



Strategic Plan, December 2021 to November 2026

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## Introduction

### *Kane County*

Kane County, Illinois, located 40 miles west of Chicago, is a racially, ethnically, linguistically, and geographically diverse Midwestern county with a population of 516,522 persons. 70% of the county's population resides in the eastern third of the county, a densely populated urban corridor, and the remaining 30% resides in the remaining two-thirds, which are split equally between suburban development and agricultural lands. The county's rapid development over the past 20 years also included dramatic demographic shifts, with the largest population growth among Latinos and families with young children. Mental health, infectious disease prevention, health inequities, and addressing the root causes of chronic disease, have been identified as the most critical issues affecting the county's public health.

Race/Ethnicity		
	2016	2020
White (Not Hispanic or Latino)	70.4%	60%
Black	5.6%	5.3%
Asian	4%	4.2%
American Indian/Alaskan Native	0.5%	1.4%
Native Hawaiian/Pacific Islander	0.0% ( $\pm 56$ )	0.0% (N=217)
2 or more races	2.3%	12.9%
Hispanic or Latino	31.8%	32.8%

Income ( <i>per capita</i> )		
	2016	2019
<b>Median household income, total</b>	73,347	86,368
<b>White (Not Hispanic or Latino)</b>	42,549	50,132
<b>Black</b>	19,303	27,880
<b>Asian</b>	43,062	37,023
<b>Hispanic or Latino</b>	16,955	19,940

Unemployment		
	2016	2019
<b>Unemployed, total</b>	6.2%	3.6%
<b>White (Not Hispanic or Latino)</b>	4.9%	2.6%
<b>Black</b>	16.1%	8.4%
<b>Asian</b>	3.7%	2.3%
<b>Hispanic or Latino</b>	6.9%	5%

Educational Attainment		
	2016	2019
	<b>High school graduate or higher</b>	<b>Bachelor degree or higher</b>

<b>White (Not Hispanic or Latino)</b>	95.7%	44.3%	96.3%	41.5%
<b>Black</b>	88.2%	16.6%	90%	23.5%
<b>Asian</b>	88.7%	55.1%	85%	53%
<b>Hispanic or Latino</b>	56.1%	6.7%	60.6%	13%

<b>Health Insurance Coverage - Uninsured</b>		
	<b>2016</b>	<b>2019</b>
<b>Uninsured, total</b>	8.8%	8.3%
<b>White (Not Hispanic or Latino)</b>	24.5%	19.2%
<b>Black</b>	4.7%	4.5%
<b>Asian</b>	2.9%	3.4%
<b>Hispanic or Latino</b>	66.9%	71.8%

<b>Disability</b>		
	<b>2016</b>	<b>2019</b>
<b>With a disability, total</b>	8.6%	9.9%
<b>White (Not Hispanic or Latino)</b>	9.9%	12.1%
<b>Black</b>	11.3%	10.2%
<b>Asian</b>	7.9%	6.8%
<b>Hispanic or Latino</b>	5.9%	6.7%

*The department*

The Kane County Health Department (hereafter KCHD) and its 66 employees serve Kane County’s residents with an operating budget of 6.1 million dollars. The KCHD has been a leader in public health accreditation, and is committed to providing high-quality services to the community.

As this plan is being written, the department is in its second year of response to the COVID-19 pandemic, conducting infection control activities such as public health communication, contact tracing, and mass vaccination. These activities are all being conducted in addition to the department’s normal operations.

This plan details the department’s new strategic priorities, the process by which they were identified, and the yearly goals that will allow our strategic priorities to be met.

*The strategic planning processes*

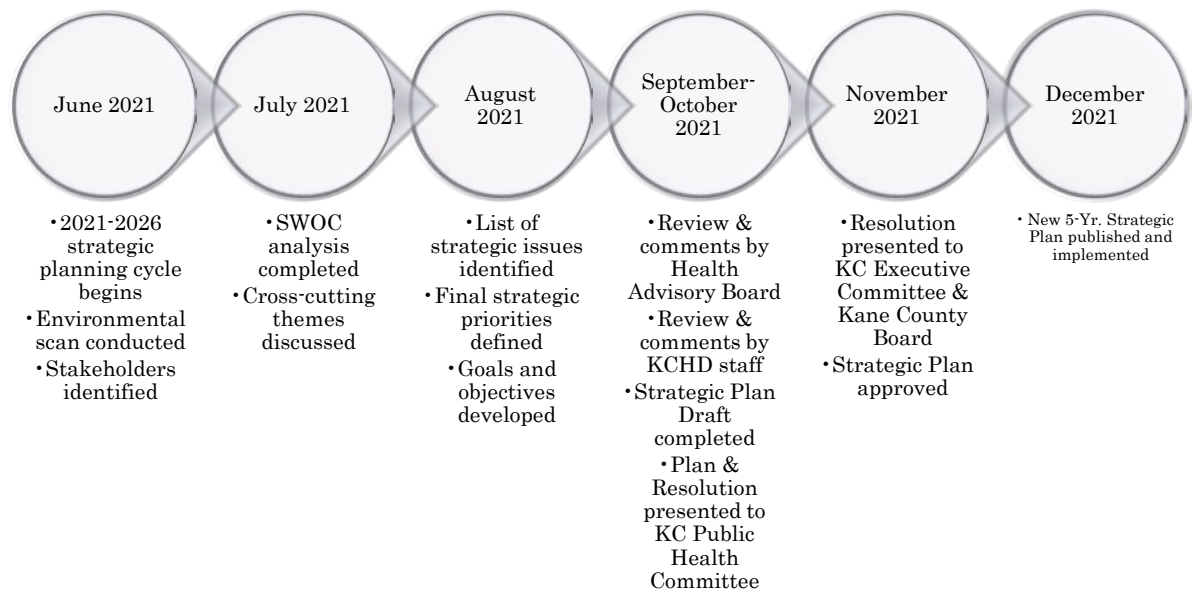
According to the Public Health Accreditation Board, strategic planning sets forth an organization’s goals, the means by which it will achieve the goals, and provides a means by which to identify achievements once they have been completed. Strategic planning also provides a flexible guide for the entire department as it makes decisions on resource allocation, and operational choices. The

KCHD used the National Association of City and County Health Officials’ six key components of strategic planning to guide its planning process, detailed below:

<b>Key Components in the Strategic Plan Development Process</b>
<p><b>Laying the Groundwork for Strategic Planning</b></p> <p><i>During this step, the LHD explores what is involved when embarking on strategic planning, makes a decision to go forward and prepares for the work ahead. Specific actions that may be taken include identifying and defining stakeholders; determining available data to inform the strategic plan; determining process and timeline needs; and developing a project plan for completing the strategic plan.</i></p>
<p><b>Developing Mission, Vision and Values</b></p> <p><i>Organizational mandates and the type and level of stakeholders needed to be engaged are often identified prior to developing mission, vision and values. Once an understanding of formal and informal mandates and various types of stakeholders is clear, the LHD proceeds. The LHD and designated stakeholders develop statements to describe what the LHD does and why it exists (mission), decides upon principles and beliefs that will guide the continued work of the LHD (values) and a statement of the ideal future state based on the work the LHD intends to do (vision). The LHD and the governing body adopt the mission, vision and value statements.</i></p>
<p><b>Compiling Relevant Information: Environmental Scan</b></p> <p><i>Information and data identified in the groundwork phase are compiled and assessed and any additional data needs are identified, collected and summarized. Internal organizational strengths and weaknesses and external opportunities and threats (SWOT) or challenges (SWOC) are identified.</i></p>
<p><b>Analyzing Results and Selecting Strategic Priorities</b></p> <p><i>Data gathered is used to complete a SWOT/SWOC analysis. Data are fully reviewed and analyzed by the LHD to identify strategic issues. The issues are prioritized for inclusion in the strategic plan.</i></p>
<p><b>Developing the Strategic Plan and Implementation Plan</b></p> <p><i>Full action plans to address the priorities are developed and strategies that impact the priorities are determined. Broad goals and corresponding measurable objectives are defined with timelines and assigned to staff/ departments.</i></p>
<p><b>Implementing, Monitoring and Revising as Needed</b></p> <p><i>Once the plan is developed, the LHD and its governing body must hold the LHD accountable for implementation of the strategic plan. Ongoing measurement and monitoring of both process and outcome data is necessary to ensure the plan is on track for making an impact and identifying opportunities for quality improvement (QI).</i></p>

As we focus on population health, we are well-suited to the changing demographics of the county, with its growing urban areas, fast development in its central corridor, and an increasingly diverse population.

Strategic planning and the selection of strategic priorities helps the health department make high-level decisions, and contributes to the general course forward that the department will take over the next five years. The pursuit of these goals helps to guide decisions made at the program level, and ensures that all the department’s efforts work together, contributing to the accomplishment of the high-level goals.



*Fig. 2: Strategic planning timeline*

### *Participants*

The planning process included all levels of staff from the KCHD, as well as stakeholders from the community, as detailed in the following section, *Our Stakeholders*. This was done in order to ensure the alignment of our goals and objectives with community needs, as well as the requirements for PHAB accreditation. The diverse makeup of our planning group reflects the broad scope of the strategic plan’s objectives.

