

# Strategic Planning FY2020- 2022

## Ambulatory Health Centers & Maternal Child Health

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COO, Ambulatory Services

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# Overview of Ambulatory



**Health Centers**

**Maternal Child Care**



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# Overview of Ambulatory Health Centers

## COOK COUNTY HEALTH CENTERS

### Primary Care Medical Homes

(Family Health Care)

- 1** **NEW!** Arlington Heights Health Center  
3250 North Arlington Heights Road, Suite 300  
Arlington Heights, IL 60004
- 2** Logan Square Health Center  
2840 West Fullerton Avenue, Chicago, IL 60647
- 3** Austin Health Center  
4800 West Chicago Avenue, Chicago, IL 60651
- 4** Cicero Health Center  
5912 West Cermak Road, Cicero, IL 60804
- 5** Dr. Jorge Prieto Health Center  
2424 South Pulaski Road, Chicago, IL 60623
- 6** Near South Health Center  
3525 South Michigan Avenue, Chicago, IL 60653
- 7** Woodlawn Health Center  
6337 South Woodlawn Avenue, Chicago, IL 60637
- 8** Englewood Health Center  
1135 West 69th Street, Chicago, IL 60621
- 9** Robbins Health Center  
13450 South Kedzie Avenue, Robbins, IL 60472
- 10** Cottage Grove Health Center  
1645 Cottage Grove Avenue, Ford Heights, IL 60411



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# Overview of Ambulatory Health Centers

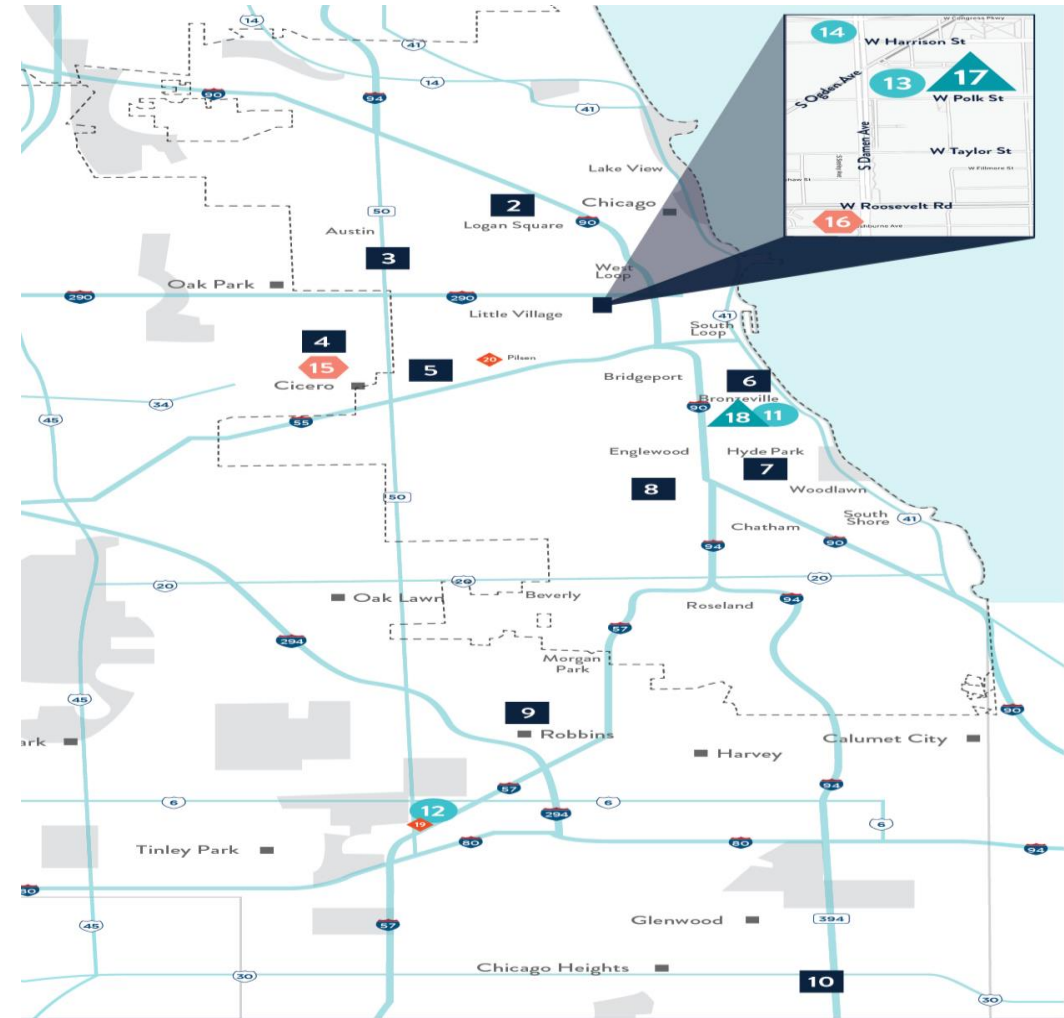
## Regional Outpatient Centers

(Includes Primary Care Medical Homes and diagnostic and procedural facilities)

