

Strategic Planning FY2020- 2022

Community Town Hall Meetings

April/May, 2019



COOK COUNTY
HEALTH

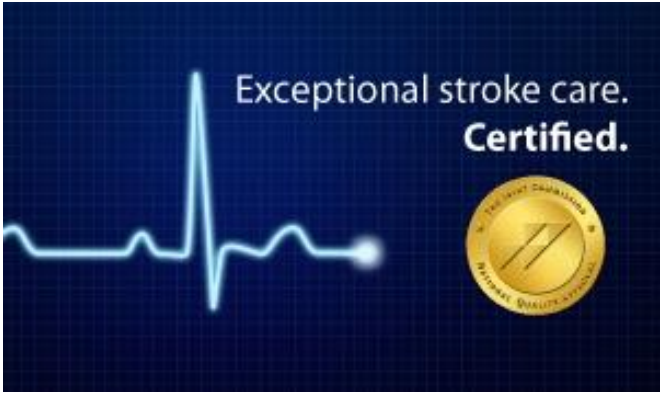


CCH At A Glance

- 2 Acute Care Hospitals
- 14 community-based primary care medical home centers
- CORE Center
- Correctional Health
- Cook County Department of Public Health
- CountyCare Medicaid health plan



Select Accreditations



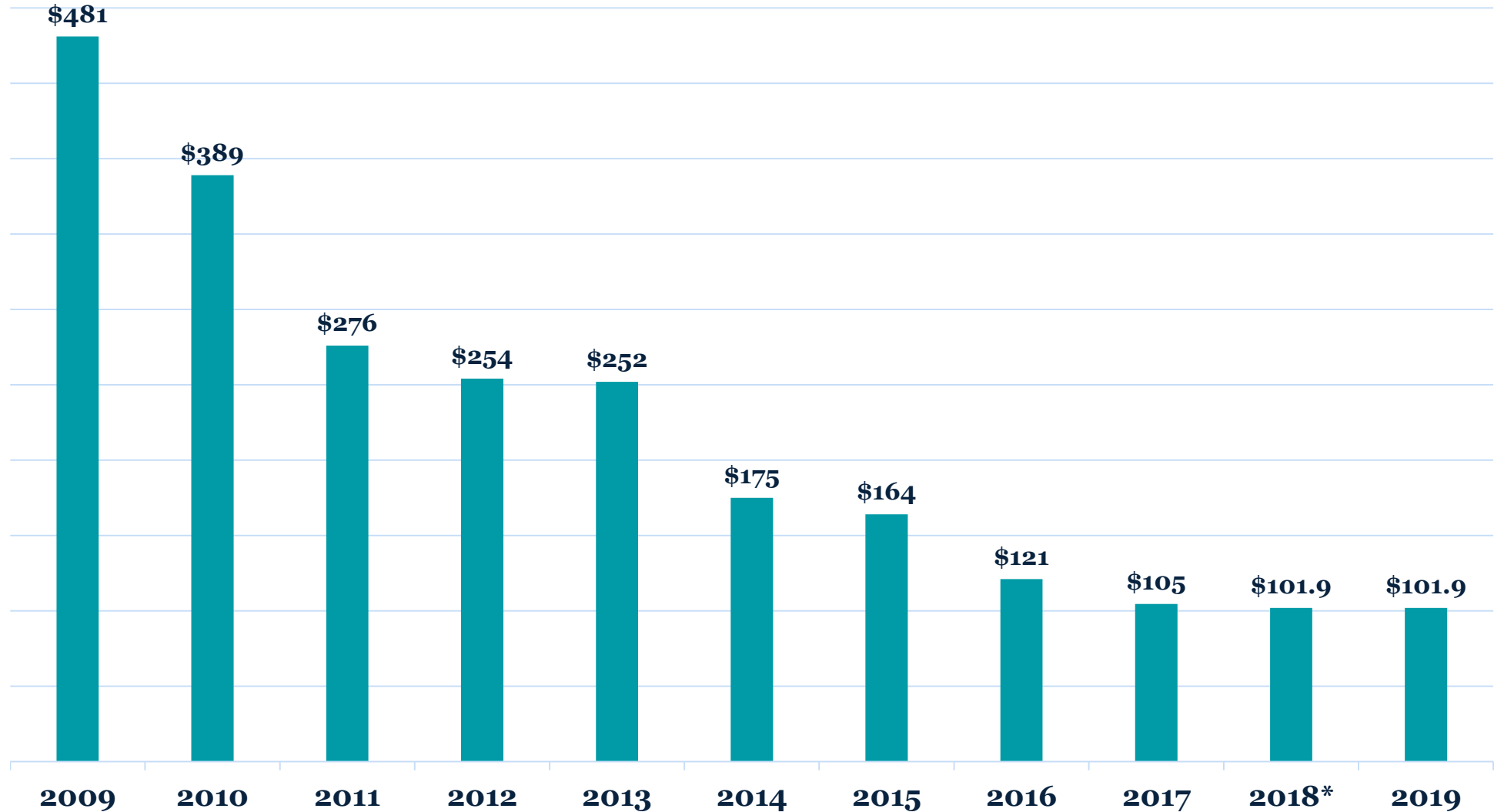
Cook County Health

180 Years as the busiest healthcare safety net in the Midwest

Annually:

- Serve approximately **500,000 individuals** through the health system and the health plan