## Our Stakeholders

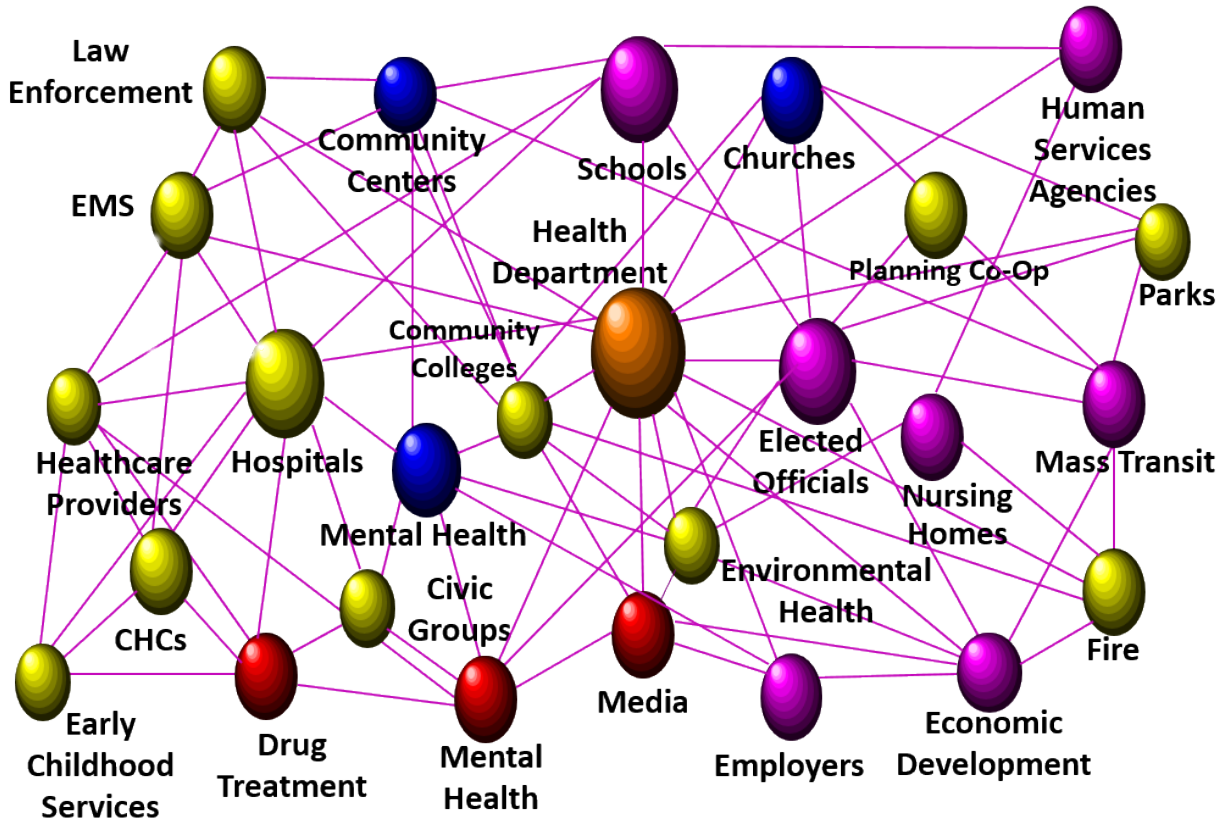
### *The local public health system*

Public health, unlike traditional clinical service providers, focuses on population health. Rather than focusing on the health of an individual person, population health considers the health of a group of persons within a given area. The organizations in a community which serve its residents, and impact public health, make up the local public health system.

The local public health system shapes the environment of those who live in it, and as such, improvements to public health can be made by the joint efforts of all the different actors within the system. Effective public health depends on developing the relationships between the actors, or community partners, and mobilizing them to improve the environment and policies that affect health outcomes. Examples of community partnerships include:

1. Populations that are at higher health risk or have poorer health outcomes
2. The general public, such as neighborhood representatives, youth, parents, seniors, LGBTQ, refugees, immigrants, people with disabilities, minorities and women
3. Local government, correctional agencies, housing, community development, economic development, parks and recreation, planning and zoning, school boards
4. State agencies and benefits
5. Business community, industries, employers and chamber of commerce
6. Not-for-profits, civic groups, groups that represent minority health, health equity,
7. Community foundations, philanthropists and 708 boards (mental health)
8. Voluntary organizations
9. Healthcare providers, hospitals, outpatient clinics, mental health providers and facilities, federally qualified healthcare centers (FQHC), home health and hospice agencies
10. Faith based organizations
11. Higher education community colleges, technical schools, colleges and universities
12. The media
13. First responders, law enforcement, emergency management services (EMS), fire and rescue services
14. Congregate living settings including; assisted and skilled nursing facilities, homeless shelters, correctional facilities, domestic violence shelters, emergency shelters and group homes
15. Early childhood care centers, public and private K-12 schools

As the county's health department, the KCHD helps members of the public health system coordinate, and develop partnerships between members, in order to improve health outcomes through collaboration.



*Fig. 3: A local public health system<sup>1</sup>.*

### *Stakeholders*

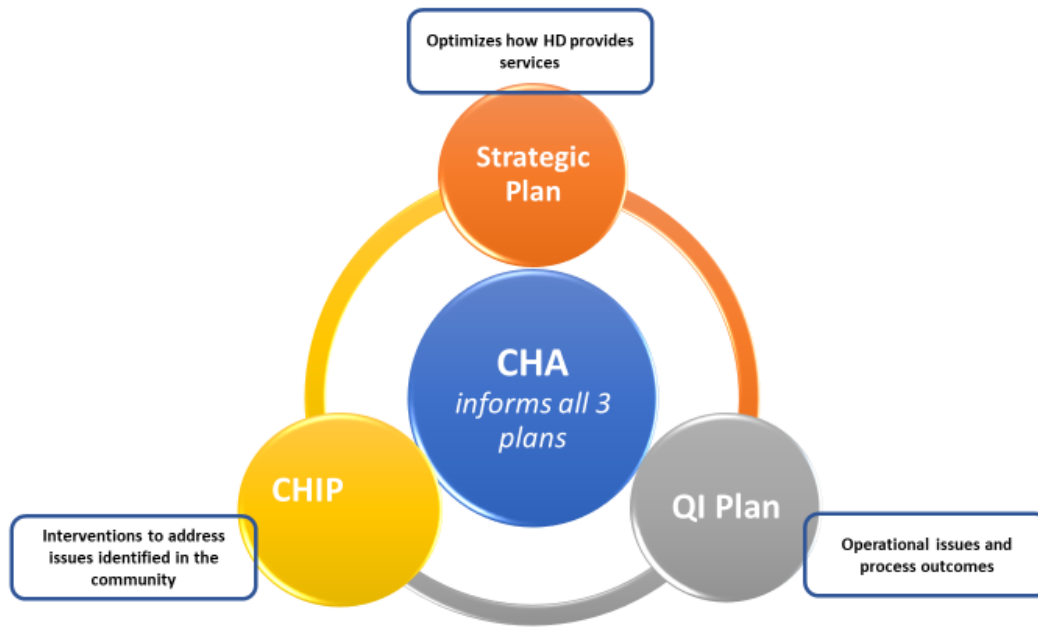
The interconnected nature of the public health system means that the strategic planning process must include as many members of the local public health system as possible. These stakeholders, who are jointly responsible for health outcomes, are an important part of the strategic planning process. Stakeholder involvement brings in new perspectives and more complete perceptions of the objectives, goals, opportunities, and challenges that lay ahead on the journey.

<sup>1</sup> Source: [archived.naccho.org/topics/infrastructure/accreditation/.../Jelly-Bean-Diagram.pptx](https://archived.naccho.org/topics/infrastructure/accreditation/.../Jelly-Bean-Diagram.pptx)



## Alignment

One of the first steps in the strategic planning process was to conduct an environmental scan, which assesses existing resources that inform the strategic plan, as well as a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis, which identifies areas of strength and areas that need additional attention throughout the public health system.



*Fig. 4: linkages between Community Health Assessment, strategic plan, QI (Quality Improvement) plan, and CHIP (Community Health Improvement Plan).*

## The Community Health Assessment

The Community Health Assessment, or CHA, is conducted every three years, along with hospitals in the county. The CHA provides a baseline of information about health factors and trends in the community, and informs decisions made in other plans. The CHA includes four separate assessments: the Local Public Health System Assessment, the Forces of Change Assessment, the Community Health Status Assessment, and the Community Themes & Strengths Assessment.

## The Community Health Improvement Plan

From the data and trends uncovered by the Community Health Assessment, the KCHD developed its Community Health Improvement plan, or CHIP. Four focus areas were identified from CHA data. They are:

- Behavioral Health (Mental Health and Substance Abuse)
- Access to Health Services
- Immunizations & Infectious Diseases
- Nutrition, Exercise, & Weight

These focus areas were kept in mind during the development of the new strategic plan, and helped guide the strategic planning team while it was selecting its strategic priorities. This helped ensure that the CHA/CHIP, the Quality Improvement Plan, and the Strategic Plan were all aligned with one another.

## **The QI Plan**

The KCHD employs its Quality Improvement committee to develop a culture of quality throughout the department. Continuous quality improvement helps the department optimize the quality of its service delivery. As such, the strategic plan's goals and objectives were developed with these principles of quality improvement in mind:

- Ensuring ongoing leadership commitment to QI
- Promoting employee empowerment through the utilization of a performance management system
- Building and sustaining KCHD's QI infrastructure
- Ensuring focus on customer service
- Fostering teamwork and collaboration
- Promoting and advancing a culture of quality through continuous quality improvement efforts

## Mission, Vision, & Values

The department’s Mission, Vision, and Values remained unchanged from the previous strategic planning cycle. Additionally, its revised mission statement was incorporated into the department’s branding, and now appears throughout its communications and facilities.

### Vision

By 2030, Kane County residents are the healthiest in Illinois.

### Mission

To promote, protect, and advocate for health and wellness in the community.

