

Strategic Planning FY 2020-2022



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Chief Executive Officer

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COOK COUNTY
HEALTH

Deliver High Quality Care

Objective	Highlighted Strategies
<p>1.1 Continuously improve clinical operations, practices and procedures across CCH to enhance quality, reliability, safety and efficiency. Achieve zero harm.</p>	<p>1.1 A Develop specific strategies and implementation plans related to the quality pillars (patient experience, readmissions, safe processes of care, clinical documentation, ambulatory pay for performance, and mortality).</p>
	<p>1.1 B Establish maternal/child health services at the community centers as key providers of maternal/child services. Assess and pilot additional strategies to support the continuum of maternal health services throughout the system.</p>
	<p>1.1 C Enhance and reinforce organizational practices that improve a culture of safety and result in safe patient outcomes.</p>
	<p>1.1 D Improve the health status of patients by implementing the tenants of the medical home and practices that provide value.</p>
	<p>1.1 F Improve inpatient and ambulatory patient care by adopting strategies that move towards nursing Magnet® certification.</p>
	<p>1.1 G Assure reliable supply chain to provide timely and safe clinical practice.</p>
	<p>1.1 H Deploy appropriate emerging technology to improve portability and functionality.</p>

Deliver High Quality Care

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<p>1.1 Continuously improve clinical operations, practices and procedures across CCH to enhance quality, reliability, safety and efficiency. Achieve zero harm.</p>	<p>1.1 I Leverage IT in the clinical environment by using Artificial Intelligence and predictive analytics to improve patient care. Review the electronic medical record and determine if there are any untapped management tools to activate.</p>
	<p>1.1 J Implement data governance model to improve data integrity and provide meaningful and timely reports to measure service performance to external benchmarks. Increase independent user access to data dashboards to improve knowledge, decision making and patient care.</p>
	<p>1.1 K Optimize health system integration and care transitions to benefit patients and the health system using an approach that is consistent with evidence-based practices.</p>
	<p>1.1 L Modernize information technology infrastructure to improve the patient experience.</p>
	<p>1.1 M Assess contribution of Race, Ethnicity, and Language (REaL) factors to adverse events and develop mitigation strategies. Assess the contribution of disparities to health outcomes and adverse events. Determine if a patient’s cultural or racial factors contribute to adverse outcomes and evaluate the causes of these outcomes. Focus quality efforts in areas that are directly impacted by disparities.</p>
	<p>1.1 N Deploy applications that enhance services and facilitate exchange of clinical and public health data.</p>
	<p>1.1 O Launch culturally-tailored health promotion programming and interventions. Shape our health centers to be culturally and linguistically sensitive.</p>

Deliver High Quality Care

Objective	Highlighted Strategy
1.2 Develop systems that meet or exceed expectations and enhance the patient experience.	1.2 A Implement best practices to enhance patient experience using data from patient satisfaction surveys. Use improvement strategies and support leadership strategies at the unit, department and site levels.
	1.2 B Develop comprehensive cultural competency strategy.
	1.2 C Launch initiatives focused on customer service, patient conveniences. (e.g. Quiet Campaign)
1.3 Improve the availability of and access to health care, especially preventive care, for Cook County residents.	1.3 A Enhance strategic partnerships with community providers.
	1.3 B Develop a roadmap of service needs by conducting a geographic analysis of providers, income, disease prevalence, etc., throughout the County to determine gaps in health services and recommend a service delivery plan.
	1.3 C Complete master facilities plan and make investments to make CCH more competitive.
	1.3 D Develop a comprehensive patient education strategy (e.g. diabetes prevention training, prenatal education, blood pressure self testing)
	1.3 E Take advantage of state and federal initiatives to innovate care delivery services and programs, beneficial to patients and members.
	1.3 F Mature behavioral health portfolio.
	1.3 G Implement operational improvements to tap into unused capacity and create more access.



Deliver High Quality Care

Objective	Highlighted Strategy
1.4 Ensure there is a continuum of services to meet evolving needs to ensure continuity of care and meet patient needs at all stages of their lives.	1.4 A Conduct analysis of services and identify gaps in the continuum of care to build valuable strategies for special populations (e.g. elderly, disabled, etc.).
1.5 Integrate services with correctional health to reduce the jail population by ensuring continuation of care when individuals are released from correctional or detention facilities and reside in Cook County.	1.5 A Improve transitions of care to the community through enhanced discharge planning.

