



STRATEGIC PLANNING UPDATE

County Board Approves FY2016 Budget: Growth in Outpatient Volumes Key to Success

The Cook County Board of Commissioners recently adopted a \$4.4 billion budget for FY2016. The County's new fiscal year began on December 1st.

The County budget includes a \$1.5 billion operating budget for CCHHS. While the operating budget and position count is relatively flat year over year, there are strategic priorities built into the budget that will require a number of shifts and changes to achieve our goals, particularly our goal of increasing outpatient visits by 15%.

For example, our intention is to have clinical professionals working at the top of their license. To accomplish this, we will be adding additional medical assistants in the ambulatory setting and certified nursing assistants in the inpatient environment to allow nurses more time for clinical care and education that requires the higher degree of knowledge and advanced skills that registered nurses possess. In addition to improving and increasing the level of care for patients and opening up additional capacity to see more patients, we are hopeful this will be a staff satisfier as well.

And as we have discussed in previous issues of Strategic Planning Update, we will be fully operationalizing our Joint Commission certified Primary Care Medical Home (PCMH) model this year. This means we will be working to connect patients who utilize walk-in services (Ambulatory Screening Clinic (ASC) and even non-urgent visits to our Emergency Departments) to a medical home where they can receive continuous care. This will allow our patients to receive care in their community from a team of clinicians who know them and their health needs. The first wave of this will happen January 4th as we transition patients who have waited in long lines at the ASC into medical homes. Following the ASC transition, we will work toward educating individuals with many non-urgent ED visits

and connecting them to a medical home as well. All of these initiatives are aimed at providing the right care, at the right time and in the right place.

Also contained in the FY16 budget is the redeployment or transfer of a few hundred employees throughout the system to better position the system for success. We have been working with labor to ensure that any individual whose position is eliminated is offered an opportunity to transfer into an open position within the System. We greatly appreciate the cooperation of our labor partners to meet our collective goal to avoid layoffs and continue our transformation.

Additionally, the budget includes funding for the planning and construction of additional outpatient clinic space throughout the system. Initial plans include new regional outpatient centers in the Provident and Oak Forest communities, a new Logan Square clinic and the relocation of services from Fantus into Stroger as we build a new central campus outpatient facility. These moves will allow us to provide our patients and staff with modern clinic space and amenities. The ultimate goal is to upgrade, renovate, relocate or rebuild all of our community centers in the next several years. This is an ambitious plan but will certainly improve our ability to provide care to our patients when and where they need it, and will better position us to compete in a post-Affordable Care Act environment.

CountyCare Third Party Administrator

CCHHS has selected [Valence Health](#) (Valence) to serve as the new Third Party Administrator (TPA) for CountyCare, CCHHS' Medicaid managed care health plan. CountyCare is currently the largest Medicaid plan serving the residents of Cook County with nearly 170,000 members.

As the TPA, Valence will manage a variety of operations for CountyCare, including claims



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processing as well as support services for members and providers. The selection of Valence comes after a lengthy RFP process that generated 22 responses for various scopes of TPA and benefits management services.

This month the CCHHS Board approved benefit management contracts with United HealthCare's OptumRX (pharmacy benefits), DentaQuest (dental and optical benefits), and First Transit (transportation benefits). All of the new contracts will take effect April 1, 2016.

Central Campus Parking

Thank you to those Central Campus employees who have completed the parking survey. We appreciate everyone's feedback and look forward to providing increased parking to our patients. Some of the feedback we have received requires clarification:

- The parking changes that are required to provide better patient parking will impact Central Campus employees working Monday – Friday during peak business hours (5am – 6pm). At this time, we do not see the need to move employees on the afternoon or overnight shift.
- The lot we previously used on Damen is owned by the Illinois Medical District with construction on a new development expected to begin there soon.
- In addition to the new outpatient facility planned for the Central Campus, there is a 'market-rate' development underway that will contribute significantly to the Illinois Medical District and the local community. This development is being managed by the County's Office of Asset Management. This 'market rate' development encompasses the old hospital, Pasteur Park, Hektoen and includes the Wood Street lot. While additional parking should be available *following* construction, it is likely that we will lose existing parking before we gain access to any

additional parking on campus. For more information on the 'market rate' development, click [here](#).

- The rates that are charged at Stroger are comparable to the rates at other garages and lots in the area.
- The new lot at 13th & Hastings will be fenced and will include proper lighting and security. To address concerns about travel time, this lot will not be serviced by the same shuttle bus as JTDC; rather, each site will have its own shuttle service at appropriate times and frequencies.

I appreciate that parking anywhere other than a connected, covered lot is a sacrifice, yet it is one I hope we all embrace as a manifestation of our "patient-first" approach that will help us attract and retain patients in this new competitive environment.

Patient Experience

In an effort to provide more person-centered customer service to our patients, the CCHHS quality team is developing a suite of evidence-based tools for front line staff across the organization. These tools will help ensure clear, consistent and positive communication with patients across all of their encounters, as well as extraordinary service and responsiveness to patients' needs. This patient-focused initiative is part of our larger goal to improve our patients' experience throughout the entire system. As more of our patients gain insurance coverage, and with that coverage new opportunities to seek care at other health care institutions, we must reinforce the essential customer service skills that are critical to attracting and retaining patients to ensure our continued ability to carry out our mission and our success in the future.

Sincerely,

Dr. Jay Shannon, Chief Executive Officer