### Core Values

We are committed to

**Service:**

Providing services to the individuals, families, businesses and communities of Kane County in a manner that always exceeds their expectations and contributes to good health.

**Respect:**

Basing all of our interactions with our customers, partners and co-workers on the highest regard for each individual.

**Trust:**

Honoring the public’s trust and acting with integrity to sustain and build that relationship.

**Quality:**

Providing our highest and best efforts in every aspect of our work and seeking ways to innovate and improve.

**Teamwork:**

Sustaining a commitment to work together to overcome obstacles and achieve our mission.



## Environmental Scan

The strategic plan's alignment with other high-level plans begins with the data revealed by the environmental scan. The data provides the strategic planning team with areas of concern to address, items to be worked toward in the future, and the strengths that the department can build on.

An online survey was sent to internal and external stakeholders, asking for feedback on strengths, weaknesses, opportunities and challenges impacting KCHD and its service to the community. Fifty-eight participants responded to the survey; 21 of them were internal (KCHD staff), and 37 external participants. The results indicated the following:

### Most significant strengths:

- Community partnerships
- Programs and initiatives
- Competent staff
- Effective COVID-19 response
- Commitment and reliability

### Most noticeable weaknesses:

- Communication
- Insufficient focus on health equity
- Human Resources-related issues
- QI-PM issues

### Opportunities for growth included:

- Improve workforce development plans and policies
- Improve/increase communication strategies
- Expand and diversify partnerships
- Build capacity and services in Mental Health

### Challenges to overcome:

- Lack of staff/staff retention
- Lack of consistent funding
- Emerging public health threats
- Effects of COVID pandemic
- Lack of access to health services
- Lack of trust from the public

The planning team utilized these elements in order to ensure the alignment of the strategic plan.

## Strategic Priorities

*Strategic priorities are important, high-level topics that are addressed during the strategic planning process. They can be problems, opportunities, or other principles or events that drive the strategic planning process. They must also be defined and driven by data in order for their performance to be monitored. The strategic priorities must be aligned with the department's mission and vision, CHIP, and QI plan. From these priorities, the objectives and goals at the core of the strategic plan are formed.*

Selecting strategic priorities is the core of the strategic planning cycle. Based on what is identified to be of strategic importance for the health department, it is possible to construct a plan for the coming five years, through a process that is rooted on the opportunities that are at hand. Strategic issues are directly linked to the organization's vision, and they must reflect the shared agreement of the stakeholders and of the community served by them (NACCHO, n.d.)

A list with key issues identified during the SWOC analysis was submitted to the core planning team. The group then thoroughly reviewed and discussed relevant aspects of each topic, then divided in 4 smaller groups, and a problem selection grid (Moran and Duffy, 2012) was utilized to rank the topics. Each topic was analyzed against a set of criteria that included:

- Alignment with KCHD mission and vision
- Alignment with other KCHD plans (CHIP, QI)
- Degree of action needed
- Degree of consequence if no action is taken

The results from all groups were compiled, with an average rating conferred to each topic. The list with the final strategic priorities was defined as follows:

1. Health Equity
2. Communications
3. Workforce Development
4. Resource Development
5. Strategic Collaboration

The core planning team was broken up in 5 strategic priority teams, and leaders were assigned to each team. Teams then individually identified goals and objectives for their respective priority. For each goal, a set of sequenced SMART (specific measurable, attainable, realistic, and time-bound) objectives was developed for year 1 through year 5, in order to provide incremental steps toward the achievement of each objective. Years were based on the county's fiscal year definition, from December 1<sup>st</sup> to November 30<sup>th</sup> of the subsequent year.

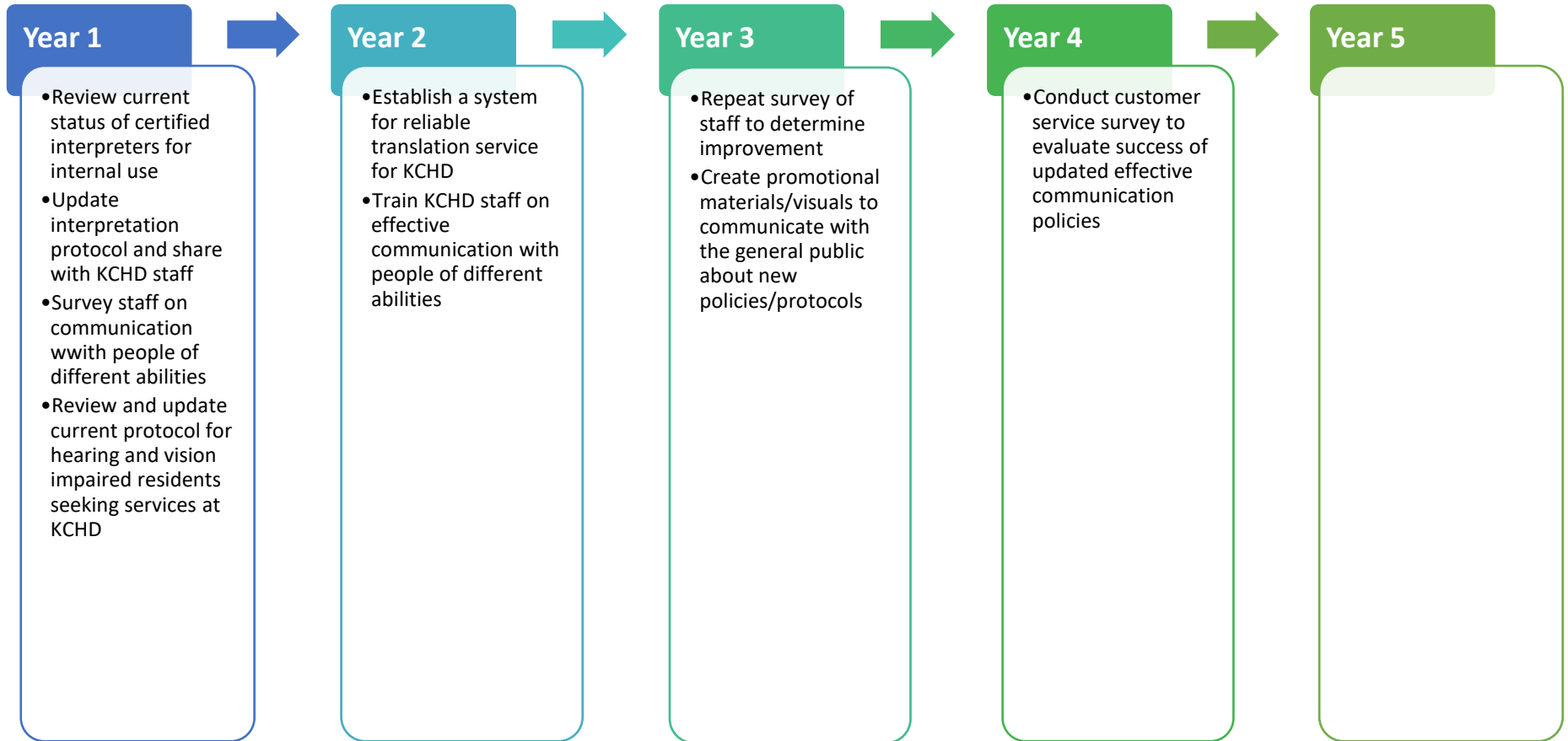
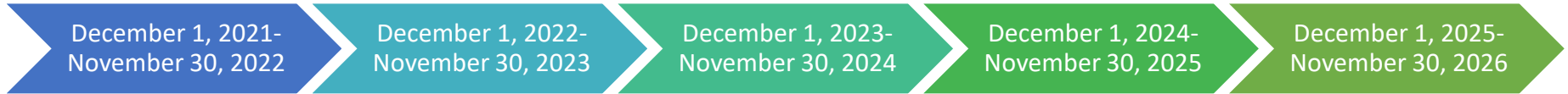
## Strategic Priority 1: Health Equity

“Health Equity is the realization by people of the highest attainable level of health. Achieving health equity requires valuing all individuals and populations equally, and entails focused and ongoing societal efforts to address avoidable inequalities by ensuring the conditions for optimal health for all groups.”

