<p>1.1 December 2023</p> <p>1.2 September 2024</p> <p>1.3 December 2024</p>

### Goal #1 Comments:

The Public Health Administrator, Assistant Administrator/Director of Nursing and Environmental Health Supervisor/Emergency Preparedness Coordinator participated in a “Train the Trainer” training provided by the Illinois Public Health Association (IPHA) in May of year 2022. Also joining LCDPH staff in this training were the staff representing Lincoln Memorial Hospital and Chestnut Health Systems. During the training, participants were taught how to teach the basics to staff for becoming a “Trauma Informed” agency. It was interesting to learn from the IPHA presenter that there is no established clear-cut criteria or standard for becoming a trauma informed agency. In addition, there is no standardized curriculum or curriculum template; however, there are web-based guidelines for what and how to train staff. The Public Health Administrator used a variety of tools available for creating monthly training presentations.

The Substance Abuse and Mental Health Services Administration (SAMHSA) provided much of the material used in the training. Training for staff began around July 2022 and continues monthly after general staff meetings. Training consists of presentations, videos, discussions. At least half of the agency staff have consistently participated as trauma-informed training was made voluntary as advised by IPHA. In order for the agency to become trauma-informed, staff must understand how to properly interact with individuals who may have experienced trauma. In addition, the office environment must be non-threatening, and policies should consistently meet the sensitive needs of people who have experienced trauma. The intent of becoming trauma-informed is to provide a holistic environment that provides comfort to those who have experienced trauma while avoiding triggers. Certain triggers can retraumatize individuals (clients and employees) who have suffered adverse experiences in the past which can make them relive the experience. By following the concepts, LCDPH hopes to become better equipped to serve the community in a manner that promotes better mental health. Becoming truly trauma-informed will be an ongoing process which will take time to develop, but at least LCDPH is taking the right steps in this direction.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeframe
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 Identifying Partner agencies who would be interested in becoming TI with input from the Mental Health Advisory Council (MHAC). Discussion may be needed amongst the group as to how to sell TI to agency directors 2.2 Meet with partner agencies who have an interest in becoming TI to discuss a plan for training and how LCDPH can offer assistance 2.3 If partner interest, provide curricula guidance, if needed and training assistance 2.4 Become a trauma-informed community of partners*	2.1 ADM 2.2 ADM 2.3 ADM 2.4 TBD*	2.1 November 2023 2.2 March 2024 2.3 January 2025 2.4 TBD*
*Contingent upon interest and/or support from partners			

**Goal #2 Comments:**

LCDPH would like to engage with partner community agencies about becoming trauma-informed in the hopes of someday becoming a “trauma-informed community.” Being a trauma-informed community would help assure all people are provided with the same compassionate services across system-wide boundaries throughout Logan County. At the MHAC meeting in August 2022, an overview was provided to inform the Council of the process to become trauma-informed and what the plan is for LCDPH. Before LCDPH can assist agencies to become trauma-informed, partners will need buy in support from their top administration. To better determine future partner engagement, the topic will be brought to the table at an upcoming Mental Health Advisory Council (MHAC) meeting in 2023. To become a trauma-informed community, active participation will be key in addition to overcoming external hurdles such as time, support, and effort. LCDPH controls its own destiny; however, partnership engagement and support will be a key factor for becoming a trauma-informed community.

Goal/Strategy (3)	Objective (or actions)	Person(s) Responsible	Timeframe
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 Solicit buy in and support from partner agencies & stakeholders 3.2 Meet with partners and stakeholders to discuss the plan and outline of how program should work* 3.3 Develop a plan and timeline (based on existing or new concepts) to capture and share data.* 3.4 Begin development of a central database which is managed and used by all partners** 3.5 Conduct routine partnership meetings to monitor, evaluate and identify needed improvements	3.1 ADM 3.2 ADM 3.3 ADM 3.4 ADM 3.5 ADM/partners	3.1 December 2023 3.2 March 2024 3.3 September 2024 3.4 December 2024 3.5 Ongoing (TBD)

\*Contingent upon partner buy in

\*\*If the original data sharing program plan does not progress, it may be replaced with a deflection program in which law enforcement would work as a referral base to services as opposed to incarcerating. A current deflection program is being piloted in Springfield known as Treatment Alternatives for Safer Communities (TASC) and plans are in place to introduce it to Logan County. The program consists of data sharing components between organizations and is supported by the State of Illinois through cannabis funds. The Mental Health Advisory Council is monitoring its success.

