



Project F Tier 3 Application

Recipient:

IL

F: Foodborne, Waterborne, Enteric, and Environmentally Transmitted Diseases: Surveillance, Detection, Response, Reporting, and Prevention

Workplan Template - Editable Word Document

NOTE: If you do not see content on this page, please return to the "Overview of Application" page and select the appropriate project.

Strategy 39) Tier 3 CoE: Enhance workforce capacity

a) Develop and conduct trainings to strengthen the knowledge base of, improve surveillance and investigation of foodborne illness and outbreaks, and improve information systems in other health departments/jurisdictions.

39.a - Implementation Plan

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b) Develop, deliver, or consult with other health departments/jurisdictions for in-person and online courses (including live learning courses).

39.b - Implementation Plan

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c) Conduct in-person/remote site visits and reverse site visits with other health departments/jurisdictions.

39.c - Implementation Plan

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d) Participate in consultations with other health departments/jurisdictions (e.g. in response to requests for technical assistance, peer-to-peer exchanges of ideas, etc.).

39.d - Implementation Plan

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e) Disseminate resources to strengthen the knowledge base of, improve surveillance and investigation of foodborne illness and outbreaks, and improve information systems in other health departments/jurisdictions.

- i) Make resources publicly available, e.g. posting to the CoEFoodSafetyTools.org
- ii) Create reports, manuscripts, and presentations completed using data from foodborne illnesses and outbreak surveillance systems.

39.e - Implementation Plan

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f) Assist public health agencies perform analyses to evaluate the timeliness and effectiveness of surveillance and investigation of foodborne illness and outbreaks including assistance on the use of performance metrics and/or evaluation tools.

39.f - Implementation Plan

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g) Support workforce development activities for current and future public health practitioners.

- i) Develop and deliver a food safety or foodborne illness certificate program.
- ii) Establish stipend/scholarships for food safety or foodborne illness programs; Support students and projects through internships/field placements.

39.g - Implementation Plan

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h) Enhance awareness and communication of available tools and resources surveillance and investigation of foodborne illness and outbreaks.

- i) Maintain a CoE website
- ii) Present and promote CoE activities and resources

39.h - Implementation Plan

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Strategy 40) Tier 3 CoE: Coordinate and engage with partners

a) Work with CDC CoE program staff to develop and report program-specific performance metrics.

i) Working with CDC, develop/modify metrics and report via collaboratively determined mechanisms and timelines. Current metrics include tracking activities such as the number of other jurisdictions assisted, reports/manuscripts/presentations developed, training courses developed, website use data, and CoE promotion activities. Full details for these metrics are available via program staff: foodsafetycoe@cdc.gov.

40.a - Implementation Plan

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Strategy 41) Tier 3 CoE: Other Optional Strategy

a) Optional activity.

41.a - Implementation Plan

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b) Optional activity.

41.b - Implementation Plan

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c) Optional activity.

41.c - Implementation Plan

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Strategy 42) Tier 3 CoE: Other Emerging Issues Strategy

a) Other Emerging Issues Activity.

42.a - Implementation Plan

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b) Other Emerging Issues Activity.

42.b - Implementation Plan

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c) Other Emerging Issues Activity.

42.c - Implementation Plan

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Strategy 43) Tier 3 NWSS: Coordinate and partner to optimize national wastewater surveillance

a) Develop or enhance partnerships that will support data collection and reporting to the National Wastewater Surveillance System.

43.a - Implementation Plan

The Illinois Department of Public Health (IDPH) partnered with the University of Illinois (UI) Discovery Partners Institute (DPI) under an existing Interagency Agreement to launch wastewater surveillance in Illinois. IDPH, DPI partnered with wastewater agencies to implement surveillance. These partnerships allow DPH and DPI to work with wastewater agency leaders to leverage their organizational structures and conduct a "top-down" communication approach for operation and strategy development, to coordinate within agency-wide membership infrastructure, and to contact individual member facilities. Then, DPI and their collection logistics apparatus connect with the individual wastewater treatment facility to solicit program participation, conduct a virtual training brief, implement the collection process, and provide ongoing participant and user service support.