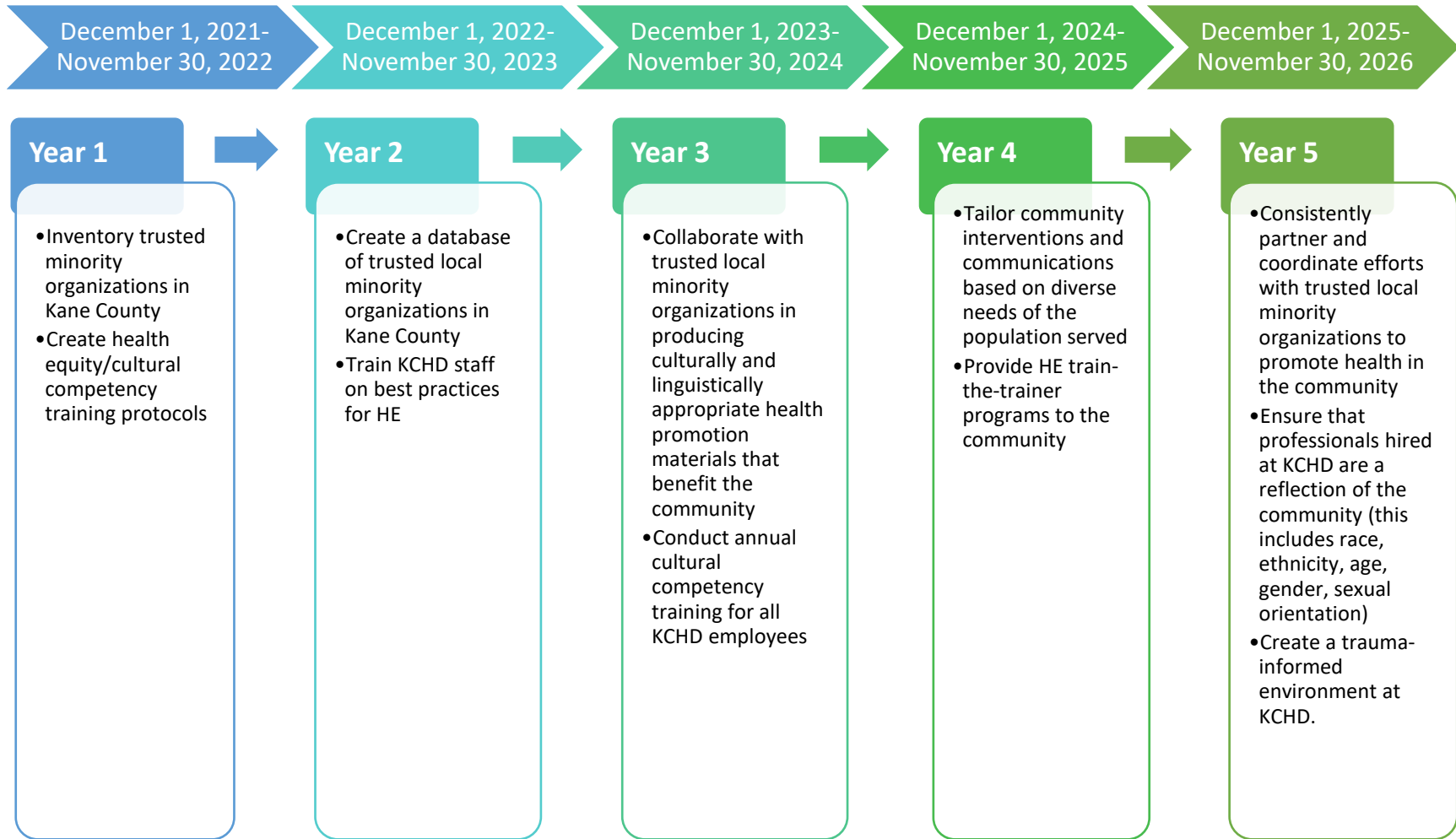
*Adevale Troutman*

<b>Goal 1</b>	Kane County Health Department offers equitable access to programs and services in order to assure optimal health of Kane County residents.
<b>Goal 2</b>	Kane County Health Department engages the community in planning and coordinating public health programs and practices in Kane County so that public health initiatives reflect the diversity of the population they serve.
<b>PHAB alignment</b>	This goal is aligned with Domains 3, 7, and 8.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>● KCHD has a reliable translation service system.</li> <li>● KCHD employees are knowledgeable and skilled at communicating with diverse residents.</li> <li>● KCHD employees and the Kane community are consistently engaged in Health Equity efforts.</li> <li>● KCHD collaborates with diverse community in planning public health initiatives.</li> </ul>

**Goal 1: Kane County Health Department offers equitable access to programs and services in order to assure optimal health of Kane County residents.**



**Goal 2: Kane County Health Department engages the community in planning and coordinating public health programs and practices in Kane County so that public health initiatives reflect the diversity of the population they serve.**



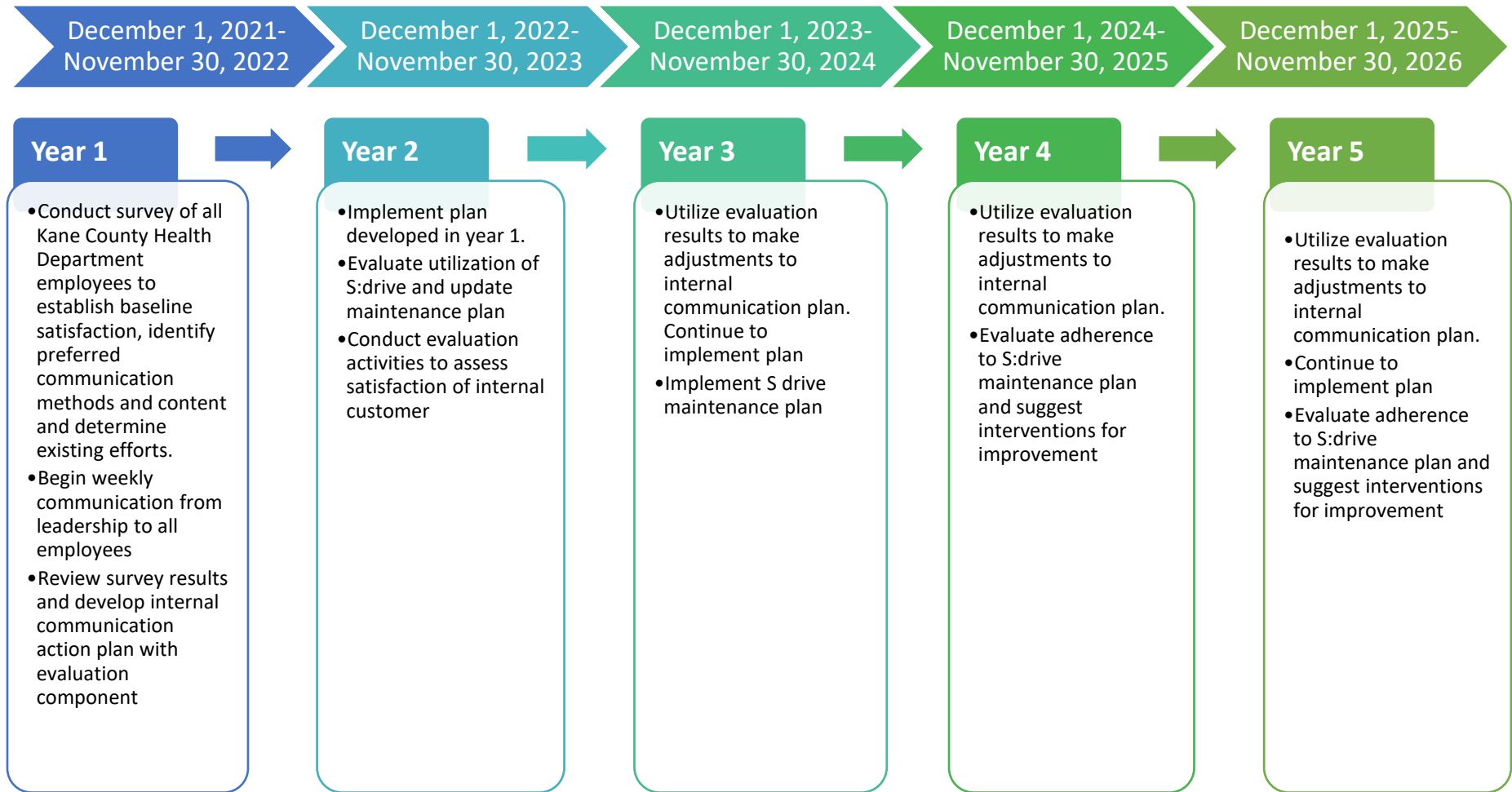


## Strategic Priority 2: Communications

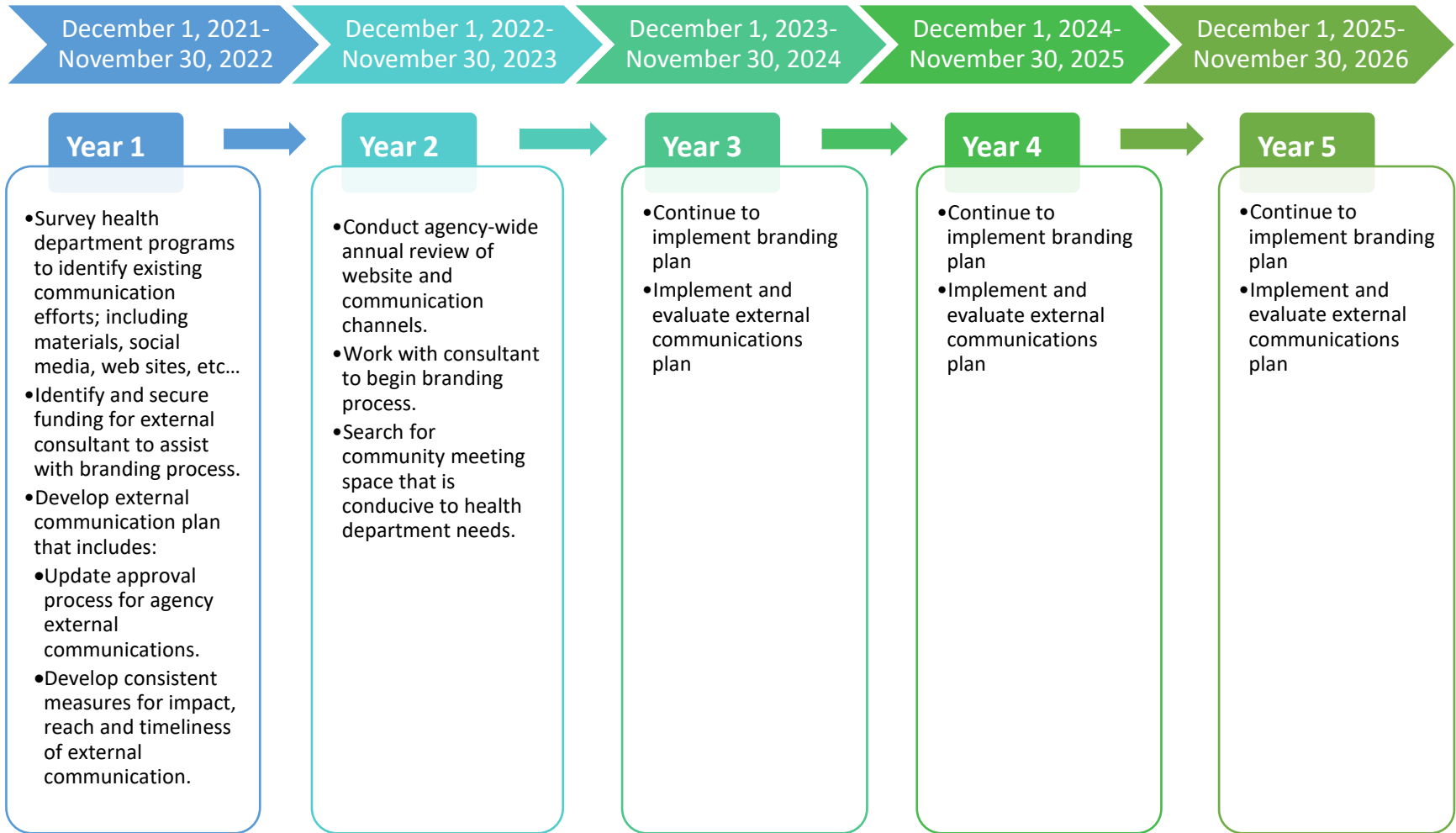
The health department conducts effective internal and external communications to assure partners get the information that is useful to them in a timely manner in a format that is appropriate for the end-user.