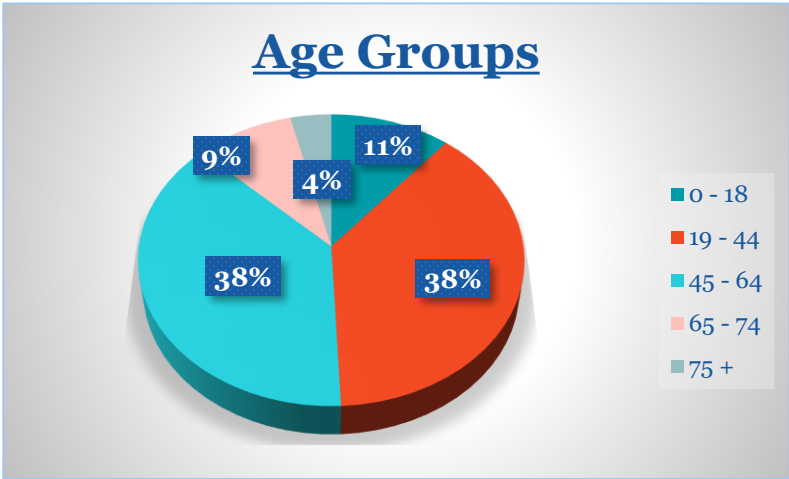
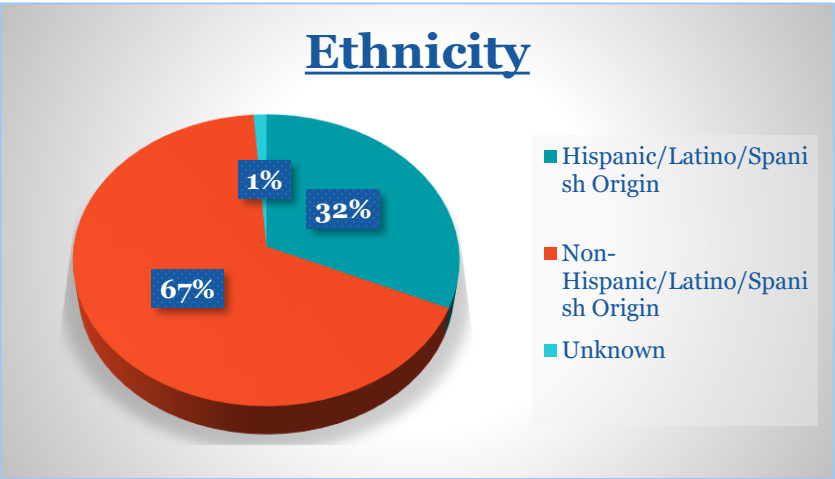
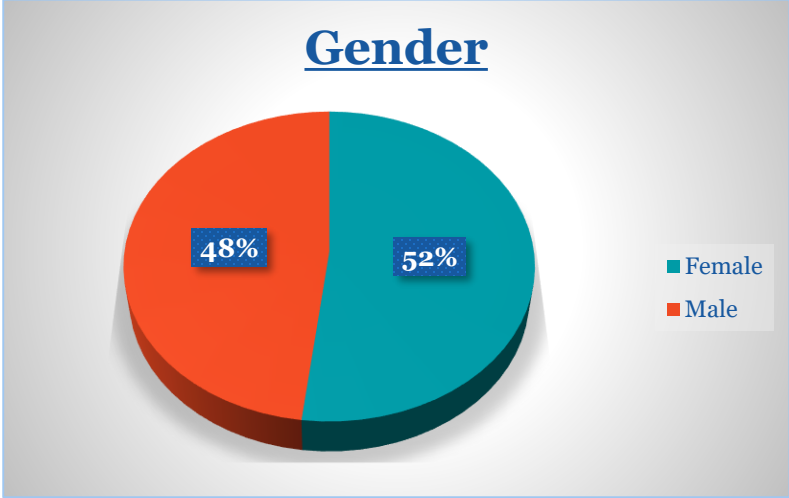
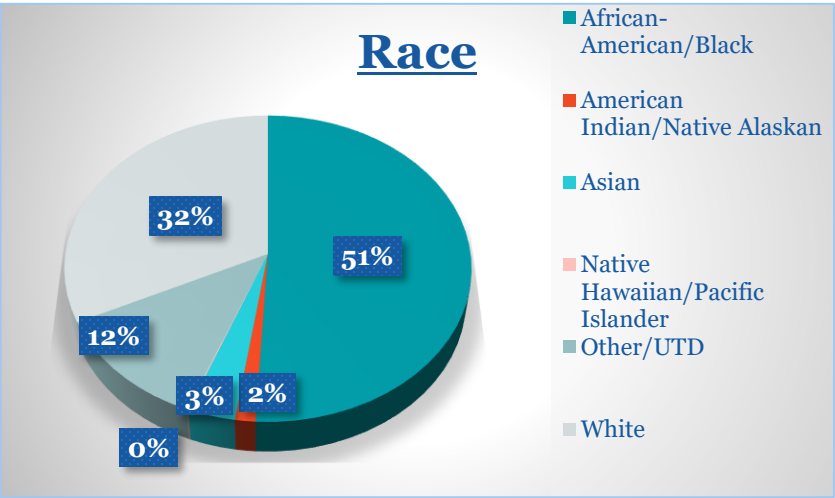
- 11** John Sengstacke Health Center at Provident Hospital  
500 East 51st Street, Chicago, IL 60615
- 12** Oak Forest Health Center  
15900 South Cicero Avenue, Oak Forest, IL 60452
- 13** Cook County Health Central Campus  
Professional Building  
1950 West Polk Street, Chicago, IL 60612  
Specialty Care Clinics  
1901 West Harrison Street, Chicago, IL 60612
- 14** Ruth M. Rothstein CORE Center  
2020 West Harrison Street, Chicago, IL 60612

## Children & Adolescent Based Services

- 15** Morton East Adolescent Health Center  
2423 South Austin Boulevard, Cicero IL, 60804
- 16** Children's Advocacy Center  
1240 South Damen Avenue, Chicago, IL 60608



# FY2018 Overview of CCH Patients Demographics



# Overview of Ambulatory Health Centers

Acuity of our CountyCare patients  
(Cook County Health data compared to others)

Provider	Risk Score*
All CountyCare Providers	1.14
Cook County Health	1.41

Source: 2018 IL Medicaid Data.