- **1 million** outpatient registrations
- **5 million** lab tests performed and analyzed
- **1.6 million** outpatient prescriptions filled annually
- **55,000** intake screenings at Cook County Jail
- **46,000** visits to the Ruth Rothstein CORE Center, one of the busiest HIV treatment centers in the US

County Health Fund Allocation to CCH Operating Expenses



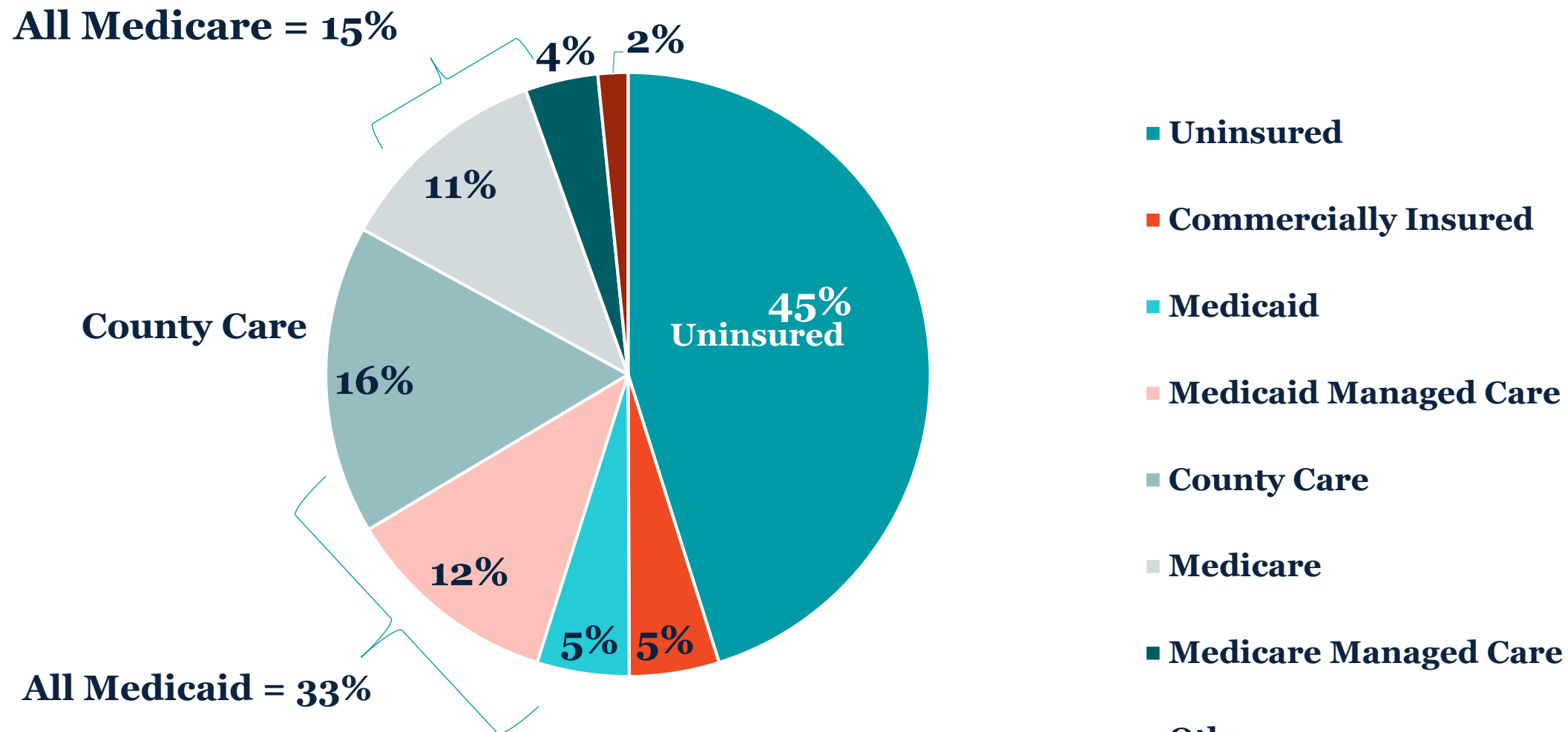
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***Adopted allocation was \$111.5M - \$7M reduction in July due to Temporary Restraining Order on Sugary Beverage Tax*