<b>Goal 1</b>	Improve Internal health department communications
<b>Goal 2</b>	Increase public awareness and knowledge of timely public health information through improved branding and external communications.
<b>PHAB alignment</b>	<i>This priority is aligned with Domain 3.</i>
<b>Measures of success</b>	<ul style="list-style-type: none"><li>• KCHD employees are knowledgeable about relevant programs and situations impacting the health of residents.</li><li>• KCHD is a valued, effective, trusted leader in the community.</li></ul>

## Goal 1: Improve Internal health department communications



**Goal 2: Increase public awareness and knowledge of timely public health information through improved branding and external communications.**

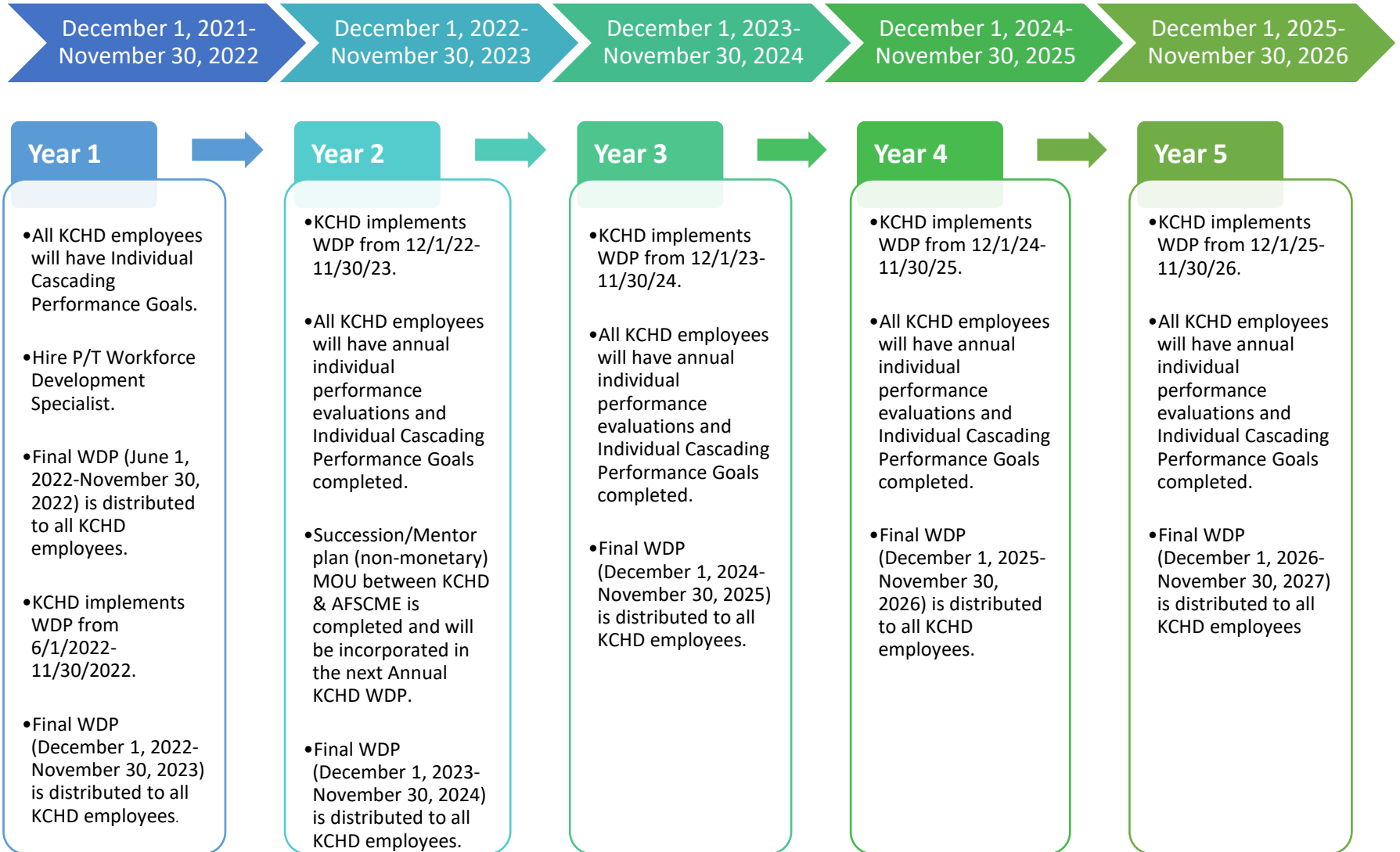


## Strategic Priority 3: Workforce Development

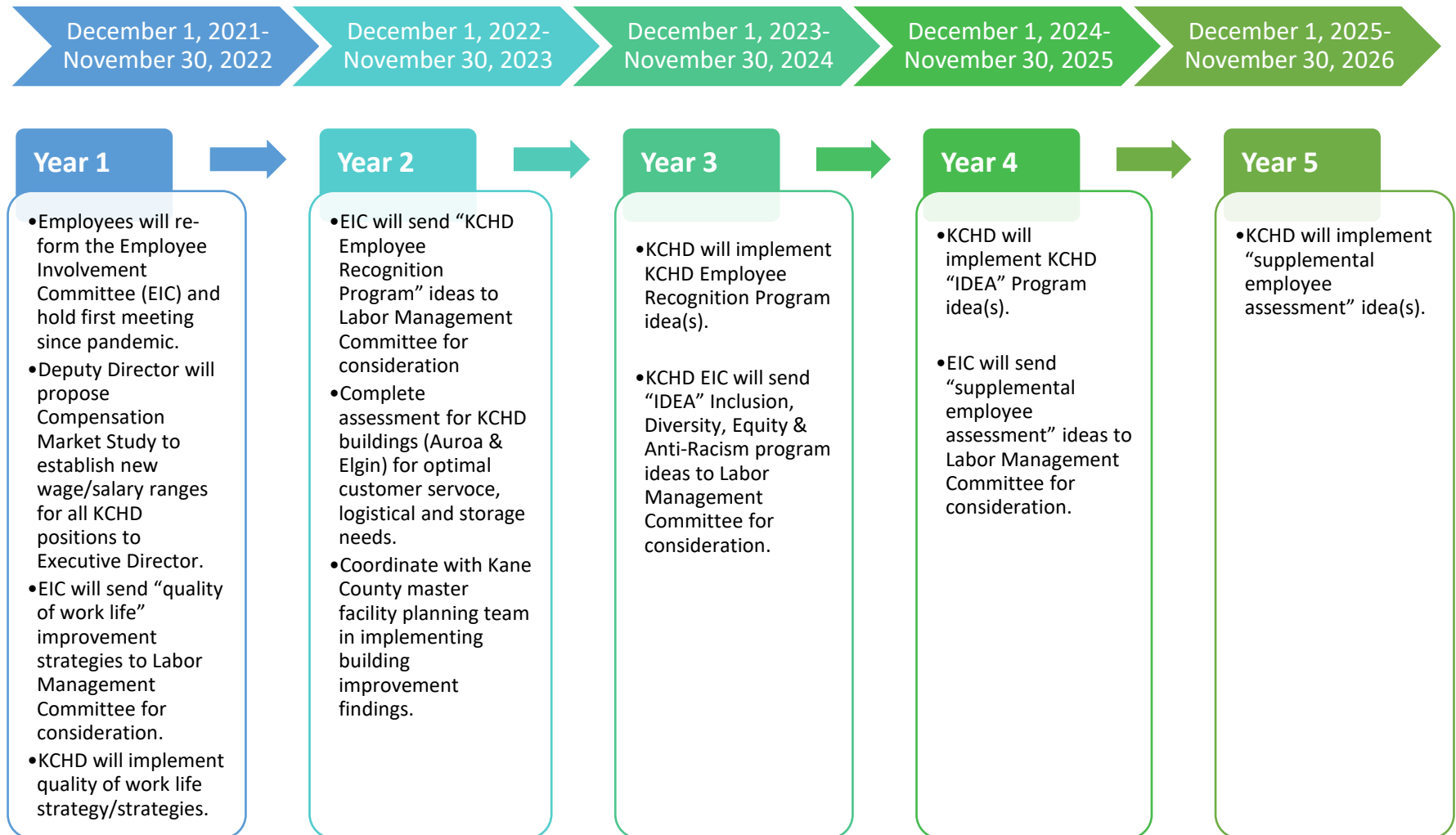
Ensuring workforce development strategies support the health department, individual staff members, staff development, and the overall workforce environment.