\* Risk score based on diagnosis codes, national drug codes derived from pharmacy claims, and medical claims

# FY2018 Primary Care Visits

Campus	Clinic	FY2018	FY2017
Ambulatory Health Centers	Prieto	16,716	19,399
	Near South	14,438	13,682
	Logan	14,672	13,382
	Oak Forest	13,747	13,500
	Austin	12,936	12,951
	Englewood	12,036	12,003
	Vista	11,214	8,927
	Cicero	10,938	11,354
	Woodlawn	10,153	9,185
	Robbins	9,926	10,005
	Cottage Grove	9,536	9,625
	Morton East	893	974
	Children's Advocacy	533	541
Stroger	General Medicine Clinic	44,745	46,908
	Ruth M. Rothstein CORE Center	13,724	14,521
	Stroger Pediatrics	4,283	4,410
Provident	Sengstacke	16,662	16,659
Total		217,152	218,026



# Overview of Ambulatory Health Centers

2018 – Other Visits	Totals
Prenatal	10,178
HIV/ AIDS Visits	18,821
Behavioral Health	29,277
Dental	9,558
TOTAL	67,834





# FY2018 Specialty/Diagnostic/Procedure Visit Volume

Campus	Clinic	FY2018	FY2017
<b>Ambulatory Health Centers</b>	Austin- OBGYN/Behavioral Health*	5,848	1,747
	Cicero- OBGYN/Family Planning	982	1,266
	Logan Square- OBGYN	925	802
	Oak Forest	29,073	28,322
	Oral Health	5,039	4,709
	Total	41,867	36,846

# Impact 2020 Update



## 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 and Updates

Focus Area	Name	Status
Deliver High Quality Care	Logan Replacement Health Center: make investments in outpatient facilities, leveraging CCDPH data on population health and changes in the local health care environment impacting availability of primary care or specialty services. 2017: Open replacement Logan Square Health Center	In progress
Deliver High Quality Care	Implement extended hours, requires impact bargaining: provide a health care experience that is patient-centered and convenient, including extended weekend and evening hours, patient support center, pre-registration, parking. 2017: Establish extended hours at all health centers.	In progress

# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care	Continued focus on strengthening PCMH. 2017-2019: Attain year-over-year increases in primary care patients empaneled at community health centers and patient satisfaction scores. 2017-2019: Implement telephone management phone tree at all primary care sites.	In progress
Deliver High Quality Care	Decrease ambulatory dwell time through process improvements. 2017-2019: Reduce wait times year-over-year.	In progress
Grow and Compete	Increase of primary care patients by 10%.	In progress





# FY2020-2022

## The Future

### Environmental Scan of Market, Best Practices and Trends



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# Environmental Scan of Market, Best Practices and Trends

- Our Competition
- Our Customer
- Our Funding Sources

# Environmental Scan of Market, Best Practices and Trends

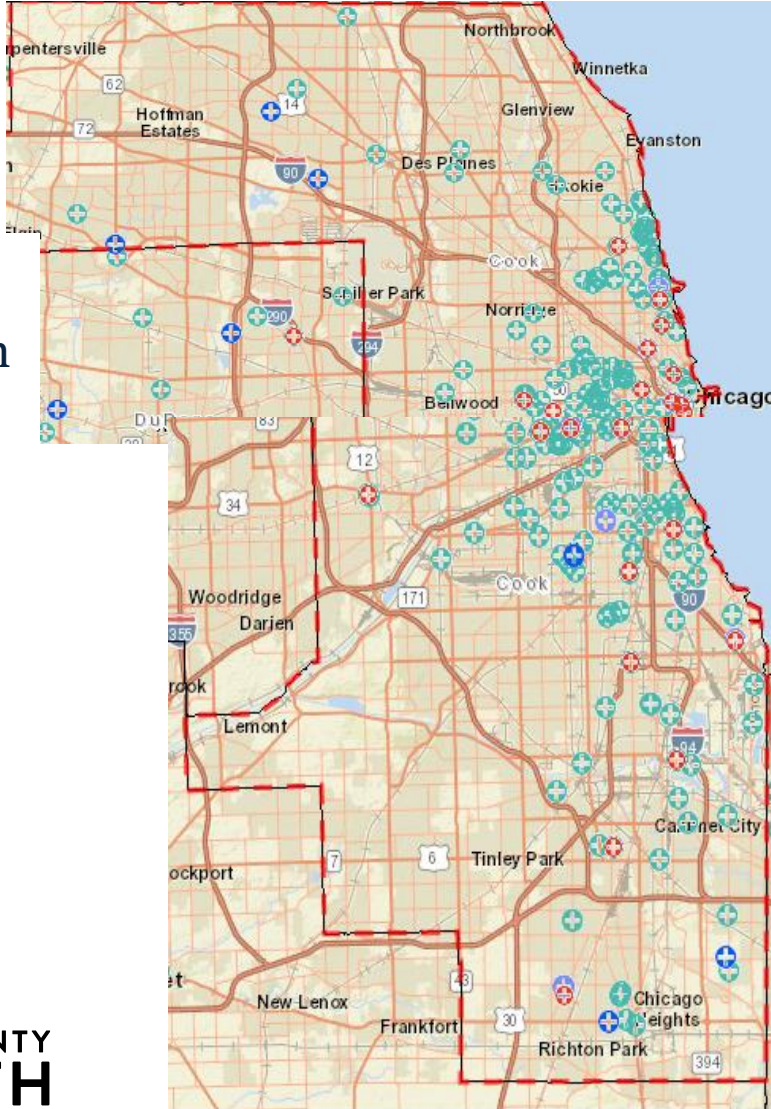
## Our Competition

# Environmental Scan of Market, Best Practices and Trends

## Federally Qualified Health Centers (FQHCs) & Ryan White HIV/AIDS Providers

Cook County Health

14 Health Center  
Locations



### IN COOK COUNTY

- FQHC Health Centers 207
- FQHC Look-A-Like Health Centers 10
- Ryan White HIV/AIDS Providers 61