Note: Pension and Debt Service not included. Until 2016, Cook County Government provided capital funding in addition to the allocation.

System Payor Mix By Visit (1Q2019)

All Medicare = 15%



Charity Care in Cook County

	2013 Charity Care	% of all charity care	2016 Charity Care	% of all charity care	\$\$ Change 2013-2016
All Hospitals in Cook County	\$690M		\$543M		↓ 21%
Stroger and Provident	\$257M	37%	\$266M	49%	↑ 3%

Source: IDPH Hospital Profiles 2013, 2016

Impact 2020 Strategic Plan Focus Areas

Strategic Plan 2017-2019

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

Impact 2020 Strategic Plan Accomplishments

Deliver High Quality Care

- ✓ Integrate and expand additional services in outpatient centers, including behavioral health, dental, specialty, HIV care, eConsult, pediatrics, naloxone access, and early detection screening where demographics and data support optimal utilization
- ✓ Open the professional building clinics on the central campus
- ✓ Open the new health center in Arlington Heights with additional space and capacity
- ✓ Establish the Women and Children's Center on the 4th Floor of Stroger Hospital
- ✓ Establish and grow care coordination program to serve of patients
- ✓ Attain compliance with the Department of Justice order for Cermak Health Services
- ✓ Establish two community triage centers for early intervention
- ✓ Achieve Health Information Management Systems Society (HIMSS) Level 7 Designation
- ✓ Progress establishing new health centers at Provident, North Riverside, Belmont Cragin, Blue Island

New Central Campus Facility

Professional Building



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New Community Health Centers



2018: Arlington Heights
2019: North Riverside
Blue Island
2020: Belmont Cragin
2022: Provident



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Impact 2020 Strategic Plan Accomplishments

Grow to Serve and Compete

- ✓ Increased CountyCare membership through acquisition of Family Health Network and Aetna populations
- ✓ Complete CountyCare marketing plan

Foster Fiscal Stewardship

- ✓ Implement various systems for improved automation (e.g. time and attendance/financial system, lab automation, nurse scheduling)
- ✓ Apply for and obtain additional grant dollars to support initiatives
- ✓ Maintain local government financial support for unfunded mandates such as funding for correctional health and public health
- ✓ Execute marketing and branding strategy

Impact 2020 Strategic Plan Accomplishments

Invest in Resources

- ✓ Implement online performance evaluations
- ✓ Achieve substantial compliance on the employment plan
- ✓ Establish capital equipment replacement plan

