
The Strategic Planning Process and Optimal Strategic Alternatives

COOK COUNTY HEALTH AND HOSPITALS SYSTEM BOARD MEETING

MONDAY, MAY 23, 2016

Strategic Planning Process - Mission

To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies which promote and protect the physical, mental and social well-being of the people of Cook County.

Strategic Planning Process - Vision

In support of its public health mission, CCHHS will be recognized locally, regionally, and nationally – and by patients and employees – as a progressively evolving model for an accessible, integrated, patient-centered, and fiscally-responsible healthcare system focused on assuring high-quality care and improving the health of the residents of Cook County.

Strategic Planning Process - Principles

- Improve health equity
- Provide high quality, safe and reliable care
- Demonstrate financial stability, value and adopt performance benchmarking
- Develop human capital
- Lead in medical education and clinical investigation relevant to vulnerable population

Strategic Planning Process - Goals

- *Improve health equity*
 - To improve the availability of and access to healthcare services for all Cook County residents
 - To partner with others to address population healthcare needs outside of the healthcare system, including those related to social determinants of health

Strategic Planning Process - Goals

- *Provide high quality, safe and reliable care*
 - To standardize operations across the system, to maintain consistent care across facilities
 - To raise the profile of CCHHS as a healthcare leader in Cook County
 - To develop systems that meet or exceed expectations and enhance the patient experience

Strategic Planning Process - Goals

- *Demonstrate financial stability, value and adopt performance benchmarking*
 - To increase CCHHS revenue
 - To optimize CCHHS revenue by balancing the portfolio of funding sources
 - To demonstrate fiscal responsibility with limited resources, by controlling costs and maximizing efficiency
 - To develop and use new metrics for monitoring quality, cost, utilization, and patient outcomes

Strategic Planning Process - Goals

- *Develop human capital*
 - To streamline the hiring process and comply with all resource requirements
 - To recruit, hire, and retain the best employees, who are committed to CCHHS's mission
 - To integrate CCHHS human capital systems so that patients experience seamless transitions in their care

Draft

Strategic Planning Process - Goals

- *Lead in medical education and clinical investigation relevant to vulnerable population*
- To invest in continuous learning and development, including training around domain-specific best practices
- To produce knowledge both internally and externally about how best to provide care to our patients in our system
- To evaluate clinical output by specialty and to forecast health needs by specialty

Strategic Planning Process – Objectives (examples)

- *Improve health equity*
 - *To improve the availability of and access to healthcare services for all Cook County residents*
 - In 2017, fully integrate behavioral health with primary care at the Systems' ACHN clinics

Strategic Planning Process – Objectives (examples)

- *Provide high quality, safe and reliable care*
 - *To develop systems that meet or exceed expectations and enhance the patient experience*
 - Improve the patient experience annually from the 2016 baseline using patient surveys

Strategic Planning Process – Objectives (examples)

- *Demonstrate value, adopt performance benchmarking*
 - *To demonstrate fiscal responsibility with limited resources, by controlling costs and maximizing efficiency*
 - To decrease (increase discounts) drug costs by maximizing discounts under the 340B Drug Pricing Program by 2018.

Strategic Planning Process – Objectives (examples)

- *Develop human capital*
 - *To recruit, hire, and retain the best employees, who are committed to CCHHS's mission*
 - Reduce mean time to hire by 20% by 2019.

Strategic Planning Process – Objectives (examples)

- *Lead in medical education and clinical investigation relevant to vulnerable population*
- *To produce knowledge both internally and externally about how best to provide care to our patients in our system*
 - By 2018, determine the ways and means of supporting a research enterprise within the CCHHS.

Strategic Planning Process – Alternative Strategies (examples)

- *Improve health equity*
 - *To improve the availability of and access to healthcare services for all Cook County residents*
 - *In 2017, fully integrate behavioral health with primary care at the Systems' ACHN clinics*
 - Integrate behavioral health throughout CCHHS and CountyCare

Selection of Optimal Strategies

Strategy Selection Criteria

- Consider:

Feasibility – Is it likely that the strategy can be done effectively?

Urgency – Is there an immediate need for the strategy and/or a “window of opportunity?”

Capability – Is the CCHHS capable of leading the strategy?

Benefit/Cost – Do the expected benefits of the strategy appear to exceed the cost?

High Priority Strategies

Strategy Ranking Criteria

Consider:

Need - Is there a need in the System and/or in the County of Cook for an effort in this area? Is this a serious problem when mortality, years of potential life lost, activity limitations, and quality of life are considered?

Impact – Would a response to this problem have an impact on health status and the performance of the CCHHS? Will many people be affected? Does this problem have a disproportionate adverse impact on subpopulations within Cook County?

Prognosis - Is there a likelihood of success in achieving a favorable outcome for this strategy?