Milestone	Achieve by date	Person Responsible
<p>1. Illinois Department of Public Health and University of Illinois Discovery Partners Institute to coordinate, enhance relationships with three major wastewater agencies (Illinois Rural Water Association, Illinois Association of Wastewater Agencies, and Illinois Section American Wastewater Association). Sample collection to begin from 10 sampling sites (9 counties) with whom partnerships established.</p>	<p>August 2021 ▾</p>	<p>Charles Williams, Charlie Catlett</p>
<p>2. Illinois Department of Public Health, University of Illinois Discovery Partners Institute, and local stakeholders (Health Departments, city officials) to publicize program launch to inform and engage the public and the community, as well as to encourage broader participation among individual wastewater treatment facilities.</p>	<p>September 2021 ▾</p>	<p>Charles Williams, Melaney Arnolc</p>
<p>3. Illinois Department of Public Health, University of Illinois Discovery Partners Institute to convene, engage wastewater agencies and individual treatment plants on an ongoing basis to scale participant sites from 10 to 45, then 150 treatment plants and targeted testing sites throughout Illinois.</p>	<p>January 2022 ▾</p>	<p>Charles Williams, Charlie Catlett,</p>
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b) Participate in the NWSS Public Health Community of Practice

43.b - Implementation Plan

Illinois State Epidemiologist Sarah Patrick to participate in the Centers for Disease Control and Prevention (CDC) National Wastewater Surveillance (NWSS) Public Health Community of Practice. CDC Epidemiologist Zach Marsh hosts these calls on the fourth Thursday of each month from 1-2 p.m. ET, which Sarah Patrick is scheduled to attend.

Milestone	Achieve by date	Person Responsible
<p>1.</p> <p>Centers for Disease Control (CDC) Epidemiologist Zach Marsh to invite Illinois State Epidemiologist Sarah Patrick to the monthly CDC National Wastewater Surveillance System (NWSS) Public Health Community of Practice meetings. Illinois wastewater surveillance sample and data collection enter early states.</p>	<p>August 2021</p>	<p>Sarah Patrick</p>
<p>2.</p> <p>Sarah Patrick to participate in monthly National Wastewater Surveillance System (NWSS) Public Health Community of Practice. Initial prospective data from first weeks of Illinois wastewater surveillance program available for peer discussion.</p>	<p>September 2021</p>	<p>Sarah Patrick</p>
<p>3.</p> <p>Sarah Patrick to participate in monthly National Wastewater Surveillance (NWSS) Public Health Community of Practice. Illinois program plans to scale to sampling 45 sites. Discuss challenges and successes of the initial 10 participants' processes, apply lessons to forthcoming onboardings and recalibrations.</p>	<p>October 2021</p>	<p>Sarah Patrick</p>
<p>4.</p> <p>Sarah Patrick to participate in monthly National Wastewater Surveillance (NWSS) Public Health Community of Practice. Additional sampling sites data incoming and integrated into data models.</p>	<p>November 2021</p>	<p>Sarah Patrick</p>
<p>5.</p> <p>Sarah Patrick to participate in monthly National Wastewater Surveillance (NWSS) Public Health Community of Practice. Program to scale to sampling 150 sites, sampling twice weekly.</p>	<p>January 2022</p>	<p>Sarah Patrick</p>

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c) Participate in consultations with other health departments/jurisdictions (e.g. in response to requests for technical assistance, peer-to-peer exchanges of ideas, etc.)

43.c - Implementation Plan

The Illinois Department of Public Health (IDPH) and University of Illinois (UI) Discovery Partners Institute (DPI) convened representatives from the Centers for Disease Control and Prevention (CDC), the Chicago Department of Public Health (CDPH), and Northwestern University (NU) to study the wastewater surveillance models that DPI's surveillance with the Metropolitan Wastewater Reclamation District of Greater Chicago and Cook County Jail and NU's Chicago Prototype Coronavirus Assessment Network Node (PCANN) to study the entities' developing wastewater surveillance programs, protocols, and infrastructure.