Leverage Valuable Assets

- ✓ Collaborate to bring advanced analytics promoting the use of evidence at the bedside to create best practices and institutional guidelines (e.g. homelessness and opioid use)
- ✓ Utilize information from CCDPH's Adverse Pregnancy Outcomes Reporting System (APORS) to improve outcomes

Impact 2020 Strategic Plan Accomplishments

Impact Social Determinants of Health

- ✓ Expansion of Food as Medicine program
- ✓ Developed an uninsured plan to increase access to healthcare, avoid preventable acute care needs and improve outcomes
- ✓ Implemented an intervention aimed at improving health status of African American men at select health centers
- ✓ Support community and partnering opportunities to increase availability of fair, affordable, permanent housing
- ✓ Achieved National Committee for Quality Assurance (NCQA) accreditation for care management

Assessing and Addressing Social Determinants

Problem: Food Insecurity

In CCH's primary care homes, 30% screen positive for food insecurity

CCH Response

- Screen for food insecurity
- SNAP application assistance, food pantry information
- Fresh Food Truck Initiative (440,000 lbs to date)
- Black Oaks Farm partnership (Double SNAP Benefit)



Doctors 'prescribe' fresh produce with help from food banks
September 27, 2016

DAILY
Southtown

Cook County partnering to offer Fresh Food Markets

July 21, 2017

Improving the Health of the Community One Celery Stalk at a Time

August 3, 2016



UNIVISION

Extienden por tres años un programa de comida para ayudar a la comunidad

September 7, 2017

BECKER'S

HOSPITAL REVIEW

**6 hospital, health systems pursuing passion projects:
CCHHS "Food is Medicine"**

November 8, 2016

Assessing and Addressing Social Determinants

Problem: Housing

20% of CountyCare members enrolled during the waiver are “concerned about a place to sleep tonight or in near future.”

CCH Response

- Internal Capacity Building and Partnerships
- Homeless Opioid Use Disorder Program
- Partnership with Housing+ in Suburban Cook
- Partnership with All Chicago in City of Chicago for Rental Subsidies
- Partnership with Housing Forward to assist Behavioral Health patients

Save the Date

Wednesday, May 22

1PM – 4PM

**CCH Housing is
Health Research &
Innovation Summit**

Assessing and Addressing Social Determinants

Problem: Substance use impact in Cook County

Mortalities in Cook County*	2015	2016	2017
Motor Vehicle Accidents	277	278	335
Gun Violence	602	805	743
Opioids (Heroin, Fentanyl, others)	647 (103)	>1,000 (562)	≈1,100 (TBD)

CCH Response

- Expanded screening
- Naloxone training and distribution
- Medical Assisted Treatment in Medical Homes
- Medical Assisted Treatment in Correctional Health
- Community Triage Centers
- Safe prescribing in ED, Hospital, Ambulatory Care
- Combination Locks for Rx
- Advanced Analytics

New Model for the Uninsured

Direct Access Program Launched in 2017

More than 31,000
individuals are enrolled
in the program;
87% with income \leq 200%
Federal Poverty Level.

WBEZ91.5

Cook County Working On A Managed Health Care Plan For
Uninsured Residents
September 14, 2016

CHICAGO SUN-TIMES

Cook County launches new program for the uninsured
September 14, 2016

Chicago Tribune

Cook County to start program to help uninsured get health care
September 14, 2016

Impact 2020 Strategic Plan Accomplishments

Advocate for Patients

- ✓ Introduced legislation to strengthen state law concerning annual flu vaccination policies for healthcare employees
- ✓ Established 6 community advisory boards for CCH health centers
- ✓ Implementing policy to intervene when a child has a blood lead level of 5mcg/dL or more
- ✓ Develop a program to address medical needs of children who have experienced Adverse Childhood Experiences (ACEs)

