

oneLCHD STRATEGIC PLAN

2020-2045



One Vision. One Plan. One LCHD.

Learn more at OneLCHD.org



LakeCounty

Health Department and
Community Health Center

Our future is one where the Lake County Health Department and Community Health Center (LCHD) continues to work tirelessly to keep our community healthy, provides the best quality programs and services, and implements strategies with our community partners that address all aspects of health. We know where we want to go as an organization. Help us get there, as **OneLCHD**.



ABOUT THE PLAN

OneLCHD is a different type of strategic plan. It builds on the foundation set by previous plans and accounts for staff feedback and lessons learned from many years of hard work.

This plan focuses on ensuring that our systems and processes support our staff and serve our community in the ways they need. It shifts our attention away from specific health conditions and towards addressing the root causes of identified operational and health challenges. It calls on us to collaborate with new and current partners to meet the needs of those we serve.

It's a simple idea: we improve as an agency and community not because of changes to any one program or health outcome, but because of how we work with one another. This plan unites staff across the Health Department to identify and address the system-level challenges that slow us down and limit our success. It offers the vision and direction we need to make sustainable, positive change, with the flexibility to adapt to new, ever-changing realities. It provides clear strategies on what we need to do to accomplish our goals. And most importantly, this plan was built with staff at all levels and governing board members, centered on the voices of the people who make our organization successful.



OneLCHD is an open, adaptive strategic plan with a 25-year vision, complemented each year by an Annual Action Plan.



Open

A transparent strategic planning process that invites staff at all levels and governing board members to participate. This ensures that the plan's focus and objectives are meaningful, relevant, and reasonable.



Adaptive

A flexible plan that allows us to pivot and rapidly respond to new information or challenges. This allows us to incorporate new perspectives, partners, or pandemics as they emerge and work to best serve our community.



25-Year Vision

A long-term vision that encourages big picture planning, which helps us anticipate and prepare for unknown futures. This aligns all Health Department staff towards a shared vision and goals that address the root causes of our challenges.





PLAN COMPONENTS



Strategic Themes

25-year visions

Strategic Themes serve as our guiding lights and the foundation for the strategic plan. They provide broad, overarching direction for where we want to go as an agency in the next 25 years. They also help align the Health Department’s efforts with Lake County’s Community Health Improvement Plan (CHIP). In October 2019, the Board of Health prioritized and voted on the final three themes based on their impact, feasibility, relevance across Health Department domains, urgency, and health equity focus.

- **Primary Prevention:** Our focus is on keeping our community healthy by providing them with the resources, opportunities, and support they need to make healthy choices. Beyond immunizations and other forms of primary healthcare, this also includes addressing “upstream” determinants of health, including inequities related to food, housing, transportation, education, employment/income, and environment.
- **Quality:** Our goal is to become a high-performing organization that provides safe, high-quality care, and improves the health of the Lake County community through effective and efficient service. Achieving high quality at the Health Department means meeting or exceeding customer expectations by continuously assessing and improving our systems and processes. Strategies for improvement involve staff at all levels of the organization and incorporate coordination, accountability, and access to relevant data, information, training, and resources.
- **Community-Driven Health Neighborhood (CDHN):** Welcoming and working with other partners—including those outside the health sector—is vital to improving the health of our community. Factors beyond the four walls of a clinic determine much of our health and well-being. We must listen and learn from our community and be “neighborly” with the other organizations that influence the health and well-being of Lake County community members in various ways.



Focus Areas

10-year priority areas for action

Focus Areas align all staff and key community stakeholders on the same paths so we can move forward as one agency and one community. Each Focus Area tells us our priority areas for action for the next 10 years that help us address all three Strategic Themes.

- Collect actionable data and use it well.
- Help people get what they need, when they need it.
- Make the healthy choice the easy choice.
- Support our staff and community.



Objectives

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



Annual Action Plan

Every year, staff from across the agency collaborate in Action Teams to determine the specific **Activities** (what we do to reach our objectives), **Key Results** (how we measure success), and who is accountable for each activity. Activities and Key Results are set and implemented each year through **Annual Action Plans**. Reviewing our implementation plan on an annual basis allows us to identify and address emerging trends and change strategies as needed. This ensures that the Activities and Key Results reflect the priorities and capacity of our agency in any given year. By setting small, realistic steps in the right direction, we position ourselves to move steadily toward success.