Total Federal Grant Funding in 2017:

- FQHC's: \$197M
- Ryan White HIV/AIDS: 41.9M  
(include Core Center)

Services:

- Primary Care
- Maternal Child Care

Source: US Dept. of Health & Human Services, Bureau of Primary Health Care, UDS MAPPER, 2017



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# Environmental Scan of Market, Best Practices and Trends

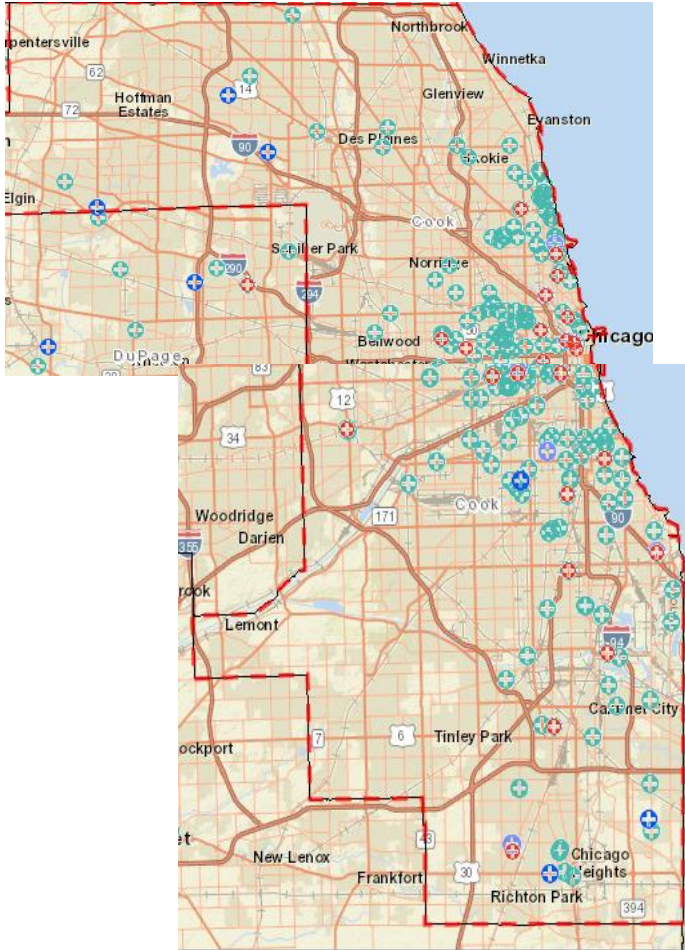
Federally Qualified Health Centers (FQHCs)

Continuously

Opening New Health Centers

&

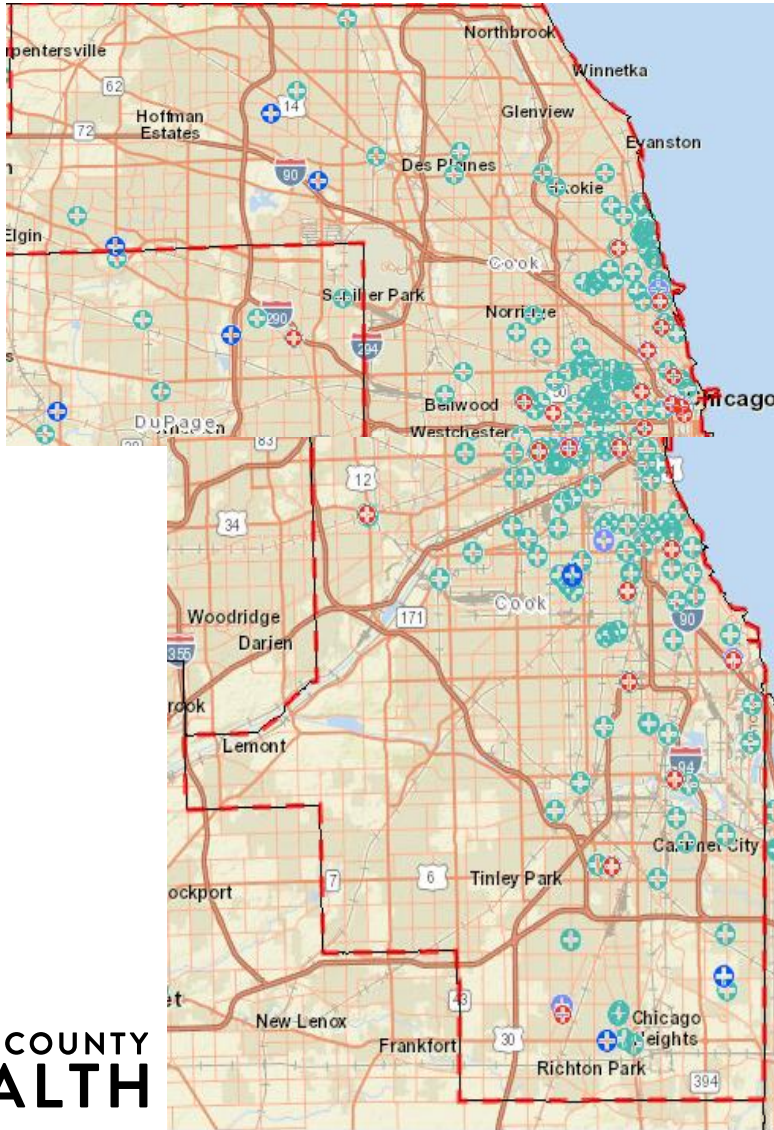
Renovating Health Centers



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# Environmental Scan of Market, Best Practices and Trends

