

# Strategic Planning FY 2020-2022



## Federal & State Landscape

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# Impact 2020 Recap



## Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants
- Advocate for Patients



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# Impact 2020

## Progress & Updates

Focus Area	Name	Status
Grow to Serve & Compete	2.2 Retain and grow CountyCare membership	Ongoing <ul style="list-style-type: none"> <li>Educated local elected officials on health plan membership growth opportunities and benefits.</li> <li>Advocating for state policy changes to simplify the redetermination process.</li> </ul>
Foster Fiscal Stewardship	3.2 Optimize CCH revenue by balancing the portfolio of funding sources and pursuing various legislative solutions	Ongoing <ul style="list-style-type: none"> <li>Educated local elected officials and advocated for maintaining government financial support of unfunded mandated correctional health &amp; public health services.</li> <li>Advocated for state Medicaid Graduate Medical Education (GME) payments.</li> <li>Conducted briefings on system finances, programs and strategic initiatives.</li> <li>Hosted issue-oriented educational sessions for state legislators and staff – <i>in 2019 expanding to include targeted program for Cook County Board members and staff.</i></li> <li>Continuing targeted advocacy efforts with external partners on shared policy priorities related to Disproportionate Share (DSH) funding, 340B Rx discount program benefits and site-neutral payments.</li> </ul>
Impact Social Determinants	6.3 Partner with other organizations to address population health care needs outside of CCH	Ongoing <ul style="list-style-type: none"> <li>Expanded Fresh Truck partnership with Greater Chicago Food Depository to additional CCH community health centers.</li> <li>Implementing at CCH’s Community Health Center at Arlington Heights in 2019.</li> </ul>

# Impact 2020

## Progress & Updates

Advocate for Patients	7.1 Advocate for improved health care for uninsured, including justice-involved populations	Ongoing <ul style="list-style-type: none"><li>• Garnered support of local elected officials to for CCH Community Triage Center initiative.</li><li>• Facilitated discussions with Cook County Public Defender resulting in CCH partnership to provide Bond Court screenings.</li><li>• Partnered with National Association of Counties (NACo) to convene discussions with urban public health systems to collectively advocate for policy changes to the inmate exclusion.</li><li>• Participated in national advocacy efforts to elevate the focus on justice involved populations.</li><li>• Convening issue focused meetings with local, state and federal elected officials, health system stakeholders and local policy advocates.</li><li>• Actively engage with and participate in advocacy efforts of the Illinois Health and Hospital Association, Illinois Association of Medicaid Health Plans, Protect Our Care Illinois, American Essential Hospitals and the National Association of Counties Organization.</li></ul>
Advocate for Patients	7.2 advocate for behavioral health funding and legislation	Ongoing <ul style="list-style-type: none"><li>• Educated Congressional delegation on state 1115 Behavioral Health Waiver benefits to CCH.</li><li>• Facilitated CCH participation on joint County-City Task Force on Opioids.</li><li>• Advocated for legislation to increase funding for education and treatment alternatives for opioid users.</li></ul>

# Impact 2020

## Progress & Updates

Advocate for Patients	7.3 Advocate for National Health Service Corps (NHSC) Loan Repayment Program eligibility to be expanded.	Ongoing <ul style="list-style-type: none"><li>• Collaborated nationally with county government stakeholders to garner congressional support to expand the definition to allow participation.</li><li>• Advocated for policy changes to the National Association of Counties Organization platform.</li><li>• Working with delegation leadership to re-introduce legislation re-instating county eligibility in the NHSC Loan forgiveness program.</li><li>• Continuing advocacy with national partners in support of expanding NHSC eligibility.</li></ul>
Advocate for Patients	7.5 Advocate for influenza vaccine requirement for all healthcare workers in Illinois	Complete <ul style="list-style-type: none"><li>• Effectuated introduction &amp; approval of HB2984/PA 100-1020 which strengthens existing state statute concerning annual flu shots for health care employees.</li></ul>
Advocate for Patients	7.6 Advocate for improvements in identifying and addressing blood lead levels in children in suburban Cook County	Ongoing <ul style="list-style-type: none"><li>• Crafted local ordinance to decrease the threshold to trigger an intervention by CCDPH from 10 mcg/dL to 5 mcg/dL.</li><li>• Pursuing introduction and approval of ordinance.</li></ul>



# FY2020-2022

## The Future

Environmental Scan of Market, Best Practices and Trends



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# Environmental Scan, Trends – Federal

