Strategic Planning FY2020-2022
Medical Practice/Medical Group/Specialty Care
Claudia M. Fegan, MD
Chief Medical Officer
March 25, 2019
Overview of Department

Cook County Health Medical Staff
Overview of Department

Medical Staff Functions

“The Medical Staff has the overall responsibility for the quality of medical care provided to patients, and for the professional practices and ethical conduct of its members, as well as accounting therefore to the Cook County Health and Hospitals System Board of Directors...”

*Preamble, John H. Stroger, Jr. Hospital Bylaws*

“The Medical Staff is responsible for the quality of medical care in the Hospital and accepts and discharges this responsibility subject to the ultimate authority of the Cook County Health and Hospitals System Board of Directors...”

*Preamble, Provident Hospital Bylaws*
Cook County Health Quality Governance

Board of Directors CCH

Board QPS Committee

Stroger Hospital Executive Medical Staff

Hospital Quality Improvement & Patient Safety Committee

Hospital/Ambulatory Quality

Provident Hospital Medical Executive Committee

Quality & Performance Improvement Committee

Hospital/Ambulatory Quality
Overview of Department

Medical Staff Quality Partnership

Clinical Department Chairs

Credentialing Committee

Peer Review Committee

Executive Medical Staff/Medical Executive Committees
CCH Medical Staff by Category

- Active: 582
- Voluntary: 149
- Consulting: 65
- Honorary: 1

Legend:
- Active
- Voluntary
- Consulting
- Honorary
- Service
Advanced Practice Providers

Categories

- Physician Assistant-Certified
- Certified Nurse Practitioner
- Certified Registered Nurse Anesthetist
- Clinical Nurse Specialist
- Certified Nurse Midwife
Advanced Practice Providers

Areas of Specialization:

- Medicine \( N=49 \)
- Correctional Health \( N=24 \)
- Surgery \( N=20 \)
- Emergency Medicine \( N=12 \)
- Anesthesiology \( N=11 \)
- Obstetrics/Gynecology \( N=7 \)
- Pediatrics \( N=8 \)
- Family Medicine \( N=5 \)
- Psychiatry \( N=4 \)
- Trauma \( N=1 \)
Medical Staff by Department*

*Stroger & Provident, Active/Provisional only
Medical Staff Board Certification*

*Stroger & Provident, Active/Provisional only

Board Certified  94.7%
Not Board Certified  5.3%
Medical Staff Demographics*

Gender

*Stroger & Provident, Active/Provisional only

- Female: 55%
- Male: 45%
Medical Staff Demographics*

*Stroger & Provident, Active/Provisional only
Medical Staff Demographics*

Years on Staff

- <5 yrs: 199
- 5-10 yrs: 158
- 11-20 yrs: 142
- 21-30 yrs: 75
- >30 yrs: 8

*Stroger & Provident, Active/Provisional only
Medical Staff Demographics

Race/Ethnicity

- White: 42.0%
- Asian: 32.3%
- Black or African American: 16.3%
- Hispanic or Latino: 7.5%
- Two or More Races: 1.0%
- American Indian or Alaskan Native: 0.9%
Medical Staff Demographics*

Top Non-English Languages Spoken **

*Stroger & Provident, Active/Provisional only

**Voluntary reporting
Impact 2020 Update

Highlights: Status and Results

• Deliver High Quality Care
• Grow to Serve and Compete
• Foster Fiscal Stewardship
• Invest in Resources
• Leverage Valuables Assets
• Impact Social Determinants
• Advocate for Patients
## Impact 2020

### Progress and Updates

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<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
<th>Status</th>
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<tbody>
<tr>
<td>Deliver High Quality Care</td>
<td>Leverage information technology initiatives such as Vizient (clinical data base) and Clairvia (nursing management system) to improve patient safety</td>
<td>In Progress and Ongoing</td>
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<tr>
<td>Grow to Serve and Compete</td>
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<tr>
<td>Deliver High Quality Care</td>
<td>Improve the availability of and access to health care for Cook County residents. Increase utilization of operating rooms; increase volume of surgical cases</td>
<td>In Progress and Ongoing</td>
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<td>Grow to Serve and Compete</td>
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<tr>
<td>Deliver High Quality Care</td>
<td>Market Cook County Health as the provider of a continuum of care with special focus on those transitioning to Medicare</td>
<td>In Progress and Ongoing</td>
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<tr>
<td>Grow to Serve and Compete</td>
<td>Reduce scheduling wait times for diagnostic and evaluation and management (E&amp;M) clinic visits</td>
<td>In Progress and Ongoing</td>
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<tr>
<td>Deliver High Quality Care</td>
<td>Facilitate timely access to Cook County Health Specialists</td>
<td>In Progress and Ongoing</td>
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<td>Grow to Serve and Compete</td>
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<tr>
<td>Invest in Resources</td>
<td>Attain American College of Surgeons (ACS) Level 1 Trauma Certification</td>
<td>In Progress</td>
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<td>Leverage Valuable Assets</td>
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<td>Foster Fiscal Stewardship</td>
<td>Providing coding and training support to providers to ensure they accurately capture the scope of services and complexity of patients treated</td>
<td>In Progress and Ongoing</td>
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<td>Leverage Valuable Assets</td>
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<tr>
<td>Deliver High Quality Care</td>
<td>Enhance safety by development of medical education safety culture and reporting</td>
<td>In Progress and Ongoing</td>
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<td>Deliver High Quality Care</td>
<td>Develop and implement a medical staff practice plan structure</td>
<td>In Progress and Ongoing</td>
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<td>Establish ambulatory clinical effort agreements for each department</td>
<td>In Progress</td>
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<td>Foster Fiscal Stewardship</td>
<td>Develop a mature relative value unit (RVU) at the department and</td>
<td>In Progress</td>
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<tr>
<td>Leverage Valuable Assets</td>
<td>physician level</td>
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FY2020-2022
The Future
Environmental Scan of Market, Best Practices and Trends
Multi-Specialty Practice Groups