Grow to Serve and Compete

Objective	Highlighted Strategies
2.1 Establish CCH as a provider of choice	2.1 A Grow services lines that are needed by the community and deploy them geographically, in a patient-centered way.
	2.1 B Maximize use of services and overall utilization.
	2.1 C Improve Stroger and Provident Hospital throughput.
	2.1 D Market CCH services and strengthen the CCH brand.
	2.1 E Explore opportunities for CCH to be a provider for County employees as well as other employers.
	2.1 F Minimize external referrals for care.
	2.1 G Establish additional specific programs at Provident to maximize meeting the community needs.
	2.1 H Maximize value of CCH resources (people, technology) to provide greater access to benefit patients.
2.2 Retain and grow CountyCare market share.	2.2 A Explore options in acquiring additional members through changes in the marketplace.
	2.2 B Continue to implement a strong member retention and growth strategy to retain market share. Advocate for state policy changes that result in a simpler redetermination process.
	2.2 C Enhance incentive programs and member benefits for improved health outcomes and member retention.
2.3 Grow market share in non-traditional CCH populations.	2.3 A Execute Medicare Advantage strategy that includes Chronic Conditions Special Needs Plan (C-SNP) for persons with HIV; Institutional Special Needs Plan (I-SNP); Institutional Equivalent Special Needs Plan (IE-SNP); Medicare-Medicaid Alignment Initiative (MMAI).
	2.3 B Migrate to managed care capability including accepting risk.

Foster Fiscal Stewardship

Objective	Highlighted Strategies
3.1 Optimize CCH revenue.	3.1 A Maximize reimbursements from payors by continuing to improve operations, including revenue cycle improvements.
	3.1 AA Continue to improve financial reporting
	3.1 B Maximize extramural grant sources in alignment CCH initiatives, including primary care, maternal/child health, workforce development, behavioral health, HIV, social determinants of health and capital improvements; capture 10% indirect cost. Continue to build out the grants administrative infrastructure and increase the funds managed by CCH.
	3.1 C Continually improve documentation through ongoing provider feedback and provider education to support timely, complete and accurate billing.
	3.1 D Maximize auto-assignment for CountyCare.
	3.1 E Increase CountyCare membership in the Integrated Care Program (ICP) by assisting members with disabilities attain SSI/SSDI.
	3.1 F Identification of Skilled Nursing Facility and Home Health Partners for CountyCare members
	3.1 G Advocate for local government financial support of unfunded mandates such as correctional health and public health services.
	3.1 H Optimize information technology infrastructure to improve revenue capture.

Foster Fiscal Stewardship

Objective	Highlighted Strategies
<p>3.2 Control costs and maximize efficiencies.</p>	3.2 A CountyCare to continue implementation of Medical Cost Action Plan to reduce costs.
	3.2 B Increasing full time employees, reducing agency and overtime costs.
	3.2 C Maximize lab automation.
	3.2 D Utilize data (volume, unit costs) to ensure staffing is in-line with appropriate best practices.
	3.2 E Evaluate training programs to determine optimal size and CCH strategic and fiscal value.
	3.2 F Conduct event review and overall analysis for all litigation and implement and communicate lessons learned to mitigate financial risks through employee training.
	3.2 G Reduce facility expenses.
	3.2 H Transition high volume network providers to value-based contracts for CountyCare.
	3.2 I In collaboration with the County, develop strategy for CCH to assume additional current pension payments.
<p>3.3 Pharmaceutical Management.</p>	<p>3.3 A Optimize pharmacy economics.</p>

Leverage and Invest in Assets

Objective	Highlighted Strategies
4.1 Recruit, hire and retain the best employees, who are committed to the CCH mission.	4.1 A Finalize implementation of online performance evaluations.
	4.1 B Develop an industry-based class and compensation strategy to recruit, hire and retain the best employees to support the continued transformation of the organization.
	4.1 C Analyze and develop solutions for employee transportation needs.
4.2 Strengthen the CCH Workforce.	4.2 A Enhance workforce training opportunities.
	4.2 B Conduct an analysis of organizational leadership by span of control, bench strength and develop an approach to succession planning.
	4.2 C Review of competency-based, “top of license” model of care across the system.
	4.2 D Develop strategies that foster flexibility and career development for unionized employees.
	4.2 E Pursue partnerships with nursing schools to foster and grow recruitment of excellent and culturally-competent nurses to CCH.
	4.2 F Improve the continuous learning environment of CCH and conduct an ongoing review of the effectiveness of academic affiliations.
4.3 Leverage CCH workforce.	4.3 A Develop and execute employee engagement action plans based on learnings from the employee engagement survey. Enhance collaboration with labor to further employee engagement.
	4.3 B Strengthen inter-departmental communications and collaboration better-coordinated services and improved patient outcomes.
	4.3 C Support an environment of continuous process improvement by increasing managers' competencies using process improvement and project management tools.
	4.3 D Support Board development.