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FOCUS AREA #1

COLLECT ACTIONABLE DATA AND USE IT WELL

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

Theme Connections

Primary Prevention: Using data to understand why we need to address an issue, what works, and what doesn't allows us to better prevent the root causes of health disparities and potential inequities.

Quality: Accessing the right information in a timely and usable manner helps us learn from each other's successes to improve our processes and outcomes.

Community-Driven Health Neighborhood: Assuring equitable access to data and data literacy improves accountability, transparency, collaboration, and effectiveness among our staff and community stakeholders.

Objectives	Measures of Success
1A. By 2023, Health Department staff and key community stakeholders are equipped to collect, interpret, and integrate data into their decision-making.	90% of data generated by the Health Department is collected in an accessible, centralized system. 90% of staff and relevant community partners can accurately complete a Data Literacy Competency Assessment.
1B. By 2025, internal and external partners can access data they need in a timely manner through user-friendly websites.	80% of Health Department Health Datasets are openly available to the Health Department's staff, external partners, and community members.

FOCUS AREA #2

HELP PEOPLE GET WHAT THEY NEED, WHEN THEY NEED IT

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

Theme Connections

Primary Prevention: Preventing health issues from emerging or worsening requires timely access to relevant information and services.

Quality: Promoting awareness, accessibility, and coordination of resources meets staff and community expectations for high quality care and customer service.

Community-Driven Health Neighborhood: Improving coordination of health-related services engages our community as partners in health, increases our accountability to meet the community's needs, and enhances utilization of these resources.

Objectives	Measures of Success
2A. By 2023, assess community needs and ensure that Health Department hours, locations, and service offerings reflect the needs and priorities of all who live, work, and play in Lake County.	80% of customers say their experience with accessing Health Department services is either good or excellent.
2B. By 2025, assure that Health Department programs and services have the capacity to address unmet community needs by modifying existing offerings and resources appropriately.	50% reduction in wait times across all programs and services.
2C. By 2023, assure awareness of and coordination across Health Department and community partners' health-related services and resources.	80% of Health Department programs have developed and implemented formal referral pathways across relevant internal and external partners to meet unmet needs and promote health equity.

STRATEGIC THEMES



FOCUS AREA #3

MAKE THE HEALTHY CHOICE THE EASY CHOICE

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

Theme Connections

Primary Prevention: Dismantling barriers to health (especially those related to the determinants of health) is crucial in assuring that everyone can access healthy choices.

Quality: Increasing staff understanding and capacity to address barriers to health improves the satisfaction of customers interacting with our public health system.

Community-Driven Health Neighborhood: Inviting our community as partners to identify challenges and opportunities for healthy choices helps us select and implement relevant and effective solutions.

Objectives	Measures of Success
3A. By 2023, develop and implement strategies to identify and address the top three barriers affecting Health Department customer access to healthy choices.	70% of Health Department customers have their access barriers assessed and addressed through the appropriate resources.
3B. By 2025, fulfill the Health Department's role as chief community health strategist in promoting health equity.	Three community-driven policy, systems, and environmental (PSE) change initiatives are facilitated, developed, or implemented.

FOCUS AREA #4

SUPPORT OUR STAFF AND COMMUNITY

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

Theme Connections

Primary Prevention: Assuring that staff and our community members are supported and appreciated encourages and equips them to proactively address challenges and identify solutions before issues emerge or escalate.

Quality: Delivering high quality care and services requires that staff members have access to the support they need to thrive in their roles.

Community-Driven Health Neighborhood: Partnering with our community to improve our relationships builds trust and collaboration to advance health equity.

Objectives	Measures of Success
4A. By 2025, facilitate career pathways for Health Department staff and diverse, local applicants.	A "High Potential Hiring Rate" of 20-30% of open positions are filled by internal applicants who have been successfully developed. At least five community pipelines are created or reinforced that connect Lake County community members, organizations, and universities to employment opportunities at the Health Department.
4B. By 2023, the Health Department has implemented a meaningful system for assessing customer service experiences across all service lines and has implemented a process to address relevant concerns.	70% of all Health Department customer interactions are evaluated through a centralized system.
4C. By 2025, Health Department staff are equipped to integrate trauma-informed and anti-racist principles to create a safe and welcoming environment for customers, community members, and fellow staff.	80% of customers indicate that Health Department services were delivered in an accessible and respectful manner.



Learn more at [OneLCHD.org](https://www.onelchd.org)

**Lake County Health Department
and Community Health Center**

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Here for Lake County. Here for You.

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

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

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