## Strong Branding: Federally Qualified Health Centers (FQHCs)



Billboards



Social Media



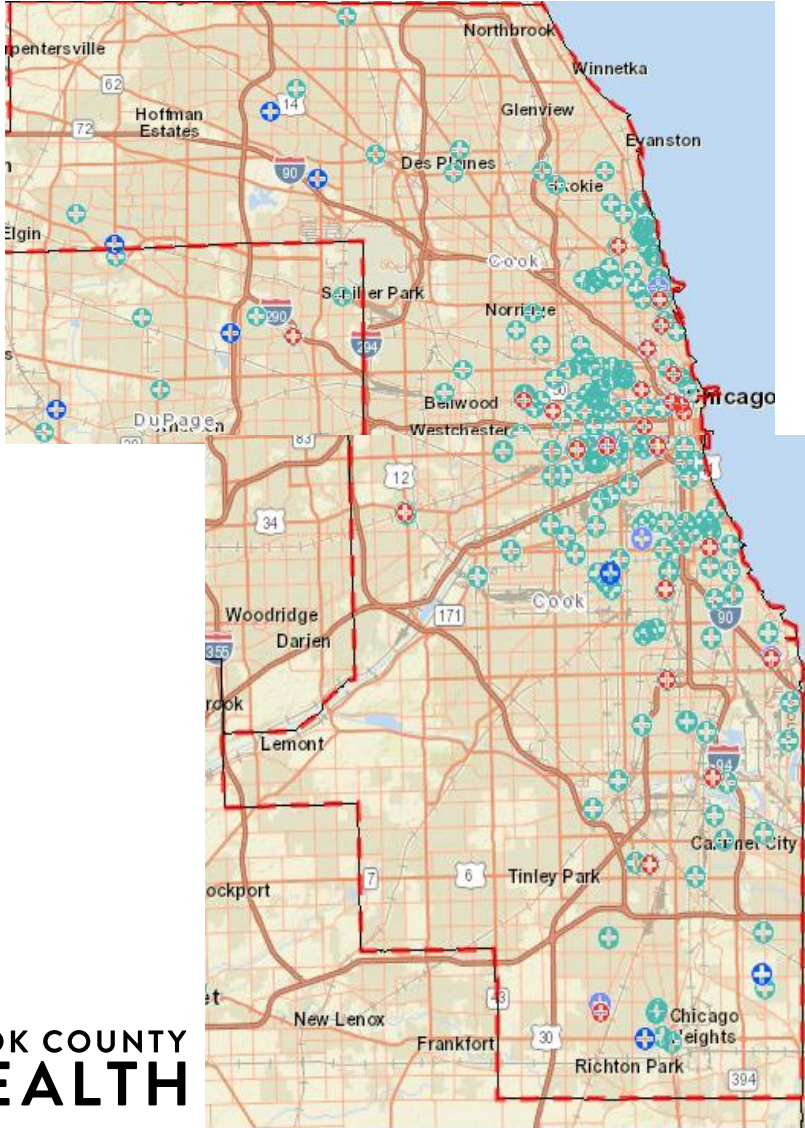
Branded Health Center Websites





# Environmental Scan of Market, Best Practices and Trends

## Mergers & Acquisitions: Federally Qualified Health Centers (FQHCs)



- Acquiring free clinics
- Acquiring hospital medical practices
- Acquiring residency training sites
- Potential for future mergers and acquisitions among FQHCs



# Environmental Scan of Market, Best Practices and Trends

## Other Community Providers

- Free Clinics
- Specialized Providers
- Individual Pediatric & Prenatal Medical Practices
- Medical Practices of Health Systems