### **Goal #3 Comments:**

When the Logan County Mental Health Advisory Council (MHAC) met around 2018, from the start, having local mental health data was identified as a key priority. Local agencies stressed the importance of having solid county data access to justify the need for various programs and to identify and address mental health priority issues. Local data can be used to track frequent utilizers in such areas as our jail system, crisis centers, emergency healthcare, etc. so programs can be created to break the cycle of frequent use while redirecting individuals onto a positive path. The process of obtaining data sharing program information from other counties has been burdensome as comprehensive mental health data sharing programs do not appear to be common between local health departments and their partners. Furthermore, participation from local partners may become a challenge as many area agencies are operating on limited resources. The Illinois Department of Public Health is also recognizing data access and enhanced utilization of data as playing a key future role in public health's ability to identify, address needs and track outcomes. Therefore, there will remain a commitment to developing a feasible and usable data sharing program locally in the community.

The concept of data sharing was introduced to MHAC in 2022 and the first attempted data sharing program planning meeting occurred in March of 2023. It was at this public meeting that the concept of a "Familiar Faces" program was introduced. Due to the complexities of starting such a program, other programs were considered in order to prevent reinventing the wheel. An existent program called "TASC" was later introduced and discussed. This program provides a system which helps law enforcement identify frequent utilizers of the jail system and, rather than incarcerate, law enforcement would reach out to local partners (counseling, drug rehab, etc.) to make referrals. The goal is to assist frequent detainees to get help while breaking the cycle of being in and out of incarceration to get on the pathway to recovery. Such "deflection program" is in the development process in Springfield. This program, like others, will require stakeholder buy-in and time commitments from partners in the community; however, the TASC program is available to lend assistance. TASC has a proven system and also provides a data sharing component to be used by area partners. The process of developing a deflection program with full community participation may be lengthy; however, in the long run, may be a worthwhile benefit to the community. The direction of a data sharing program will be a topic routinely discussed by the MHAC. In addition, the MHAC will continually monitor the success of the Springfield TASC program in hopes of supporting such program to benefit Logan County.

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 Work with partnering agencies by supporting mental health community awareness efforts by use of press releases, social media posts, etc. 4.2 Begin process with MHAC to develop a community strategic plan or roadmap for addressing behavioral health 4.3 Have LCDPH staff take part in mental health "First Aid Training" (MHFA) 4.4 Seek local training resources to make MHFA training available to the local community and market to the public	4.1 ADM 4.2 ADM 4.3 ADM/ERC 4.4 ADM	4.1 Annually 4.2 December 2024 4.3 June 2024 4.4 December 2024
--	---	--	---

#### **Goal #4 Comments:**

LCDPH, in conjunction with Lincoln Memorial Behavioral Health produced a press release which was made public by the media in the fall of 2022. The press release contained information regarding trauma and behavioral health, signs someone needs assistance, and numbers (national and local) people can call for free local assistance. LCDPH in collaboration with Lincoln Memorial Behavioral Health also produced an educational and resource brochure which is hoped to be mailed to all residents of Logan County. The MHAC is seeking ways to fund the mailer. It is also hoped that staff at LCDPH will receive Mental Health First Aid training by mid-2024 if feasible. It is also hoped this training can become available to the public as Mental Health First Aid (MHFA) training programs are not readily available in Logan County. MHFA aims to help eliminate the stigma of mental health while teaching individuals how to recognize the signs and symptoms of suicidal behavior as it relates to mental health and/or drug use issues. In addition, individuals learn how to skillfully interact with people who are troubled while steering them toward receiving proper help. Lastly, LCDPH, with assistance from MHAC, hopes to begin a process of creating a mental health strategic plan before the end of 2024.