Capability – Are service providers and CCHHS employees capable of supporting the effort and will a response to the strategy attract the support of interested constituents?

High Priority Strategies

Strategy Ranking Criteria

Consider:

Constraints - Is a response to this strategy within the constraints of the CCHHS?

Assessment – Would a response to this problem maximize strengths in the CCHHS and minimize weaknesses?

Consistency – Would a response to this strategy be consistent with the mission, vision, role, goals, and objectives of the CCHHS?

Continuity – Would a response to this strategy continue an earlier effort in the CCHHS?

Leverage – Does the strategy allow for expanded funding opportunities?

Implementation Plan

Evaluation Plan

Improve Health Equity

Goal

- To improve the availability of and access to healthcare services for all Cook County residents

Objective

- In 2017, fully integrate behavioral health with primary care at the Systems' ACHN clinics

Alternative Strategies

- Integrate behavioral health throughout CCHHS and CountyCare
- Expand the Community Triage Center from the 2016 baseline
- Increase and strengthen affiliations with FQHCs and other community-based providers

Improve Health Equity

Goal

- To partner with others to address population healthcare needs outside of the healthcare system, including those related to social determinants of health

Objective

- By 2017, engage in activities that demonstrate the ability to improve the health status of vulnerable populations and determine the focus on selected clinical and social conditions that offer partnership opportunities

Alternative Strategies

- Expand “Food is Medicine” Partnership with the Chicago Food Depository from the 2015 baseline
- Screen patients for needs outside the clinical delivery setting to connect with community resources

Improve Health Equity

Alternative Strategies (continued)

- Establish a consistent specialty care presence, including eConsult, for high need specialties in Cook County
- Implement messaging systems and health information exchange to improve efficiency in targeting vulnerable populations for care
- Strategically assess the specific needs of unique target populations (e.g., newly insured Medicaid populations; undocumented patients; individuals with private insurance)
- Develop strategic partnerships with community-based organizations serving Cook County to provide a wide range of services for the CCHHS target populations (e.g., social work; access to food and shelter; dental services)
- Further develop care coordination across the CCHHS continuum of care

Improve Health Equity

Alternative Strategies (continued)

- Improve maternal outcomes for at-risk patients
- Offer an integrated, collaborative approach to address social determinants of health by leveraging public health learnings
- Develop resources to enable implementation of WePLAN
- Leveraging CCDPH experience, conceptualize robust primary, secondary, and tertiary prevention interventions within the CCHHS
- Explore local public health department consolidation in Cook County
- In Care Coordination, emphasize social determinants using the “Purple Binder” and expand the concept to other clinical opportunities

Provide high quality, safe and reliable care

- Goal
 - To develop systems that meet or exceed expectations and enhance the patient experience
- Objective
 - Improve the patient experience annually from the 2016 baseline using patient surveys
- Alternative Strategies
 - Improve the patient experience through employee engagement

Provide high quality, safe and reliable care

Alternative Strategies (continued)

- Implement appropriate Health Information Exchange functionalities to facilitate interdisciplinary, collaborative oversight at every level of the CCHHS
- Get actionable items to front lines by building accountability and, in turn, decrease solution time
- Eliminate paper scanning/records and optimize electronic medical records (EMR) and the transition to electronic health records (EHR)
- Upgrade the informatics competencies of the clinical teams to enable bi-directional communication and data sharing among team members
- Develop a CCHHS culture that makes safety a high priority
- Implement analytics to identify and reduce variations in processes that lead to poor outcomes
- Establish reliability of care processes that ensure consistency every time for every patient in every setting

Provide high quality, safe and reliable care

Goal

- To standardize operations across the system to maintain consistent care across facilities

Objective

- To improve quality metrics annually from the 2016 baseline

Alternative Strategies

- Establish a Magnet (Magnet Recognition Program) culture and a plan for becoming a Magnet System
- Implement a process orientation program to improve operational performance and standardize operational and service delivery processes toward becoming a performance driven System
- Develop competencies around high reliability work teams and evidence-based practice

Draft

Demonstrate financial stability, value and adopt performance benchmarking

Goal

- To increase CCHHS revenue

Objective

- To increase total revenue by 9% by 2019.

Alternative Strategy

- Implement means of tying performance to outcomes and internal benchmarks to population measures
- Standardize CCHHS financial systems to achieve world class standards for reporting and security

Demonstrate financial stability, value and adopt performance benchmarking

Goal

- To increase CCHHS revenue

Objective

- To increase enrollment in County Care by 15% by 2018.