## 116<sup>th</sup> Congress, First Session

- U.S. House of Representatives – Democrats have a 36 seat majority (+40) / New Leadership on both sides
  - Speaker of the House, Minority Leader
  - New Committee Chairs and Ranking Members
- U.S. Senate – Republicans have 6 seat majority (+2) / Leadership on both sides remains stable
  - New Chair of Finance Committee, with broad health care jurisdiction, including Medicaid
- Divided government, Senate rules & unpredictable Administration make major legislation unlikely
- Legislative & regulatory attacks on the ACA
- Challenging budget and appropriations process / multiple government shut-downs
- House committees will be busy with oversight
- 2020 elections looming
- Bi-partisan, bi-cameral efforts on legislation to bring down prescription drug costs are likely
- Perennial discussions of an infrastructure package getting traction

# Environmental Scan, Trends – State

## 101<sup>st</sup> General Assembly

- Democrat control of both the Executive and Legislative branches
  - New Leadership
    - Governor / Lieutenant Governor
    - Attorney General
    - House & Senate Majority Leaders
    - Department of Healthcare & Family Services (HFS), Department of Public Health (DPH)
- Supermajorities in both Chambers
  - State Senate – retain supermajority (40/59 seats) – 10 new members
  - State House – regain supermajority (74/118 seats) – 25 new members
- Protecting Medicaid expansion and the Affordable Care Act
- Hospital Transformation
- Medicaid
  - Medicaid Buy-In Program
  - Managed Care Oversight and Accountability
  - 1115 Waiver / Integrated Health Homes (IHH)
- Behavioral Health / Substance Abuse / Opioid Epidemic



# Key 2019 Dates – Federal, State & Local

## 2019

- January 3 116<sup>th</sup> Congress inauguration
- January 9 101<sup>st</sup> Illinois General Assembly (ILGA) inauguration
- January 14 Governor and Executive Branch inauguration
- January 29/TBD President's State of the Union Address
- TBD Governor's State of the State
- February 20 Governor's budget address
- February 26 Consolidated Primary Election
- April 2 Consolidated General Election
- April 15 Congressional Budget Resolution Deadline
- May 31 ILGA Last day of "regular" spring session
- June 30 Last day of state fiscal year
- September 30 Last day of federal fiscal year
- November 30 Last day of Cook County fiscal year
- Fall 2019 ILGA Veto Session



# SWOT Analysis

**Strengths, Weaknesses, Opportunities, and Threats**



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# SWOT Analysis – Federal

## Strengths

- Congressional delegation support
- Good stories to tell - successful ACA implementation, CountyCare growth and innovative work in areas related to social determinants (food, housing, opioids) and justice-involved populations
- Divided government means ACA repeal or major changes to Medicaid unlikely

## Weaknesses

- Vulnerable to reductions in federal support, especially Medicaid
- Major legislative improvements to federal health programs unlikely
- 2020 election cycle

## Opportunities

- Medicaid waiver opportunities
- Narrow, targeted legislation
- Continue to demonstrate to federal partners that we are successfully implementing the ACA (CountyCare), improving outcomes and reducing disparities

## Threats

- Regulatory initiatives to restrict federal funding or limit eligibility for programs, i.e. public charge
- Pay-go rule in the House, budget neutrality guidance for Medicaid 1115 waivers
- Growth of federal deficit leading to calls for “entitlement reform,” including restructuring Medicaid
- Ongoing efforts to repeal ACA continue – Texas v. USA
- Disproportionate Share Hospital (DSH) funding cuts
- Expanded cuts to outpatient services
- Potential changes to the 340B Rx Program
- Continued depletion of the Prevention & Public Health Fund



# SWOT Analysis – State

## Strengths

- Strong Administration and Legislative Support of Medicaid
- New HFS leadership open to maximizing federal Medicaid funding dollars flowing into the state

## Weaknesses

- State structural deficit & ongoing cash flow issues
- Medicaid managed care growing pains
- External Provider vs. Plan differing priorities
- Low state spend per Medicaid enrollee

## Opportunities

- Potential for improvements to Medicaid program
- Medicaid waiver
- Integrated Health Homes
- Medicaid Buy-in / Health Care for All
- Capital Infrastructure Bill

## Threats

- State financial position - structural deficit, budget, payment backlogs & cash flow challenges
- Unintended consequences of legislative initiatives and unfunded mandates
- HFS redetermination process challenges
- Fluctuation in Medicaid managed care rates
- Increasing levels of uncompensated care



# FY 2020-2022



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# Impact Social Determinants/Advocate for Patients FY 2020-2022 Strategic Planning Recommendations

## Support Organizational Strategic Initiatives – Advocacy, Communication & Education

- System-wide Initiatives
  - Capital Campaign
  - Clinical Services Expansion
  - Managed Care Growth
  - Minority/Women Business Enterprise Opportunities
- Federal & State Issues / Focus Areas
  - Access to Care
  - Addiction, Food, Housing, Transportation & Violence
  - Charity Care & Community Benefits
  - Justice Involved Populations
  - Maternal Morbidity
  - Medicaid Program Changes

Thank you.



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