# Environmental Scan of Market, Best Practices and Trends

## Prenatal / Delivery

- Safety-Net Health Systems
- All Other Health Systems

# Environmental Scan of Market, Best Practices and Trends

## Our Customer

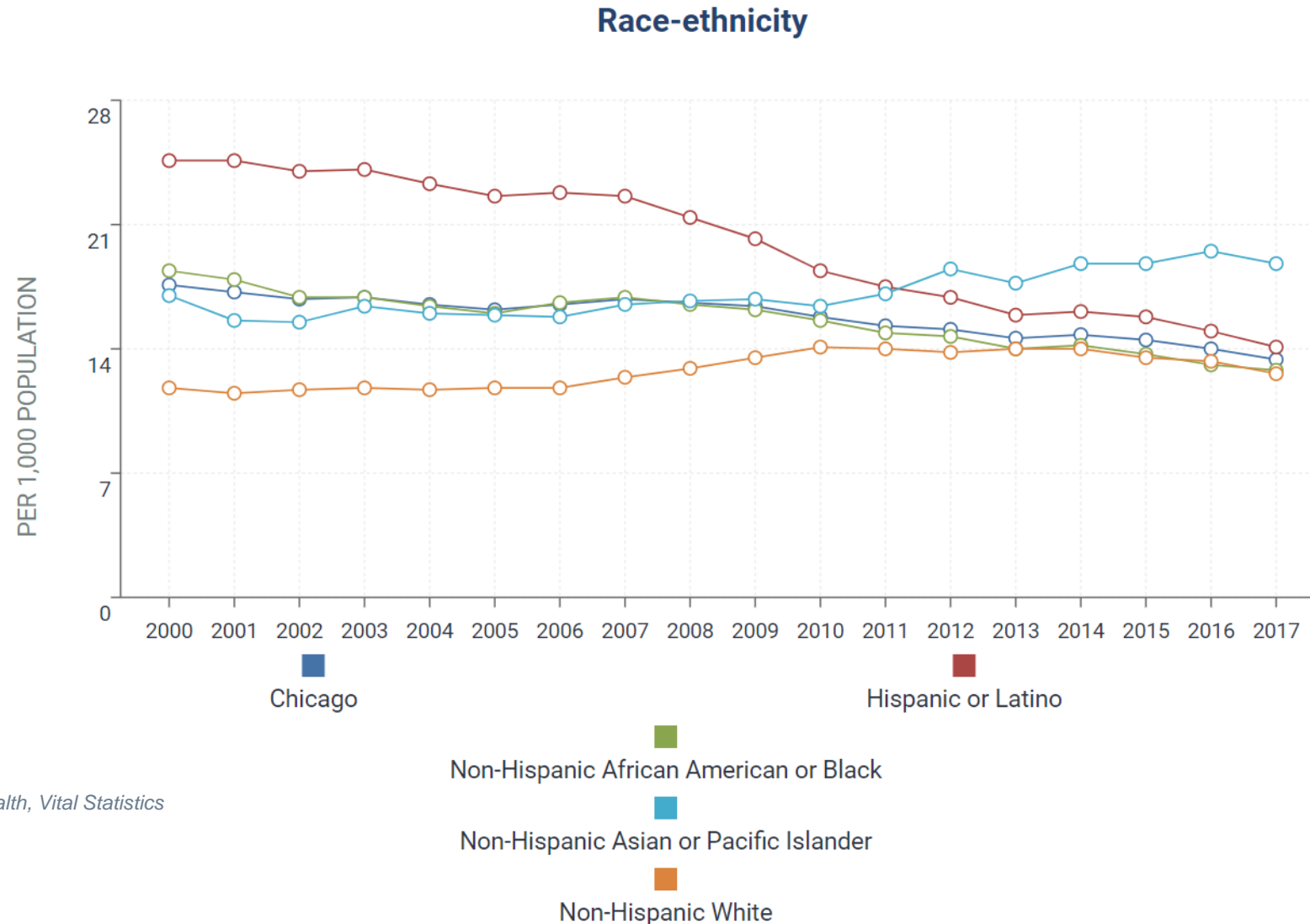
# Environmental Scan of Market, Best Practices and Trends

<b>Total Population of Cook County 2012-2016</b>	<b>5,696,008</b>
<b>Total Population Low Income of Cook County</b>	1,903,001
<b>Total Patients Served by Federally Health Centers (Low Income)</b>	732,144
<b>Total Patients Not Served (Low Income)</b>	1,117,857

Source: US Dept. of Health & Human Services, Bureau of Primary Health Care, UDS MAPPER