On the rise nationally—why?

1. **Better communication among your physicians.** Seeing aligned doctors promotes collaboration and ensures more efficient care. Medical groups utilize a common EHRs that facilitate sharing of information. Improved communication helps improve outcomes.

2. **Access to new treatments and technology.** Not only will do MSPGs provide access to additional physicians and experts, but increased access to new treatments and technologies as well. Integrated medical groups combine the assets of a particular health care organization.

3. **Coordinated care.** Integrated medical groups employ physicians who practice in hospital and ambulatory settings, mitigating potential disruption in care when being admitted or discharged. Working as a team improves efficiency and quality.

4. **Higher standards of quality monitoring.** Integrated medical groups have more resources to devote to monitoring and improving the care provided.

5. **Additional clinical resources.** As part of a broader health system, physicians in an integrated group can draw on a wider array of clinical services. These may include things like home care, diabetes education, smoking cessation, cardiac rehabilitation, and others. It’s no longer just visiting your doctor when you are sick.

SWOT Analysis
Strengths, Weaknesses, Opportunities and Threats
# SWOT Analysis

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<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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| - Medical staff committed to CCH mission  
- Medical staff experience/expertise  
- Comprehensive clinical services  
- Sensitivity to patient needs | - Lack of job title specificity  
- Incentive structure  
- Relative value unit measurement (industry standard) |

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<tr>
<th>Opportunities</th>
<th>Threats</th>
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| - Clinical documentation improvement  
- Practice plan structure  
- Incentive structure  
- Quantified performance measures | - Medical staff turnover (retirement, competitive market)  
- Medical staff burnout  
- Salary structure not market aligned |
FY2020-2022
Medical Staff Focus: Quality of Care and Patient Safety
Deliver High Quality Care

FY2020-2022 Strategic Planning Recommendations

• Operationalize high reliability methodologies
• Interdisciplinary programs
• Expansion of community-based specialty services
• Continue to leverage information technology to improve patient safety
Grow to Serve and Compete

FY2020-2022 Strategic Planning Recommendations

• Retention of Medicare population
• Access to care strategies
• Clinical effort standardization
Foster Fiscal Stewardship

FY2020-2022 Strategic Planning Recommendations

• Documentation improvement: ongoing provider education and feedback
• Charge capture
Invest in Resources

FY2020-2022 Strategic Planning Recommendations

• Incentives program
• Continued precision/specificity to job titles and job descriptions
• Analyze/maximize utilization and deployment of Advanced Practice Providers
Leverage Valuable Assets

FY2020-2022 Strategic Planning Recommendations

• New interdisciplinary programs/services
• Develop multi-specialty group practice structure
Impact Social Determinants/Advocate for Patients

FY2020-2022 Strategic Planning Recommendations

- Innovations to assist in services to patients in areas poorly served by public transportation, including telemedicine and care coordination
Thank you.
Impact 2020 Update
Status and Results Addendum: Medical Staff
## Impact 2020

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<td>Deliver High Quality Care</td>
<td>Strengthen pediatric services by increasing activity, developing partnerships, retaining pediatric patients and identifying kids at risk</td>
<td>In Progress</td>
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<td>Grow to Serve and Compete</td>
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<td>Invest in Resources</td>
<td>Resume psychiatric consulting services in the Emergency Department</td>
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<td>Deliver High Quality Care</td>
<td>Identify new and additional Centers of Excellence</td>
<td>Complete</td>
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<tr>
<td>Deliver High Quality Care</td>
<td>Demonstrate value of undergraduate and graduate medical education and academic affiliations to the organization by analysis of costs, returns, pipeline to workforce and facilitation of Cook county Health mission.</td>
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<td>Recruit, hire and retain the best employees who are committed to the Cook County Health mission</td>
<td>Ongoing</td>
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<td>Identify areas for formalized interdisciplinary services</td>
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