Alternative Strategy

- Expand the comprehensive marketing and branding program to attract new customers and retain existing customers in order to grow revenue
- Enroll those exiting jail into Medicaid
- Retain and grow both the primary care base and the number of CountyCare members
- Rebrand CCHHS regarding CCHHS' status as a healthcare leader
- Implement means of communicating new and existing initiatives to stakeholders
- Pursue other methods of growing membership, e.g., acquisition, product line expansion

Demonstrate financial stability, value and adopt performance benchmarking

Goal

- To optimize CCHHS revenue by balancing the portfolio of funding sources

Objective

- By 2018, establish a mechanism for optimizing financial resources from all sources

Alternative Strategies

- Develop programs to engage financial stakeholders in order to maintain and increase sources of revenue
- Maintain Benefits Improvement and Protection Act (BIPA) revenue to the CCHHS at the 2016 level
- Continue to maximize discounts under the 340B Drug Pricing Program
- Increase philanthropic revenue

Demonstrate financial stability, value and adopt performance benchmarking

Goal

- To demonstrate fiscal responsibility, with limited resources, by controlling costs and maximizing efficiency

Objective

- By 2017, develop and use new metrics for monitoring quality, cost, utilization, and patient outcomes

Alternative Strategies

- Develop full cost recovery models for estimating the total costs of caring for a patient
- Implement population health analytics to identify, target, treat, and monitor high risk individuals and populations

Demonstrate financial stability, value and adopt performance benchmarking

Goal

To develop and use new metrics for monitoring quality, cost, utilization, and patient outcomes

Objective

By 2019, create improved structures that allow transition to a pay-for-performance platform

Alternative Strategy

Establish a unified and rebranded medical staff practice plan

Develop Human Capital

Goal

- To streamline the hiring process and comply with all human resource requirements

Objectives

- Achieve substantial compliance with all human resource requirements of the Shakman Compliance Administrator by 2017

Alternative Strategies

- Complete training and implementation of the employment plan for Shakman compliance.

Develop Human Capital

Goal

To streamline the hiring process and comply with all human resource requirements

Objectives

Reduce mean time to hire by 20% by 2019.

Alternative Strategy

Use continuous quality management and other management tools to speed the hiring process while maintaining compliance

Develop Human Capital

Goal

- Recruit, hire, and retain the best employees, who are committed to CCHHS's mission

Objectives

- Provide ongoing professional development for staff by 2018

Alternative Strategies

- Implement Advanced Clinical Hiring System-wide
- Train qualified staff to assess social determinants of health in clinics, hospitals, and CountyCare
- Strengthen the CCHHS workforce through expanding diversity in the advertising network, expanding recruiting efforts, and improving cultural competency

Develop Human Capital

Goal

- To integrate CCHHS human capital systems so that patients experience seamless transitions in their care

Objective

- By 2018, implement team-based systems to enhance care coordination

Alternative Strategy

- Fully engage supervisors in the achievement of performance measures throughout the CCHHS
- Implement remote access technologies, provider portals, and bi-directional communication technologies among providers
- Maintain IT systems that integrate care coordination across disciplines

Lead in medical education and clinical investigation relevant to vulnerable populations

- Goal
 - To produce knowledge both internally and externally about how best to provide care to our patients in our system
- Objective
 - By 2018, determine the ways and means of supporting a research enterprise within the CCHHS
- Alternative Strategies
 - Increase access to evidence and peer-reviewed journals

Lead in medical education and clinical investigation relevant to vulnerable populations

- Alternative Strategies
 - Establish and support a research enterprise as an organizational unit within the CCHHS. As the System achieves substantial compliance on Shakman issues and the mean time for hires is reduced, the indirect costs associated with research proposals should contribute to research enterprise costs.
 - Expand the research agenda of the enterprise to include investigation of health policy, management issues, and innovative care solutions supportive of CCHHS objectives.

Lead in medical education and clinical investigation relevant to vulnerable populations

Alternative Strategies

- Develop the capacity to evaluate and analyze clinical output by specialty and assess projected health care needs by specialty
- Develop the capacity for research translation and dissemination through the establishment of a Learning Health System
- Seek university partners to develop a research fellow program

Lead in medical education and clinical investigation relevant to vulnerable populations

Goal

To invest in continuous learning and development, including training around domain-specific best practices

Objective

By 2019, establish patient-reported outcomes, predictive analytics, population health initiatives, and external partnerships.

Alternative Strategies

Implement a Learning Health System within the research enterprise

Implement an informatics platform within the research enterprise to facilitate collaboration among researchers and for translating clinical research evidence into practice by providers

Lead in medical education and clinical investigation relevant to vulnerable populations

Alternative Strategies

- Develop or partner with online educational programs and provide incentives for personnel to upgrade their knowledge
- Build inter-professional partnerships to enhance team-based learning and simulations

Lead in medical education and clinical investigation relevant to vulnerable populations

Goal

To evaluate clinical output by specialty and to forecast health needs by specialty

Objective

By 2017, identify internal and external resources, including personnel, to establish a clinical outcomes research unit

Alternative Strategy

Implement an informatics platform for collaboration among outcomes researchers to evaluate clinical outcomes and project future health care needs