Milestone	Achieve by date	Person Responsible
<p>1.</p> <p>Northwestern University Professor Aaron Packman to lead the Prototype Coronavirus Assessment Network Node (PCANN) in conjunction with the University of Illinois Discovery Partners Institute Professor Rachel Poretsky and with Illinois Department of Public Health Epidemiologists and Data Analysts Sarah Patrick and Leslie Wise to seek from and exchange strategies with Yorkville-Bristol Sanitary District in Kendall County, the Houston Health Department in Houston, TX, Rice University, TX, Marion Department of Public Health in Ohio, the Global Water Pathogens Project, the Water Research Foundation, the Water Environment Federation, and more.</p>	<p>August 2021</p>	<p>Aaron Packman, Rachel Poretsky,</p>
<p>2.</p> <p>Illinois Department of Public Health, Centers for Disease Control and Prevention, and Chicago Department of Public Health to convene, compile, compare, and merge clinical mitigation strategies and thresholds with wastewater surveillance results.</p>	<p>October 2021</p>	<p>Charles Williams, Isaac Ghinai, W</p>
<p>3.</p> <p>As the sampling sites increase from 10 to 45 then 150, State Epidemiologist Sarah Patrick will hold wastewater-based epidemiology briefings with Local Health Departments (LHDs) to prepare LHDs for incoming data and how to make the data actionable in a public health capacity.</p>	<p>January 2022</p>	<p>Sarah Patrick, Local Health Depa</p>
<p>4.</p> <p>Illinois Department of Public Health and Discovery Partners Institute Professors Charlie Catlett Rachel Poretsky to publish lab and data processes and optimizations for consideration among local, national, and international public health and academic interests.</p>	<p>July 2022</p>	<p>Discovery Partners Insitute, Char</p>
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Strategy 44) Tier 3 NWSS: Surveillance data management

a) Coordinate data management, record keeping and reporting for wastewater testing to produce reliable, actionable, and high-quality data for public health action. Implement wastewater sampling strategies and protocols for submission of data to the health department and CDC.

44.a - Implementation Plan

The Illinois Department of Public Health (IDPH) is to coordinate data management, record keeping, and reporting between IDPH, wastewater treatment plants, local health departments, University of Illinois (UI) Discover Partners Institutes (DPI), and Northwestern University (NU) Chicago Prototype Coronavirus Assessment Network Node (PCANN) to collect, report, analyze, and submit data to the Centers for Disease Control and Prevention (CDC) Data Collation and Integration for Public Health Event Response (DCIPHER) platform to make evidence-based public health recommendations.

Milestone	Achieve by date	Person Responsible
<p>1. University of Illinois Discovery Partners Institute to provide all logistical coordination, supplies, training, shipping and data management (sample inventory with metadata; lab analysis results) along with data services including weekly reports, visualizations, an online dashboard, and data export.</p>	<p>August 2021</p>	<p>Discover Partners Institute, Charl</p>
<p>2. Illinois Department of Public Health (IDPH), Discovery Partners Institute (DPI), Chicago Prototype Coronavirus Assessment Network Node (PCANN) to review, analyze, and model the data that pilot participants in the Department Health and Human Services National Wastewater Surveillance System submitted when AquaVitas was the Centers for Disease Control and Prevention's contractor. IDPH, DPI, PCANN to cross-reference these with IDPH clinical case and hospitalization data.</p>	<p>September 2021</p>	<p>Sarah Patrick, Leslie Wise, Discov</p>
<p>3. Illinois Department of Public Health (IDPH), Discovery Partners Institute (DPI), Chicago Prototype Coronavirus Assessment Network Node (PCANN), and the Centers for Disease Control and Prevention (CDC) to conference and evaluate sampling frames and strategies, including mathematical models, calculations, and confidence levels.</p>	<p>November 2021</p>	<p>Sarah Patrick, Leslie Wise, Discov</p>
<p>4. Leslie Wise to submit data to the Centers for Disease Control and Prevention Data Collation and Integration for Public Health Event Response (DCIPHER) platform to make evidence-based public health recommendations.</p>	<p>December 2021</p>	<p>Leslie Wise</p>
<p>5.</p>		

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b) Submit wastewater from one or more wastewater systems to the NWSS DCIPHER portal at least weekly

- i) Provide required set of wastewater data elements to the NWSS DCIPHER portal, including sewershed boundary shapefiles.
- ii) Provide sewershed-level case data as requested

44.b - Implementation Plan

The Illinois Department of Public Health (IDPH) to designate State Epidemiologist Sarah Patrick and IDPH Epidemiologist Leslie Wise the Centers for Disease Control and Prevention (CDC) Data Collation and Integration for Public Health Event Response (DCIPHER) portal users with capabilities to submit required wastewater data elements. University of Illinois (UI) Discovery Partners Institute (DPI) to facilitate collection, provision to IDPH for submission to CDC of wastewater data elements, including sewershed boundary shapefiles and sewershed-level case data as requested and as available.