#### **Key Performance Measures (original):**

1. To become a “Trauma-Informed” agency by June 2023
2. Become a “Trauma-Informed” community of partners by end of strategic plan period or by December 2024
3. To establish and manage a behavioral health database to be shared with partners by December 2023
4. Have a behavioral health community education strategic plan in place by June 2023

#### **Key Performance Measures Moving Forward (2023-2024)**

1. **To become a “Trauma-Informed” agency by December 2024:** LCDPH is well within the process, but this will take longer than originally expected. This goal is extended to December 2024 as new policies will need to be created to reflect the changes.
2. **Begin the process to become a “Trauma-Informed” community of partners by the end of the strategic plan period or by December 2024:** This goal is contingent upon factors such as other agencies willingness to participate. LCDPH hopes to meet with potential “trauma-informed” partners in 2024 to assess the possibility of becoming a trauma-informed community. There is no set baseline or criteria for becoming a trauma-informed community so this will need to be determined.
3. **Begin process of developing a behavioral health community education strategic plan by December 2024:** This objective is delayed as COVID-19 and partnership participation and development has fallen behind schedule. As of August 2023, the Mental Health Advisory Council is in the process of regaining momentum and new partnerships are still being developed.
4. **To find a Mental Health First Aid training provider to make the program available to residents in Logan County by year end 2024.**
5. **Have a TASC “deflection program” formally introduced to Logan County stakeholders in 2024 or other data sharing program presented.**

# LCDPH Strategic Plan 2002-2025

## (Progress Update Through March 2023)

### Priority: Substance Abuse/Tobacco Prevention

#### Overview

LCDPH aims to support the community initiative to reduce substance/tobacco use through social media messaging and the press. LCDPH will also support vaping prevention. As with all priorities, substance abuse/tobacco prevention activities have been impacted due to the COVID-19 response and not all objectives have been met. However, recently, LCDPH has consistently posted on Facebook messages that promote community activities aimed at addressing drug use prevention. LCDPH has yet to issue a press release regarding drug and tobacco use prevention but still plans to follow through on this objective. LCDPH is also promoting naloxone as a life-saving product and is offering it free to the community. Training for naloxone is no longer required and LCDPH has been limiting this to CPR classes. LCDPH did not issue any press releases regarding laws prohibiting public smoking as planned; however, in 2022 and 2023, there were minimal complaints reported to the health department. LCDPH will no longer address promoting tobacco laws as the community appears to be in significant compliance. This objective will no longer be a component of the strategic plan period; however, if the need occurs, LCDPH will address the public tobacco use regulations via media and social media.

#### Position Abbreviations (for responsibilities):

Assistant Administrator/Director of Nursing (DON)  
Administrator (ADM)

#### Priority: Substance Abuse/Tobacco Prevention

Strategies	Objectives	Person(s) Responsible	Timeframe	Outcome
1. Develop a media campaign to promote drug abuse prevention	1.1 Promote drug abuse prevention on the agency website and Facebook page  1.2 Forward an annual press release to inform and get a message across to prevent drug abuse, tobacco, and related use	1.1 DON/ADM  1.2 DON/ADM	1.1 January 2023  1.2 Dec 2022/annually	Partially Met/Ongoing  Not Met
2. Increase public awareness and accessibility of life-saving naloxone and	2.1 LCDPH will work with partners to promote naloxone training to the community via social media, press releases, etc. and will offer courses	2.1 DON/ADM	2.1 January 2023/annually	N/A

usage training	if needed		
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 ADM/DON	3.1 January 2023 annually

## Substance Abuse/Tobacco Prevention: Priority (Updated Goals & Objectives)

### March 2023 – December 2024

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	Timeframe
1. Develop a media campaign to promote drug/tobacco use prevention	1.1 Promote drug abuse prevention on the agency website* and Facebook page 1.2 Forward an annual press release to inform and get a message across to prevent drug abuse, tobacco, and related use  *Information will be posted to the website upon release of a PR. All agency press releases are uploaded onto the LCDPH website.	1.1 DON/ADM  1.2 DON/ADM	1.1 Ongoing  1.3 December 2023

#### Goal #1 Comments:

LCDPH has been promoting substance use prevention and local initiatives on its social media page as this activity will be ongoing. LCDPH has been actively participating in local initiates such as the Result Oriented System of Care (ROSC) program and the Substance Use Prevention Coalition. LCDPH has fallen short on press releases promoting drug use and tobacco prevention awareness and will strive to meet this annually by calendar year end 2023 and 2024. Tobacco and substance use prevention topics will likely be addressed in separate press releases.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeframe
2. Increase public awareness and accessibility of life-saving naloxone and usage training	2.1 LCDPH will work with partners to promote naloxone* to the community via social media, press releases, etc. and will continue to offer training in CPR classes  *Naloxone training is being phased out	2.1 DON/ADM	2.1 Ongoing