Leverage and Invest in Assets

Objective	Highlighted Strategy
<p>4.4 Utilize industry benchmarking and tools to improve quality, cost, utilization and patient outcomes.</p>	<p>4.4 A Establish staffing productivity model to optimize efficiency and effectiveness for key areas (e.g. nursing, environmental services); Develop a predictive staffing model/variable workload staffing model.</p>
	<p>4.4 B Develop the ability to analyze specific initiatives to determine mission alignment and attainment of outcomes.</p>
	<p>4.4 C Evaluate outcome data and utilization patterns to determine the efficacy of various system strategies (e.g. care coordination).</p>
	<p>4.4 E Update Clinical, Administrative, Research and Teaching (CART) process to review and standardize expectations and that actuals are aligned with these expectations. Distribute dashboards to benchmark performance on CART and Relative Value Units (RVU) at the physician and department level.</p>
	<p>4.4 F Mature health plan network strategy to assure access, quality, and value.</p>
<p>4.5 Utilize CCDPH data and experience to address health inequities to conceptualize and plan robust interventions to improve population health.</p>	<p>4.5 A Develop system-wide strategies to reduce transmissible infections.</p>
	<p>4.5 B Maximize local health collaboration, partnership and alignment in Cook County to inform services, with local health departments such as City of Chicago Department of Public Health and local resources such as the University of Illinois School of Public Health.</p>
	<p>4.5 C Explore establishing additional injury-prevention partnerships and programs.</p>

Leverage and Invest in Assets

Objective	Highlighted Strategy
4.6 Increase community engagement.	4.6 A Leverage outpatient health centers as community anchors by partnering with community organizations. Continue rolling out community advisory boards for all outpatient health centers. Develop a strategy to maximize community linkages.
4.7 Align extramural funding efforts with core competencies and strategies.	4.7 A Mature grant opportunity review process to include an evaluation of potential grants based on CCH strategy, expected cost/benefit and clinical or research alignment.

Impact Social Determinants & Advocate for Patients

Objective	Highlighted Strategies
<p>5.1 Tailor Social Determinant of Health strategies to achieve the most impact on CCH patients and Health Plan members.</p>	<p>5.1 A Establish cross-departmental stakeholder group to create a plan to address social determinants of health for CCH populations.</p>
	<p>5.1 B Leverage CountyCare data, including Health Risk Assessments (HRAs) to identify needed value-added benefits to membership related to social determinants of health and serve that improve health status.</p>
	<p>5.1 C Leverage and modernize technology to address social determinants of health.</p>
	<p>5.1 D Partner with other organizations to address population health care needs outside of the health care system, including those related to food insecurity.</p>
	<p>5.1 E Grow and mature the housing strategy to improve patient outcomes.</p>
	<p>5.1 F Educate local, state and federal officials on policies and practices that affect CCH populations.</p>
	<p>5.1 G Collaborate nationally with county government stakeholders and large urban health care systems to garner congressional support to garner support for legislation that furthers the mission of CCH on shared policy priorities and targeted advocacy efforts.</p>
	<p>5.1 H Utilize CCH data and experience to address health inequities to conceptualize and plan robust interventions to improve population health and trauma-informed approaches.</p>

Impact Social Determinants & Advocate for Patients

Objective	Highlighted Strategies
5.2 Elevate organizational contributions to mitigate disparities.	5.2 A Maximize external recognition of CCH best practices.
	5.2 B Work with Cook County government to advance a Health in All Policies (HiAP) approach that incorporates health, equity and sustainability considerations into decision-making across sectors and policy areas to improve the quality of life of its residents.
	5.2 C Support the Cook County Complete Count Census Commission in their efforts to ensure that all Cook County residents are counted in the 2020 Census.
	5.2 D Increase MBE/WBE participation on contracts.
5.3 Utilize CCH data and experience to address health inequities to conceptualize and plan robust interventions to improve population health.	5.3 A Advocate for the adoption of a Cook County Lead Poisoning Prevention Ordinance.
	5.3 B Expand the use of population and epidemiologic data to identify upstream drivers of chronic diseases and conditions, improve birth outcomes and enhance childhood development.
	5.3 C Identify opportunities to partner with other governments and organizations to address gun violence, opioid abuse, and sexually transmitted infections.
5.4 Access to Healthcare	5.4 A Advocate for strategies to improve coverage for vulnerable populations.
	5.4 B Develop a focused program on populations that would benefit from better engagement in health care who are less likely to engage in appropriate preventive care.