Milestone	Achieve by date	Person Responsible
<p>1.</p> <p>Centers for Disease Control and Prevention Epidemiologist Zach Marsh to grant DCIPHER access to Sarah Patrick (Illinois Department of Public Health (IDPH) State Epidemiologist), Leslie Wise (IDPH Epidemiologist), Charles Williams (IDPH Chief of Testing), Leslie Chapman (Asst. Division Chief, Division of Laboratories), and Vineet Dhiman (IDPH Clinical Laboratory Scientist).</p>	<p>August 2021</p>	<p>Zach Marsh, Sarah Patrick, Leslie</p>
<p>2.</p> <p>Wastewater treatment plants to provide to the University of Illinois required wastewater data elements, including sewershed boundary shapefiles and sewershed-level case data as requested. University of Illinois to provide data to the Illinois Department of Public Health for upload to Data Collation and Integration for Public Health Event Response (DCIPHER), weekly.</p>	<p>September 2021</p>	<p>Discovery Partners Institute, Sara</p>
<p>3.</p> <p>Illinois Department of Public Health (IDPH) State Epidemiologist Sarah Patrick, IDPH Epidemiologist Leslie Wise to provide sewershed-level case data to Centers for Disease Control and Prevention as requested.</p>	<p>December 2021</p>	<p>Sarah Patrick, Leslie Wise</p>
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c) Facilitate data sharing among partners to support completeness and timeliness of surveillance data collected and submitted

44.c - Implementation Plan

The Illinois Department of Public Health (IDPH) to facilitate data sharing among partners to support completeness and timeliness of surveillance data collected and submitted. As referenced in 44.a and 44.b, the University of Illinois (UI) Discovery Partners Institute (DPI) to manage dataflow between and amongst the wastewater treatment operators who collect samples and report metadata to IDPH and DPI. IDPH subsequently to submit data to Centers for Disease Control and Prevention (CDC) Data Collation and Integration for Public Health Emergency Response (DCIPHER).

Milestone	Achieve by date	Person Responsible
1. Illinois Department of Public Health to codify University of Illinois Discovery Partners Institute's commitment to provide all logistical coordination, supplies, training, shipping and data management in Work Order 15000024I under an existing Interagency Agreement.	August 2021	Charles Williams, Charlie Catlett
2. Illinois Department of Public Health Data Management Group to develop and optimize dataflow between University of Illinois, State Laboratory Information Management, and Centers for Disease Control and Prevention Data Collation and Integration for Public Event Health Response.	December 2021	Sarah Patrick, Leslie Wise, Discov
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Strategy 45) Tier 3 NWSS: Surveillance data analysis

a) Review and interpret wastewater surveillance data to inform epidemiologic and programmatic decisions related to SARS-CoV-2 infection

45.a - Implementation Plan

The Illinois Department of Public Health, the University of Illinois (UI) Discovery Partners Institute (DPI) to share polymerase chain reaction results and genomic sequencing data with Northwestern University's (NU) Chicago Prototype Coronavirus Assessment Network Node (PCANN) for partner review and interpretation. DPI's data apparatus to calculate and present to IDPH the prevalence of SARS-CoV-2 in each wastewater sample. Using IDPH, DPI and PCANN's developing analysis and prediction models, IDPH and PCANN aim to translate viral presence into case counts for the communities sampled. IDPH to compare the wastewater surveillance prevalence, case count estimations, and sequencing information with other methods of detection, like clinical testing and hospitalization data, with response mitigation measures, like increased public health awareness and vaccine campaigns.

Milestone	Achieve by date	Person Responsible
<p>1. University of Illinois Discovery Partners Institute and the Illinois Department of Public Health Epidemiologists to share polymerase chain reaction results and genomic sequencing data with Northwestern University's Chicago Prototype Coronavirus Assessment Network Node (PCANN). PCANN will integrate the data into their mathematical models to calculate relationship between wastewater and clinical data.</p>	<p>September 2021 ▾</p>	<p>Leslie Wise, Aaron Packman</p>
<p>2. Illinois Department of Public Health (IDPH), Chicago Prototype Coronavirus Assessment Network Node (PCANN) to conduct retrospective and prospective case and wastewater data analysis to inform epidemiological and programmatic decisions.</p>	<p>November 2021 ▾</p>	<p>Sarah Patrick, Aaron Packman</p>
<p>3. Illinois Department of Public Health (IDPH) Epidemiologists and Chicago Prototype Coronavirus Assessment Network Node (PCANN) to integrate wastewater surveillance data to align SARS-CoV-2 prevalence and genomic sequence mapping with public health, epidemiological, and programmatic mitigation responses to prevent and control the transmission of SARS-CoV-2.</p>	<p>January 2022 ▾</p>	<p>Sarah Patrick, Aaron Packman</p>
<p>4. Illinois Department of Public Health State Epidemiologists and University of Illinois Discovery Partners Institute to continuously evaluate the sampling frame by overlaying the Centers for Disease Control and Prevention's COVID-19 and Social Vulnerability Indexes to monitor communities predicted to be the most vulnerable to the contraction and transmission of COVID-19 and its variants.</p>	<p>April 2022 ▾</p>	<p>Sarah Patrick, Charlie Catlett, An</p>
<p>5.</p>	<p>▾</p>	<p></p>