<b>Goal 1</b>	All KCHD employees demonstrate continuous commitment to professional development and public health competencies.
<b>Goal 2</b>	KCHD work environment is supportive of all their staff and their maximum productivity.
<b>PHAB alignment</b>	<i>This priority directly aligns with PHLAB Domain 8 Standard 8.2</i>
<b>Measures of success</b>	<ul style="list-style-type: none"><li>• All KCHD employees complete annual required trainings.</li><li>• All KCHD employees meet annual cascading performance goals.</li><li>• All KCHD employees have the opportunity to participate in a succession/mentorship program.</li><li>• KCHD retains and attracts quality employees with competitive wages, benefits and a supportive work environment.</li></ul>

**Goal 1: All KCHD employees demonstrate continuous commitment to professional development and public health competencies.**



**Goal 2: KCHD work environment is supportive of all their staff and their maximum productivity.**

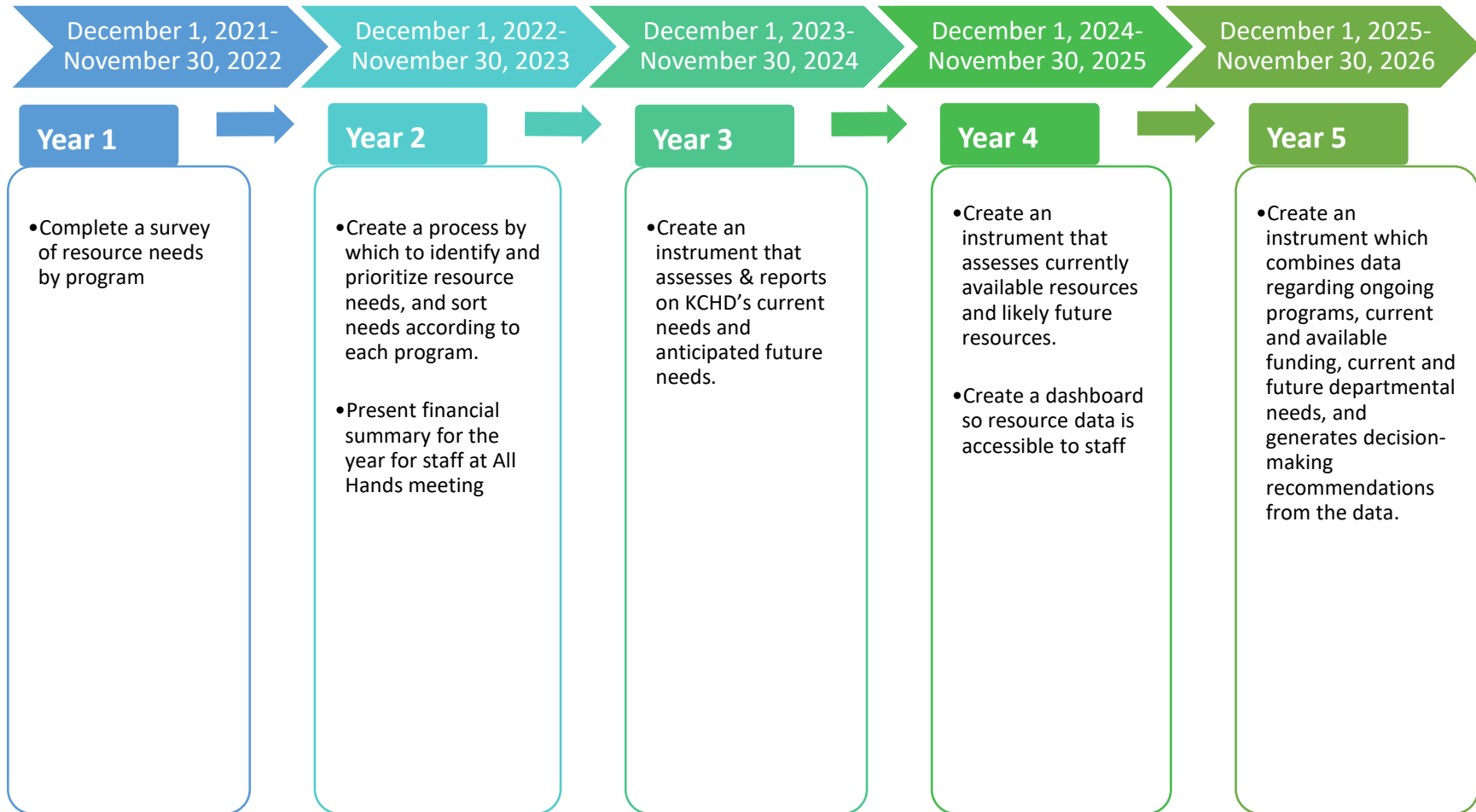


## Strategic Priority 4: Resource Development

Inventory and analysis of available resources including but not limited to funding, expertise and knowledge, building space, staff time, and the evaluation of resource needs based on current and future trends.

<b>Goal</b>	Kane County Health Department offers equitable access to programs and services in order to assure optimal health of Kane County residents.
<b>PHAB alignment</b>	<i>This priority is aligned with Domain 11, Standards 11.1 and 11.2</i>
<b>Measures of success</b>	<ul style="list-style-type: none"><li>• KCHD employees make informed decisions on program resources.</li></ul>

**Goal 1: Create a database of historical and projected needs, and available resources, in order to provide recommendations for decision making.**