Impact 2020 Strategic Plan Accomplishments

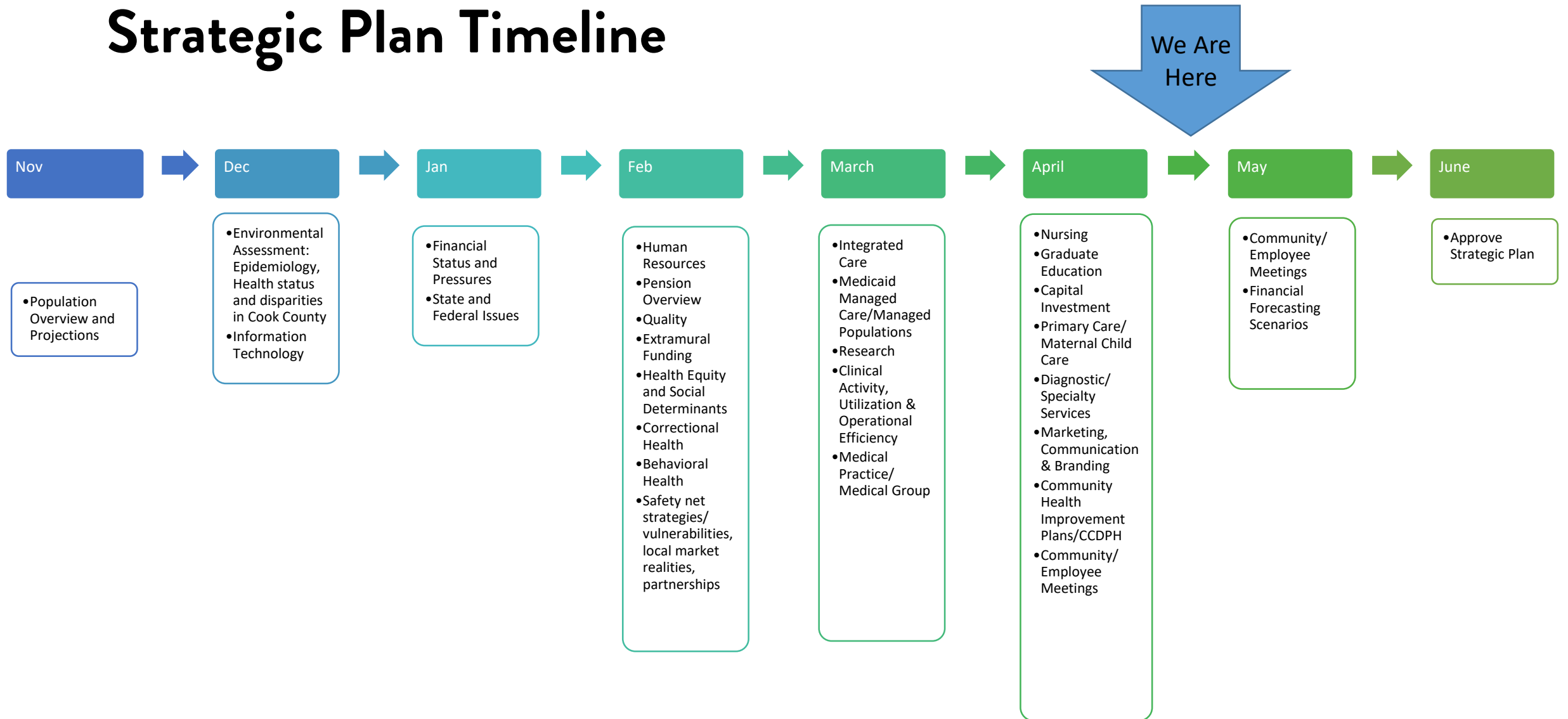
Advocate for Patients



Strategic Plan Focus Areas – 2020-2022

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

Strategic Plan Timeline



CCH's Strategic Position

- 180 year commitment to the community
- A broad, deep, dedicated staff that is mission-aligned
- A shared, mature electronic health record
- Comprehensive portfolio of clinical services
- Public health authority for most of suburban Cook County
- Commitment to health equity
- Adapting to an environment with dominance of at-risk capitation
 - CountyCare
 - Blue Cross/Blue Shield
 - Other

Questions for Discussion and Input

What should CCH's highest priority be in the next three years?

What services are needed in the community?

What are we doing well? Not so well?

How do we stay true to our mission under these circumstances:

- Uninsured volumes are up (charity care and self-pay)
- No additional local tax payer support can be expected
- Competition for Medicaid exists

Thank you. 



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