#### Goal #2 Comments:

and promotion of naloxone to the community via social media. Most recently, LCDPH informed the public regarding free naloxone availability in its vestibule for the taking. The public is taking advantage of this opportunity as supplies are being routinely replenished. Naloxone administration training is being phased out since the procedure is fairly straightforward. However, LCDPH does teach naloxone administration in the CPR curriculum and will continue to do so. LCDPH has been consistently supporting the community and its partners regarding drug abuse prevention through social media and will continue on this course.

#### Key Performance Measures (original):

- Drug use prevention is already targeted in the Logan County Community Health Implementation Plan (CHIP). The above activities are to be conducted by the Logan County Department of Public Health to contribute to successful outcomes from the CHIP. The Logan County CHIP success will be monitored 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.

#### Key Performance Measures Moving Forward (2023-2024)

- Since LCDPH priority for drug and tobacco use prevention is to support the Logan County CHIP, success will be monitored by LCDPH through the County Community Health Collaborative CHIP which utilizes data from CDC and other sources to determine outcomes. Outcomes are also measured and assessed annually through the Robert Wood Johnson Foundation County Health Rankings, CDC, and other data resources. The performance measures are to assure the goals and objectives above are attained to help the County meet its goals for the CHIP. LCDPH is an active participant of the Community Health Collaborative (CHC) and actively participates on the CHC advisory committee.

# LCDPH Strategic Plan 2002-2025

## (Progress Update Through March 2023)

### Priority: Chronic Disease/Obesity Prevention

#### Overview

With the impact of COVID primarily affecting the agency from 2020 into 2022, progress was hampered as operations were forced to change during the pandemic. WIC plays a large role in this priority, and they were forced to make major adjustments during the pandemic. Thus, many of the objectives were not reached so there are necessary adjustments toward this initiative through 2024. WIC has been called upon to assist in this priority since proper nutrition and diet are essential toward prevention of chronic health and obesity. Throughout the remainder of the current strategic plan, WIC will assist in promoting good nutrition. WIC is encouraged by the Illinois Department of Human Services (DHS) to minimize hand-out information, during client visits, specific only to their nutrition programs. Thus, various items originally intended to be handed out (i.e., walking trail information) were never provided to their clientele. In the fall of 2023, WIC will begin promoting a weight loss assistance social media program for those actively interested in losing weight and staying healthy to compliment other weight loss programs offered in the community. WIC has also worked with Lincoln Daily News (LDN) in the past to provide health tidbits in the paper's health section. LCDPH may again approach LDN regarding this possibility. Each year WIC has promoted the farmer market program and this effort will continue in 2023. Finally, the WIC program will continue in its efforts to promote breastfeeding and is a participant in the local task force. Since the local OB services ceased in Logan County at the end of 2022, the task force and breastfeeding counseling sessions have been fewer. Efforts will be made by WIC to revitalize the task force with the Springfield Clinic and other partners as the loss of local OB services has been a setback. By carrying out all the above activities, LCDPH intends to support the Logan County Community Health Implementation Plan (CHIP) to combat obesity and chronic disease. Also, a new benchmark date is set for increasing the number of women who breastfeed beginning 2021 (no longer 2020 as specified in the original strategic plan) as 2021 was the first year that the data was recorded. From 2021 (315) to 2022 (393), there was a significant 25% increase in the number of women who breastfed.

#### Position Abbreviations (for responsibilities):

WIC Coordinator (WC)  
WIC Clerk (WCLK)  
Administrator (ADM) Assistant Administrator/Director of Nursing (DON)