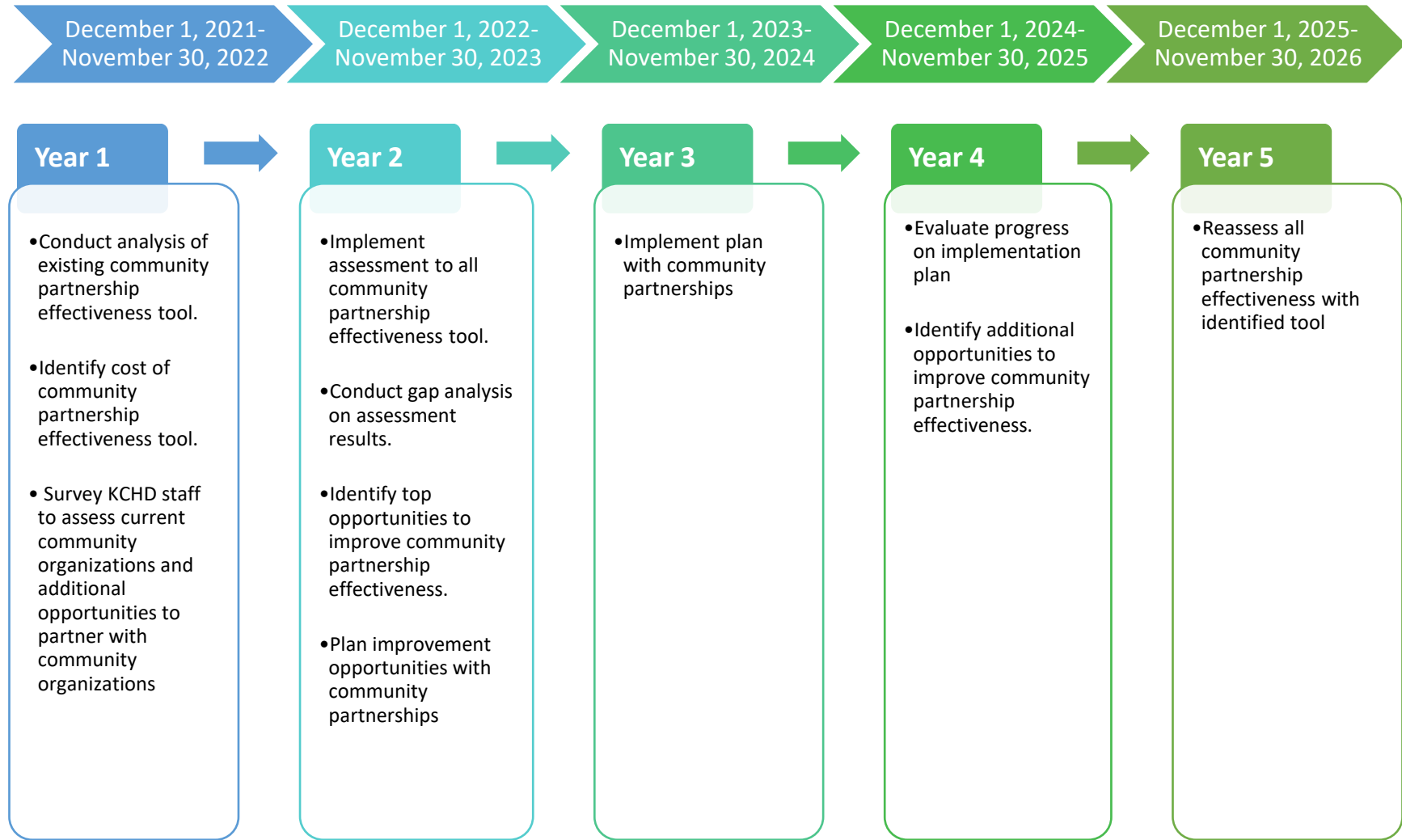


## Strategic Priority 5: Strategic Collaboration

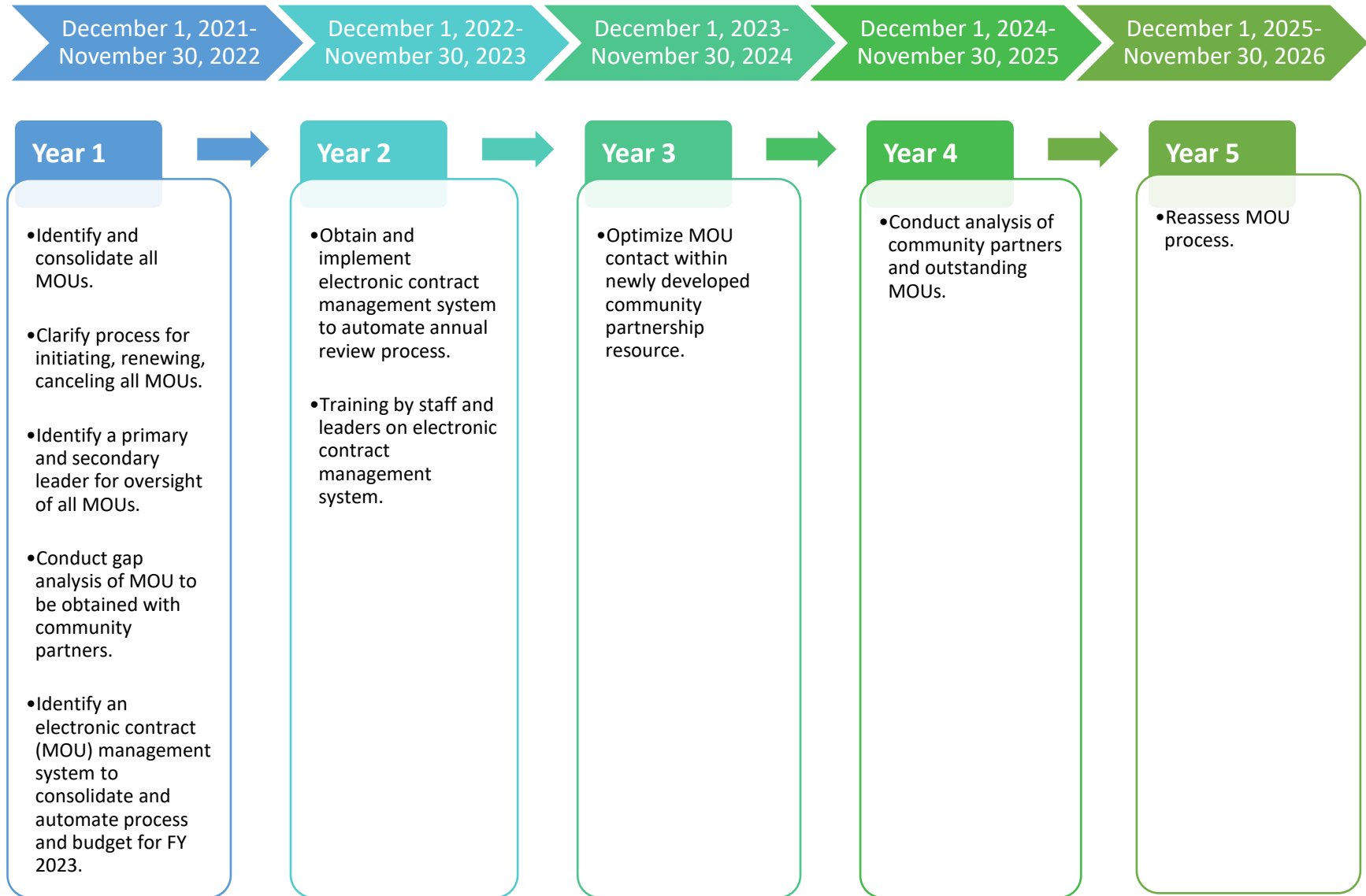
Strategic collaboration develops and builds on trust-based partnerships to promote and improve the health of the community. The Kane County Health Department, through cross-divisional representation and integration with our external partners, will convene and facilitate multi-sector collaboration and coalitions of sectors influential in improving health outcomes.

<b>Goal 1</b>	<p>Assess community partnerships and evaluate opportunities to innovatively meet the community’s challenges with engaged community partnerships based on shared measurements and collaboratively developed interventions (external goal).</p> <ul style="list-style-type: none"> <li>1a. <i>Community Partners Engagement</i></li> <li>1b. <i>Memorandum of Understanding (MOU)</i></li> </ul>
<b>Goal 2</b>	<p>Improve KCHD staff coordination and alignment with community partnerships (internal goal).</p> <ul style="list-style-type: none"> <li>1a. <i>Improve internal coordination with community partnerships</i></li> <li>1b. <i>Optimize and integrate IRIS into KCHD staff referral process</i></li> </ul>
<b>PHAB alignment</b>	<p><i>This priority directly aligns with PHAB Domain 4, Standard 4.1</i></p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• KCHD has optimal engagement with community partners.</li> <li>• KCHD has an effective process for the management of written agreements with community partners.</li> <li>• KCHD has an effective department-wide system for community partnerships.</li> </ul>

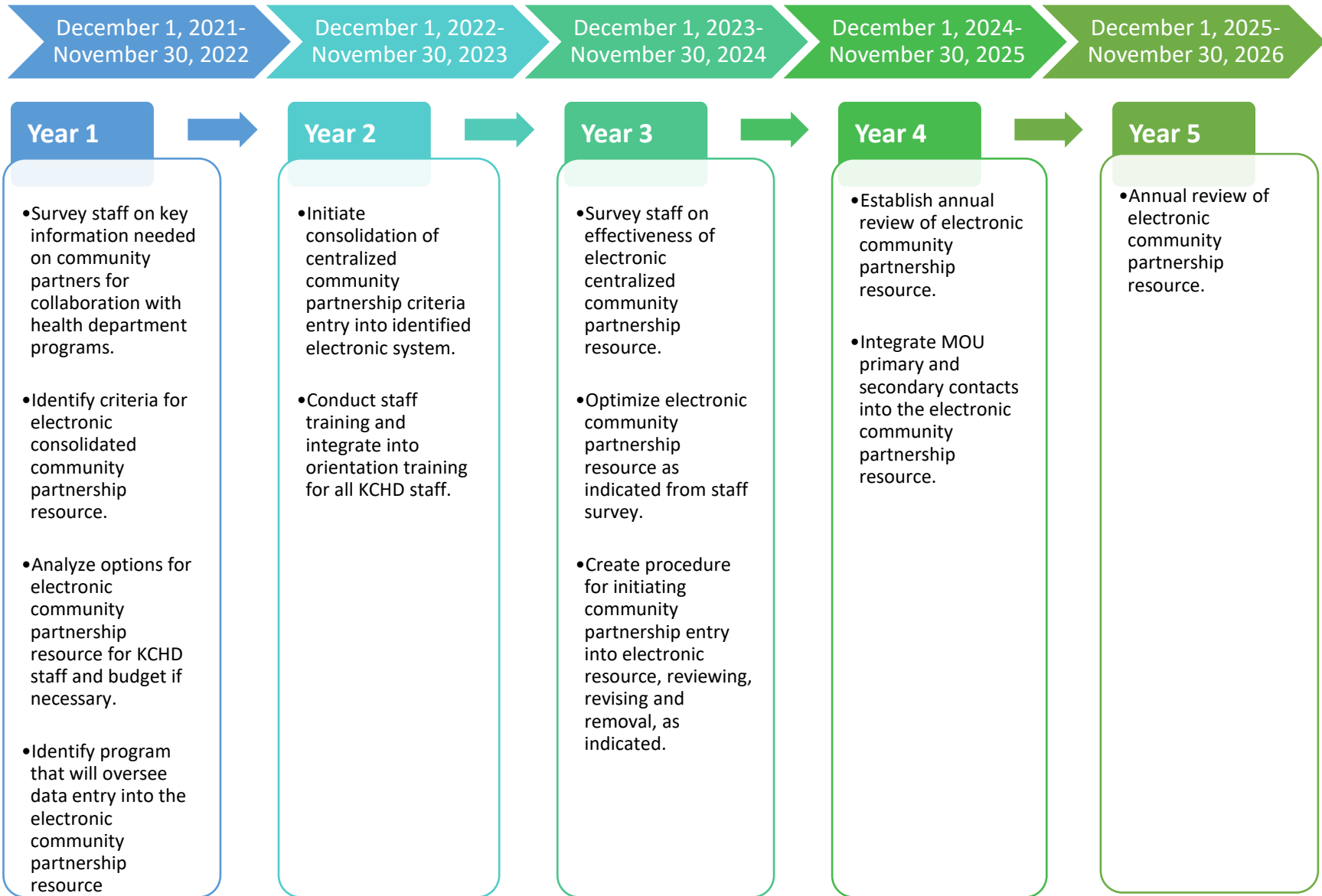
## Goal 1a: Community Partners Engagement