To help with funding determinations, if there are specific budget requests that pertain to successful completion of this activity, please list below.

Line Item #1:	Line Item #4:
Line Item #2:	Line Item #5:
Line Item #3:	Line Item #6:

b) Disseminate data to key stakeholders such as wastewater utilities.

45.b - Implementation Plan

The Illinois Department of Public Health to share information like viral concentration and variants presence to wastewater treatment utilities and local health departments on on a weekly basis.

Milestone	Achieve by date	Person Responsible
<p>1.</p> <p>Illinois Department of Public Health State Epidemiologist and the University of Illinois Discovery Partners Institute to educate and prepare wastewater operators and local officials how to interpret and use the wastewater surveillance results they receive.</p>	<p>August 2021</p>	<p>Sarah Patrick, Discovery Partner</p>
<p>2.</p> <p>Upon wastewater sample collection and data analysis progression, the Illinois Department of Public to send calculated results and reports to wastewater treatment plants on a weekly basis.</p>	<p>September 2021</p>	<p>Sarah Patrick, Leslie Wise, Data I</p>
<p>3.</p> <p>Illinois Department of Public Health to provide Local Health Departments with reports and mitigation and use-sharing recommendations.</p>	<p>October 2021</p>	<p>Sarah Patrick, Leslie Wise, Data I</p>
<p>4.</p> <p>Illinois Department of Public Health Data Management Group to develop and publish a public-facing webpage that displays region, then county-level data.</p>	<p>January 2022</p>	<p>Brian Nicholson</p>
<p>5.</p>		

To help with funding determinations, if there are specific budget requests that pertain to successful completion of this activity, please list below.

Line Item #1: Data Entry Specialist	Line Item #4:
Line Item #2:	Line Item #5:
Line Item #3:	Line Item #6:

Strategy 46) Tier 3 NWSS: Enhance laboratory capacity for wastewater testing

a) Participate in the NWSS Laboratory Community of Practice

46.a - Implementation Plan

Illinois Department of Public Health (IDPH) Assistant Division Chief, Division of Laboratories Leslie Chapman to attend and participate in these monthly National Wastewater Surveillance (NWSS) Laboratory Community of Practice meetings. IDPH Clinical Laboratory Scientist Vineet Dhiman to attend and represent the laboratory genomic sequencing perspective.

Milestone	Achieve by date	Person Responsible
<p>1.</p> <p>Manager, Environmental Laboratories, Association of Public Health Laboratories Sarah Wright to invite the Illinois Department of Public Health's Leslie Chapman and Vineet Dhiman to the National Wastewater Surveillance System (NWSS) Laboratory Community of Practice.</p>	<p>August 2021</p>	<p>Sarah Wright, Leslie Chapman, Vi</p>
<p>2.</p> <p>Illinois Department of Public Health's Leslie Chapman and Vineet Dhiman to participate in monthly National Wastewater Surveillance System (NWSS) Public Health Community of Practice. Collection and programmed scheduled as underway--initial optimization strategies to share and specific questions to ask at the meeting.</p>	<p>September 2021</p>	<p>Leslie Chapman, Vineet Dhiman</p>
<p>3.</p> <p>Illinois Department of Public Health, Discovery Partners Institute to polymerase chain reaction test, genomically sequence 300 wastewater samples per week with optimized lab process. Leslie Chapman, Vineet Dhiman to share, solicit feedback on the scaling experience.</p>	<p>February 2022</p>	<p>Leslie Chapman, Vineet Dhiman</p>
<p>4.</p>		
<p>5.</p>		

To help with funding determinations, if there are specific budget requests that pertain to successful completion of this activity, please list below.