## Chronic Disease/Obesity Prevention: Priority Progress Summary (through 2022)

Goal/Strategies	Objective (or actions)	Person(s) Responsible	Timeframe	Outcome
1. To reduce obesity within the community to promote better long-term health through incentives programs and exercise awareness (e.g., t-shirt reward)	<p>1.1 Begin promoting the use of local parks and walking trails for exercise to clients through information handouts</p> <p>1.2 Promote local weight loss clinics to clients who are obese/need to lose weight</p> <p>1.3 Begin a community weight loss promotional program ("Lighter than Last Year") and work with local partners to help promote and provide incentives</p> <p>1.4 Implement a community-wide awareness and prevention program through the use of the media &amp; Facebook</p>	1.1 WC 1.2 WC 1.3 WC 1.4 WC/DON	1.1 January 2023 1.2 January 2023 1.3 January 2023 & continue annually 1.4 December 2023 & continue annually	1.1 Not completed 1.2 Not completed 1.3 See marketing updated priority for "outreach" 1.4 N/A (in progress)
2. To help families have a means to access healthy foods	<p>2.1 Promote the WIC program through enhanced advertisement and marketing (Facebook, press release, referrals)</p> <p>2.2 Connect families to SNAP benefits as part of routine WIC visits</p> <p>2.3 Promote the local Farmers Market through WIC meetings, Facebook and media</p>	2.1 WC/DON 2.2 WC 2.3 WC/DON	2.1 December 2022 2.2 September 2022 2.3 September 2022	2.1 Not yet (in progress) 2.2 (No longer needed) 2.3 Partially completed in 2022. Will again be promoted after June 2023
3. To promote breastfeeding which is known to reduce obesity	<p>3.1 Encourage pregnant women to attend breastfeeding classes and to promote breastfeeding in the community as part of WIC breastfeeding peer counseling sessions</p> <p>3.2 Continue involvement in the local breastfeeding task force as indicated in the "CHIP"</p>	3.1 WC/WCLK 3.2 WC	3.1 Immediate/ Ongoing 3.2 Immediate/ Ongoing	3.1 In process/on hold 3.2 In process/ongoing

# Chronic Disease/Oesity Prevention: Priority (Updated Goals & Objectives)

## March 2023 – December 2024

Goal/Strategy (1)	Objective (or actions)	Person(s) Responsible	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)	SEE MARKETING "OUTREACH" GOAL/STRATEGY #1	N/A	N/A

**Goal #1 Comments:** This goal/strategy serves both chronic disease prevention and is also in operation as part of the marketing plan to reach out to the community via social media to encourage people to eat right and exercise.

Goal/Strategy (2)	Objective (or actions)	Person(s) Responsible	Timeframe
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) 2.2 Promote the local Farmers Market through WIC meetings, Facebook, and media	2.1 W/C/DON 2.2 W/C/DON	2.1 July 2024 (met/ongoing) 2.2 July 2024 (met/ongoing)

### Goal #2 Comments:

The original objective for WIC to make client connections to SNAP benefits (objective 2.2) has been removed. Based on feedback from WIC, it will no longer be feasible for WIC to connect their clients to the federal Supplemental Nutrition Assistance Program (SNAP) benefits program as Illinois Department of Human Services (DHS) is currently working on an effort to integrate the WIC and SNAP programs. WIC continues to promote their program, including the farmers' market on their social media site. WIC works in association with the farmers' market, made possible through a grant with DHS, and provides food subsidies to clients to purchase produce at the market.

Goal/Strategy (3)	Objective (or actions)	Person(s) Responsible	Timeframe
3. 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 3.2 Meet with coalition to generate plan to revitalize the program 3.3 Continue involvement in the local breastfeeding task force as indicated in the "CHIP"	3.1 WC 3.2 WC 3.3 WC	3.1 July 2024 3.2 On Hold 3.3 On Hold

### Goal #3 Comments:

Breastfeeding promotion has experienced setbacks with the loss of OB services to the community. This goal/strategy is on hold, and it is hoped that WIC will resume its efforts to promote breastfeeding by end of 2023 through 2024. Breastfeeding is addressed as part of chronic disease/obesity as this provides nutrition to the infant which can potentially lower their risk of obesity and chronic disease.

### Key Performance Measures (original):

- 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% ("Lighter than Last Year" is being replaced by a social media program – see marketing priority)
- 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.

### Key Performance Measures Moving Forward (2023-2024)

- **To Increase the number of women who breastfeed annually by 10% beginning the year 2021 (first year of recorded statistics).** For 2023, statistics will be compared to 2022 in which 393 women breastfed.
- To implement services of the International Breastfeeding Certified Lactase Consultant to the public and medical community (see marketing/outreach)