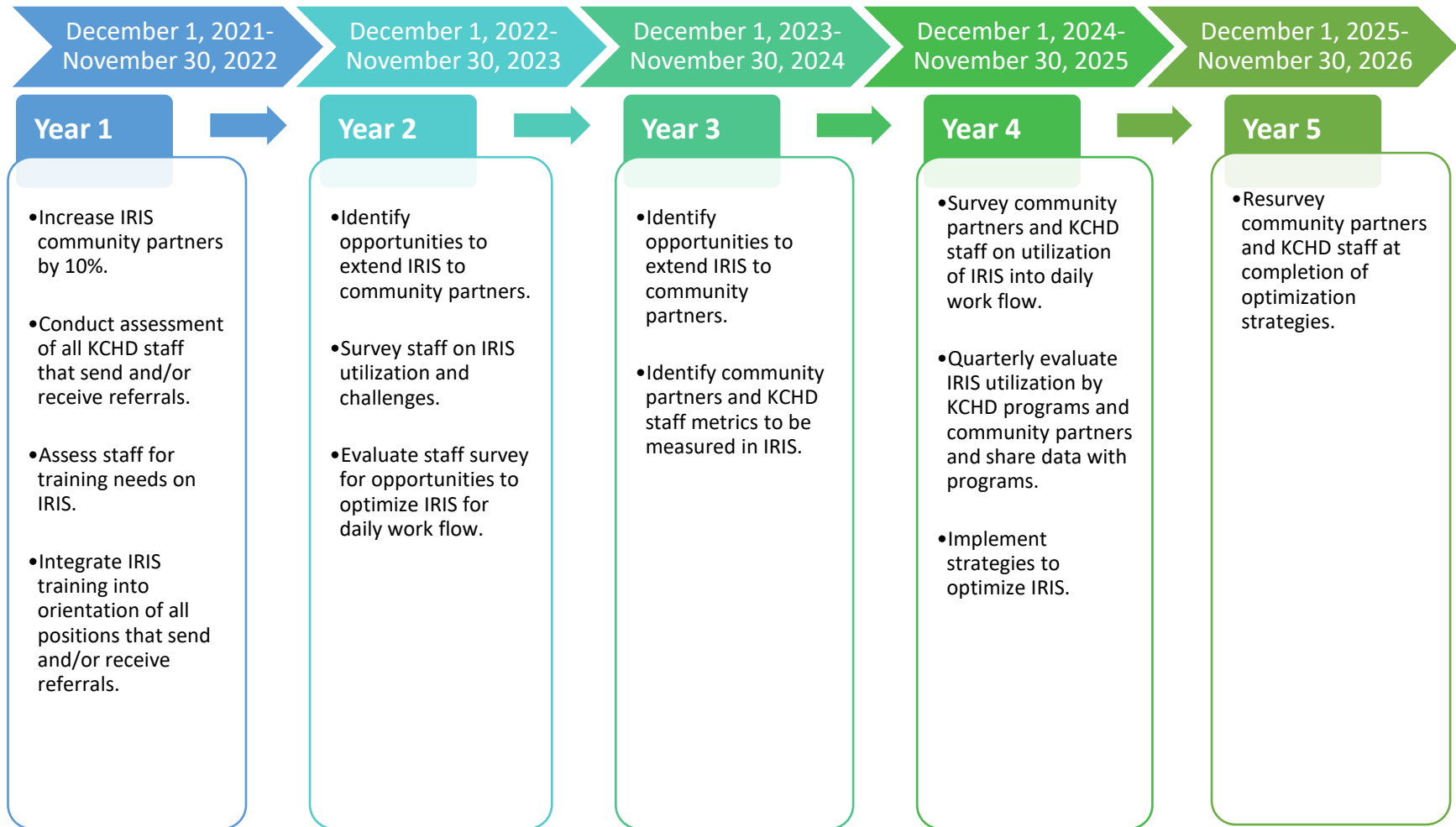
## Goal 1b: Memorandum of Understanding (MOU)



**Goal 2a: Improve Internal coordination with community partnerships.**



**Goal 2b: Optimize and integrate IRIS into KCHD staff referral process.**



## Strategic Priorities & Goals Summary

The department’s five strategic objectives and the nine underlying strategic goals are the core of the KCHD’s plan for the next five years, and will guide the department’s activities. Achieving all our strategic goals will allow the department to continue providing high-quality public health services, and improve the health of Kane County residents.

Strategic Priority	Strategic Goals
<b>Health Equity</b>	<ul style="list-style-type: none"> <li>• Kane County Health Department offers equitable access to programs and services in order to assure optimal health of Kane County residents</li> <li>• Kane County Health Department engages the community in planning and coordinating public health programs and practices in Kane County so that public health initiatives reflect the diversity of the population they serve.</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Improve internal health department communications</li> <li>• Increase public awareness and knowledge of timely public health information through improved branding and external communications</li> </ul>
<b>Workforce Development</b>	<ul style="list-style-type: none"> <li>• All KCHD employees demonstrate continuous commitment to professional development and public health competencies</li> <li>• KCHD work environment is supportive of all their staff and their maximum productivity</li> </ul>
<b>Resource Development</b>	<ul style="list-style-type: none"> <li>• Create a database of historical and projected needs and available resources, in order to provide recommendations for decision making</li> </ul>
<b>Strategic Collaboration</b>	<ul style="list-style-type: none"> <li>• Assess community partnerships, evaluate opportunities to innovatively meet the community’s challenges with engaged partnerships based on shared measurements and collaboratively developed interventions               <ul style="list-style-type: none"> <li>○ Community partners engagement</li> <li>○ Memorandum of Understanding</li> </ul> </li> <li>• Improve KCHD staff coordination and alignment with community partnerships               <ul style="list-style-type: none"> <li>○ Improve internal coordination with community partnerships</li> <li>○ Optimize and integrate IRIS into KCHD staff referral process</li> </ul> </li> </ul>

## **Implementation and Tracking**

Each strategic priority will have an associated work plan to guide implementation and keep the department on track to achieve its objectives within the identified timeframes. The strategic priority leads will be responsible for maintaining plans and meeting milestones.

Not all priorities will be implemented in the same manner, and methods of implementation will vary. Some strategic priorities will have committees formed in order to monitor their progression, while others will have ad hoc committees formed when necessary, and others will be monitored primarily through data collection. Ongoing tracking and data collection will take place through the Health Department's new performance management system, VMSG Dashboard. The dashboard is accessible to all staff, and allows department leadership and program staff to set goals and monitor progress over the course of a defined time period.

Benchmarks and priority updates will be made available to the public at Kane Health Counts ([kanehealthcounts.org](http://kanehealthcounts.org)) as well as the Health Department's website ([kanehealth.com](http://kanehealth.com)). The plan will be monitored and systematically reviewed during Health Department leadership meetings, and revisions will be logged in Appendix A, located at page 34.

## References

- Centers for Disease Control and Prevention (2021). 10 Essential Public Health Services. Retrieved October 2021 from <https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>
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## Appendix A: Revision Log

Section Revised	Change Implemented	Approved By	Date of Change

# Appendix B: Resolution 21-497



## RESOLUTION/ORDINANCE EXECUTIVE SUMMARY

**Resolution: No. 21 - 497**

Authorizing Kane County Health Department 2021-2026 Strategic Plan

**Committee Flow:** Public Health Committee, Finance and Budget Committee, Executive Committee, County Board

**Contact:** Rachael Farley, 630.208.5122

**Budget Information:**

Was this item budgeted? N/A	Appropriation Amount:
If not budgeted, explain funding source:	

**Summary:**

Formal organizational assessments are required of certified local health departments in the state of Illinois every five years. Organizational assessments and strategic planning are recognized as part of meeting national performance standards of local public health departments by national public health agencies. The Kane County Health Department has prepared its 2021-2026 Strategic Plan. The draft was accepted by the Kane County Public Health Advisory Committee on October 20, 2021.

STATE OF ILLINOIS

COUNTY OF KANE

RESOLUTION: NO. 21 - 497

**AUTHORIZING KANE COUNTY HEALTH DEPARTMENT 2021-2026 STRATEGIC PLAN**

WHEREAS, formal organizational assessments are required of certified local health departments in the state of Illinois every five years (77 IL Admin Code 600.210) and such organizational assessments and strategic planning are further recognized as part of meeting national performance standards of local public health departments by national public health agencies, such as the Public Health Accreditation Board; and

WHEREAS, the Kane County Health Department has fulfilled this obligation since the inception of the Illinois requirement in 1994; and

WHEREAS, the Kane County Health Department last updated its strategic plan in 2016; and

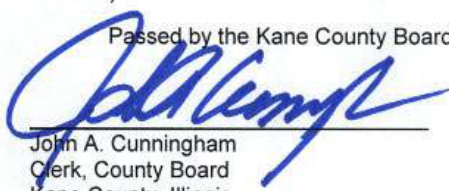
WHEREAS, the Kane County Health Advisory Committee has actively overseen and participated in developing the strategic planning process for the Kane County Health Department that was formally initiated with a joint planning session of the Kane County Board of Health, the Kane County Health Advisory Committee, community partners, Health Department staff and senior staff from other Kane County Departments throughout; and


WHEREAS, at its meeting on October 20, 2021, the Kane County Health Advisory Committee accepted the draft of the 2021-2026 Strategic Plan that will be submitted to the Kane County Board of Health in November 2021 for final approval; and

NOW, THEREFORE, BE IT RESOLVED by the Kane County Board of Health that it hereby adopts the 2021-2026 Kane County Health Department Strategic Plan and organizational assessment, which directs the Kane County Health Department to implement said plan, making regular reports on progress to the Kane County Health Advisory Committee and the Kane County Board of Health.

BE IT FURTHER RESOLVED that the Chairman of the Kane County Board of Health is authorized to submit the 2021-2026 Kane County Health Department Strategic Plan and organizational to the Illinois Department of Public Health for its review and approval as required of certified local health departments in the state of Illinois every five years (77 IL Admin Code 600.210).

Passed by the Kane County Board on November 9, 2021.

  
\_\_\_\_\_  
John A. Cunningham  
Clerk, County Board  
Kane County, Illinois

  
\_\_\_\_\_  
Corinne M. Pierog MA, MBA  
Chairman, County Board  
Kane County, Illinois

Vote:  
[Unanimous]

11-21 Strategic Plan