



STRATEGIC PLANNING UPDATE

Behavioral Health

In response to decreased funding of community-based behavioral health services and the downstream impact on the health system, we are pleased to announce plans to expand behavioral health services in the coming year. The goal is to provide the right care, at the right time, at the right place—and to further integrate our behavioral health services. A properly executed strategy should reduce behavioral health-related emergency room visits and recidivism at Cook County Jail, as well as improve chronic disease control in our medical homes. Plans include:

Community Triage Center

CCHHS will establish a pilot 24/7 Community Triage Center (CTC) in the Roseland neighborhood to provide early intervention services for individuals who are at risk of detention or hospitalization due to behavioral health conditions. CCHHS recently received a grant from the Otho S.A. Sprague Memorial Institute for initial planning of the CTC and will invest an additional \$3 million to operationalize the center. The CTC is expected to open later this year and we predict it could divert hundreds of individuals from local emergency departments and the Cook County Jail in the first year.

A primary goal of the CTC is to reduce the number of detainees in Cook County Jail who have an identified behavioral health condition by connecting them with care in the community. It is estimated that on any given day, approximately 20% of the detainees at Cook County Jail have a behavioral health issue which may have contributed to their detention. Between January 2013 and April 2014, thousands of emergency department visits were recorded for individuals exhibiting behavioral health conditions at Stroger.

The CTC will provide evaluation, crisis stabilization and treatment for patients presenting with psychiatric and/or substance-related crises, and work closely with the local hospitals and outpatient mental health services to best meet patient needs 24 hours a day, 7 days week, 365 days per year. CCHHS intends to work closely with the Chicago Police Department to allow police officers to drop off individuals and rapidly return to their patrol areas.

Additionally, the CTC staff would provide walk-in services for residents and for those released from the Cook County Jail needing follow-up care.

Behavioral Health Consortium

Working closely with several key behavioral health providers, CCHHS, through its Medicaid health plan CountyCare, will establish a Behavioral Health Consortium to transform community-based care. Among other interventions, providers in the CountyCare network will have access to a single point of contact when in need of services for a patient 24/7/365. Each call to the consortium will be triaged and appropriately referred to a community-based mental health or substance abuse provider. The initial providers in the consortium include: Community Counseling Centers of Chicago (C4), Metropolitan Family Services, Human Resources Development Institute Inc. (HRDI), Habilitative Systems, Inc. (HSI), the South Suburban Council on Alcoholism and Substance Abuse, and Family Guidance Centers Inc.

Integrating Behavioral Health into Primary Care Medical Homes (PCMH)

Integrating behavioral health into primary care promotes effective, efficient patient-centered systems of care. The vast majority of individuals with behavioral health conditions present in the primary care setting and not in a specialty behavioral health clinic. Overwhelming evidence indicates that historic primary care models are inadequately prepared to recognize and treat these conditions. Furthermore, it is well documented that primary care settings can effectively treat and manage individuals with mild to moderate behavioral health needs and, in many cases, prevent the escalation of illness requiring specialty behavioral health services, including inpatient services.

In the coming year, CCHHS will be focused on increasing access to a full array of outpatient services through its network of community health centers. By embedding behavioral health services within primary care medical homes, patients will benefit as their care will be coordinated through a single team of providers. Proper screening, use of evidence-based interventions, and comprehensive care management is the key to CCHHS' strategy to reduce unnecessary hospital visits.



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Expanded Substance Abuse Treatment

CCHHS currently provides substance abuse treatment at the Cook County Jail and in its emergency rooms. At Stroger Hospital, 14% of emergency room visits and 16% of inpatient visits are attributed to the growing problems of addiction and overdoses of opioids. Community-based opioid overdose prevention services are available but are declining due to funding cuts. CCHHS is developing a strategy that would provide these treatments to at-risk patients in the event of an overdose.

CCHHS is developing clear guidelines and standards for the distribution of naloxone for at-risk patients and intends to roll-out a comprehensive naloxone program in the coming months, in addition to expanding addiction medicine services.

CountyCare Update

CountyCare continues to prepare for the transition to a new third party administrator (TPA) which will occur on April 1st.

Parking

We are already seeing the benefits of our new parking strategy. Since relocating the initial group of monthly parkers, we have seen a decline in the number of patients and visitors we are turning away at the Stroger garage. A second wave of parkers will be relocated next week to free up additional space. Anecdotal reports from those parking at the new lot on 13th Street have been largely positive. Thank you for your continued cooperation in improving the patient experience.

The new Pay on Foot system in the Stroger garage will be activated on Tuesday, March 15th and will require every monthly parker (union and non-union) to obtain a new key card. Two additional card distribution dates have been added - Wednesday, March 9th and Monday, March 14th from 7:00 am – midnight in Room 1690. Please bring your employee ID and the completed [monthly parking application](#) with you. Employees who do not pick-up their new keycard prior to March 15th will be charged the new

daily rate of \$30 starting on March 15th. There will be no exceptions.

CCHHS Board Kicks Off Strategic Planning Process for 2017-2019

The CCHHS Board of Directors officially kicked off its strategic planning process at the February 25th Board meeting.

Over the next several months, considerable time will be devoted to developing our strategy at board and committee meetings. Strategies to engage internal and external stakeholders are being developed. This month, I will attend a number of CCHHS management and leadership meetings to walk employees through the process and principles we envisioning tackling in the strategic plan. Managers and leaders are expected to share information with their teams throughout the process.

This month, I plan to attend the following meetings:

- Clinical Chairs
- Physician Leadership
- Stroger Executive Medical Staff
- Provident Medical Executive Committee
- Leadership Forum
- Ambulatory Quarterly Management
- Nursing Management
- Unified Medical Staff Meeting
- Cook County Dept. of Public Health (all staff)

Upon completion of these meetings, we look forward to reaching out to all CCHHS employees as well as external stakeholders for input. An intranet page will be developed for employees to stay informed as well as a process for employee feedback.

The board plans to complete the strategic plan this summer. I expect that this newsletter will become more frequent in the coming months to provide regular updates on the strategic planning process.

Sincerely,

Dr. Jay Shannon
Chief Executive Officer