Line Item #1:	Line Item #4:
Line Item #2:	Line Item #5:
Line Item #3:	Line Item #6:

b) Support laboratory capacity to safely receive, process, and test wastewater samples

46.b - Implementation Plan

The Illinois Department of Public Health (IDPH) and the University of Illinois Discovery Partners Institute (DPI) to sign Work Order 150000241, which "covers support required by DPH from the University to create an integrated wastewater monitoring system for SARS-CoV-2[...]" which includes establishing "automated, high-throughput sample preparation, RNA extraction, and viral quantification laboratory capacity at [University]."

Milestone	Achieve by date	Person Responsible
1. Procure automated, high-volume liquid handling, sample concentration, ribonucleic acid (RNA) extraction, and droplet digital polymerase chain reaction (ddPCR) equipment at the University of Illinois Chicago.	October 2021	Illinois Department of Public Hea
2. Establish necessary staffing and procedures to support sample preparation (concentration and ribonucleic acid (RNA) extraction), viral quantification, and provision of extracted RNA to the Illinois Department of Public Health at scales necessary for state-wide monitoring.	October 2021	Illinois Department of Public Hea
3. University to assume filtration, concentration, ribonucleic acid (RNA) extraction, droplet digital polymerase chain reaction (ddPCR) testing, and RNA extraction provision responsibilities.	November 2021	Illinois Department of Public Hea
4. University install and operate an integrated, automated laboratory system at the University of Illinois Chicago to process a minimum of 300 samples weekly.	January 2022	Illinois Department of Public Hea
5.		

To help with funding determinations, if there are specific budget requests that pertain to successful completion of this activity, please list below.

Line Item #1: Work Order 15000024I	Line Item #4:
Line Item #2:	Line Item #5:
Line Item #3:	Line Item #6:

c) Evaluate integration of laboratory information management system (LIMS) with NWSS DCIPHER portal to facilitate streamlined reporting

46.c - Implementation Plan

Illinois Department of Public Health (IDPH), Data Management Group, Laboratory Information Management System (LIMS) Public Service Administrator Brian Nicholson to consult with IDPH Clinical Laboratory Scientist Vineet Dhiman to program LIMS to be both compatible with wastewater sample data entry and with submitting data to the Centers for Disease Control and Prevention (CDC) Data Collation Integration for Public Health Emergency Response (DCIPHER) portal.

Milestone	Achieve by date	Person Responsible
1. Illinois Department of Public Health to hire contractual Data Entry Specialist to receive, submit wastewater surveillance data.	September 2021	Leslie Chapman
2. Illinois Department of Public Health (IDPH), Data Management Group, Laboratory Information Management System (LIMS) Public Service Administrator Brian Nicholson and IDPH Clinical Laboratory Scientist Vineet Dhiman to program State LIMS to accept wastewater surveillance data.	December 2021	Brian Nicholson, Vineet Dhiman
3. Illinois Department of Public Health (IDPH) Data Management Group Public Service Administrator Brian Nicholson and IDPH Clinical Scientist Vineet Dhiman, and Data Entry Specialist person to develop steam-lined data export process from Laboratory Information Management System (LIMS) to Data Collation Integration for Public Health Emergency Response (DCIPHER).	January 2022	Brian Nicholson, Vineet Dhiman
4.		
5.		

To help with funding determinations, if there are specific budget requests that pertain to successful completion of this activity, please list below.

Line Item #1: Vineet Dhiman	Line Item #4:
Line Item #2: Data Entry Specialist	Line Item #5:
Line Item #3:	Line Item #6:

Strategy 47) Tier 3 NWSS: Other optional strategy

a) Optional activity.

47.a - Implementation Plan

Milestone	Achieve by date	Person Responsible
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b) Optional activity.

47.b - Implementation Plan

Milestone	Achieve by date	Person Responsible
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c) Optional activity.

47.c - Implementation Plan

Milestone	Achieve by date	Person Responsible
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Strategy 48) Tier 3 NWSS: Other emerging issues strategy

a) Other Emerging Issues Activity.

48.a - Implementation Plan

Milestone	Achieve by date	Person Responsible
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b) Other Emerging Issues Activity.

48.b - Implementation Plan

Milestone	Achieve by date	Person Responsible
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c) Other Emerging Issues Activity.

48.c - Implementation Plan

Milestone	Achieve by date	Person Responsible
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