FY2020-2022



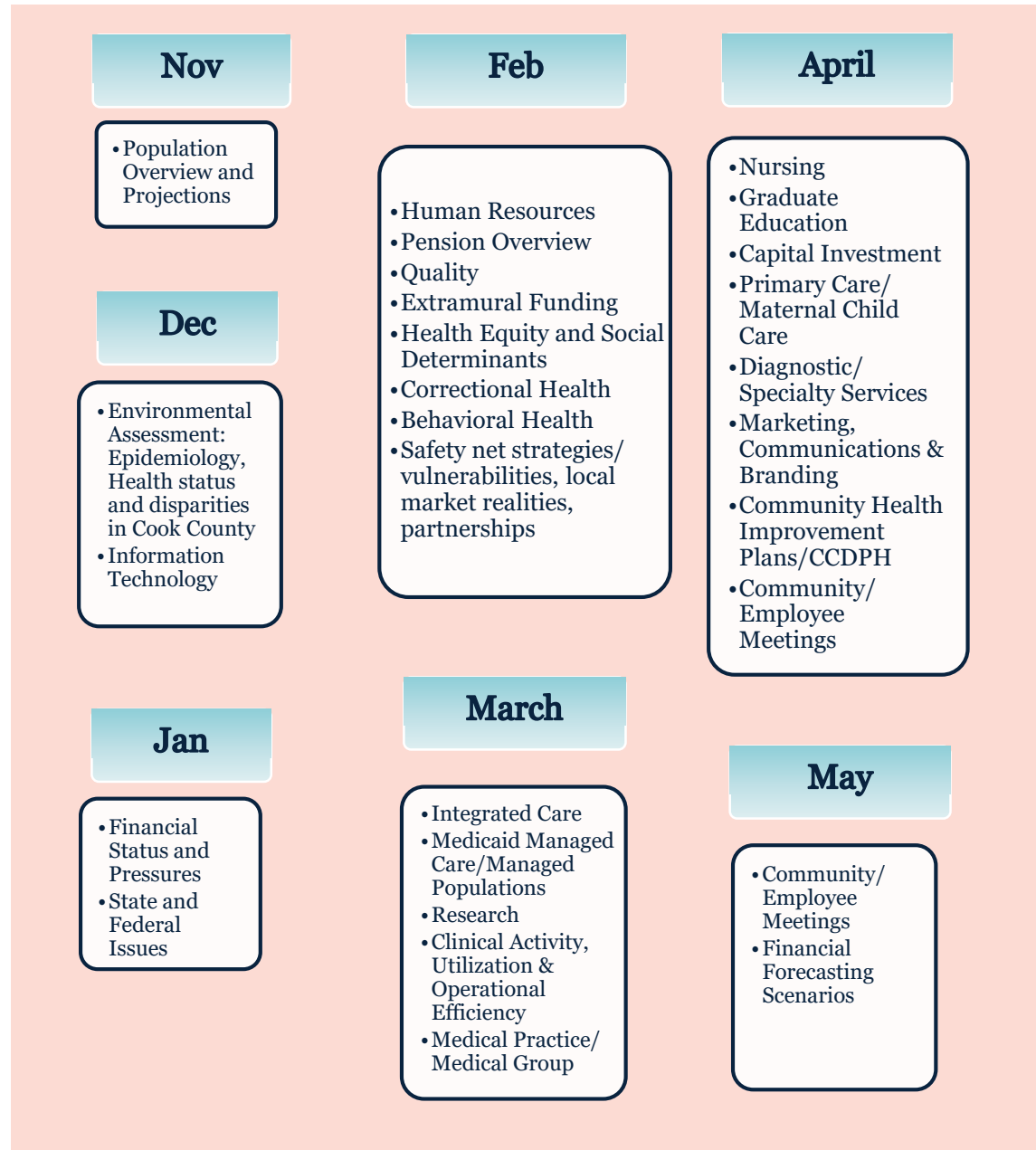
Next Steps



COOK COUNTY
HEALTH

Strategic Planning Timeline

COMPLETED



UPCOMING