# Environmental Scan of Market, Best Practices and Trends

## City of Chicago Birth Rate

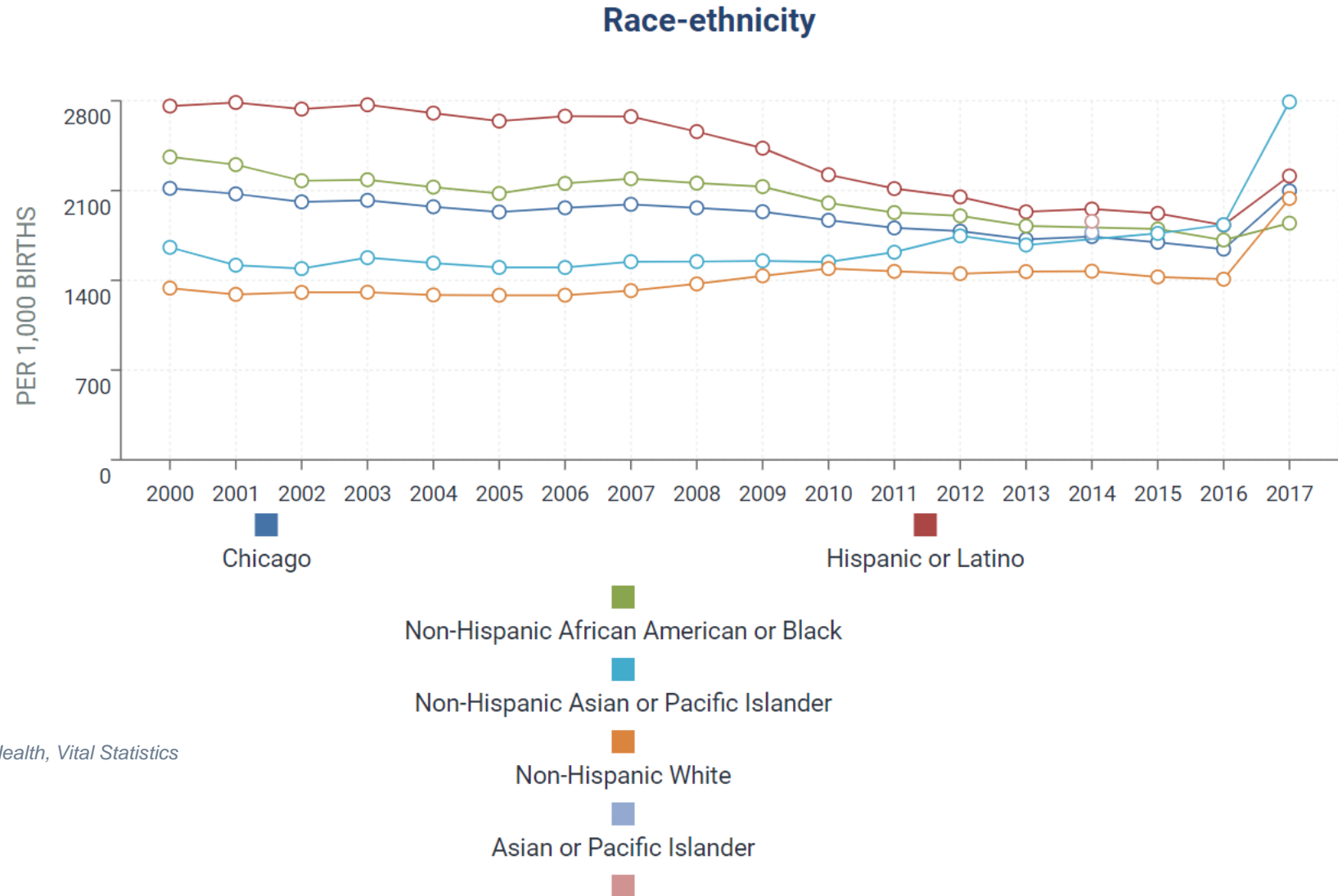


Source: Illinois Department of Public Health, Vital Statistics



# Environmental Scan of Market, Best Practices and Trends

## City of Chicago Fertility Rate

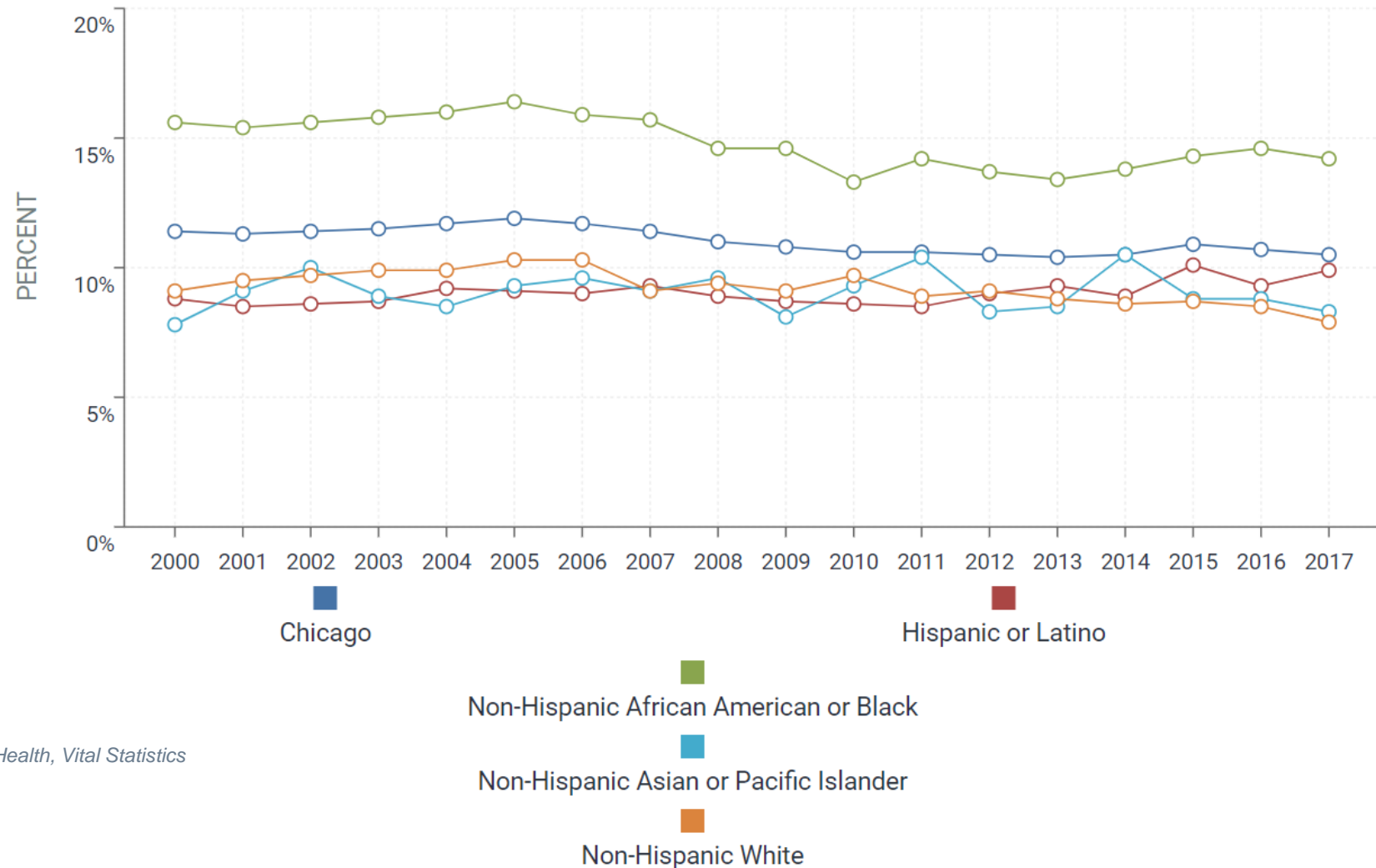


Source: Illinois Department of Public Health, Vital Statistics

# Environmental Scan of Market, Best Practices and Trends

## City of Chicago Preterm Birth

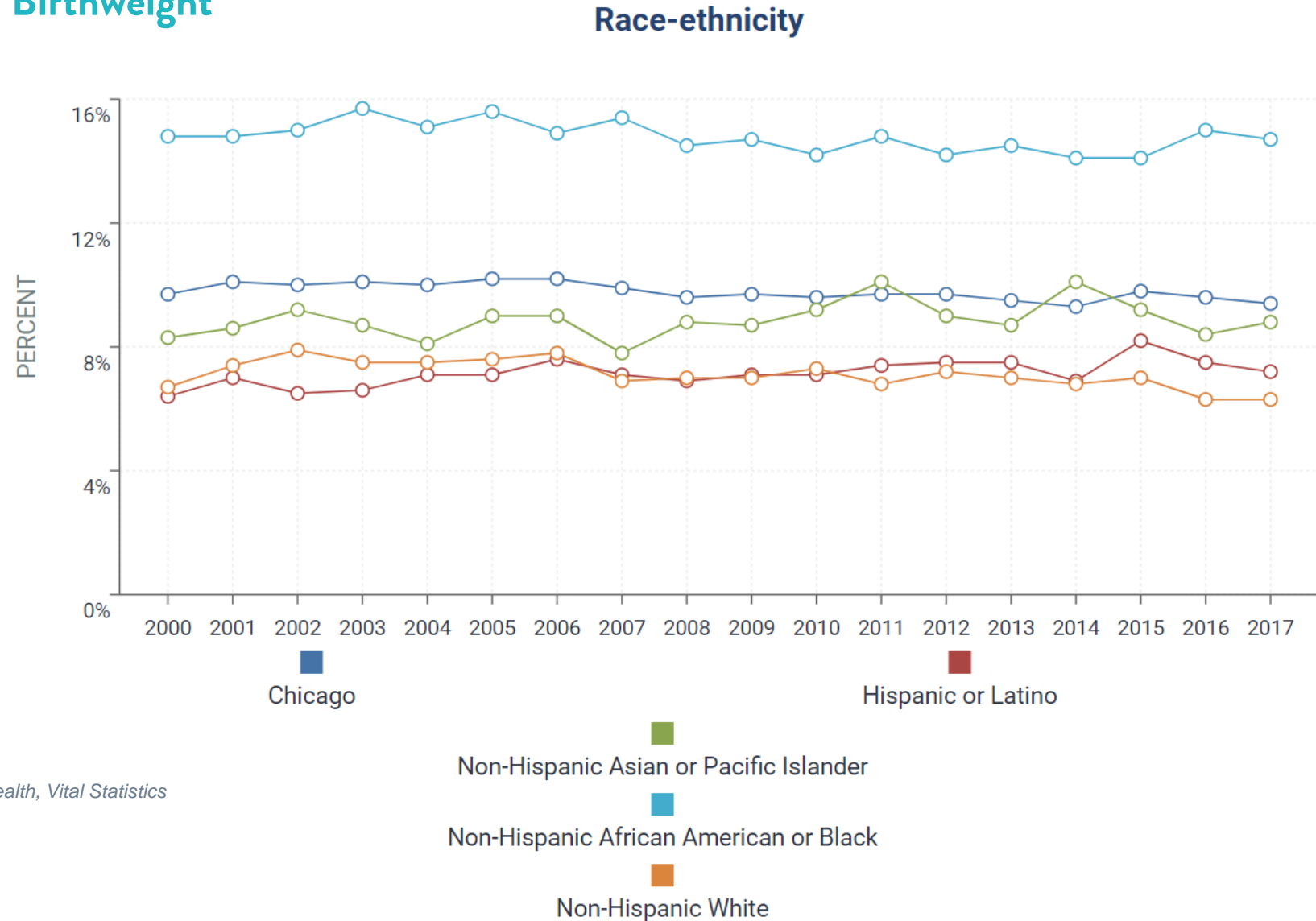
Race-ethnicity



Source: Illinois Department of Public Health, Vital Statistics

# Environmental Scan of Market, Best Practices and Trends

## City of Chicago Low Birthweight



Source: Illinois Department of Public Health, Vital Statistics

# Environmental Scan of Market, Best Practices and Trends

## City of Chicago Infant Mortality Rate

Year 2012	Number	Rate per 1,000 births
▼ Race-Ethnicity		
Chicago	303	7.4
Hispanic or Latino	73	5.5
Non-Hispanic Asian or Pacific Islander	9	3.3*
Non-Hispanic African American or Black	163	12.7
Non-Hispanic White	44	3.7

Year 2017	Number	Rate per 1,000 births
▼ Race-Ethnicity		
Chicago	240	6.6
Hispanic or Latino	60	5.5
Non-Hispanic African American or Black	127	11.4
Non-Hispanic Asian or Pacific Islander	11	4.0*
Non-Hispanic White	39	3.6

- The infant mortality rate has decreased, but significant disparities exist based on race / ethnicity.
- The infant mortality rate for infants born to Non-Hispanic black women is **two to three times** as high as the infant mortality rate of infants born to Non-Hispanic white women.

Source: Illinois Department of Public Health, Vital Statistics

# Environmental Scan of Market, Best Practices and Trends

## Infant Mortality Rate

- Infants at higher risk for infant mortality include those born to:
  - Non-Hispanic **black** women
  - **Younger** mothers
  - **Unmarried** women
  - Women with a **high school education or less**
  - **U.S.-born** women (vs. foreign-born)
  - Women covered by **Medicaid**
  - Women with **three or more previous births**
  - Residents of the city of **Chicago**
  - Women with pregnancy-related **hypertension** (high blood pressure) or **eclampsia**
  - Women who had **no prenatal care**

Source: Illinois Department of Public Health, Vital Statistics

# Environmental Scan of Market, Best Practices and Trends

## Our Funding Sources



# Environmental Scan of Market, Best Practices, Trends

## Reduction in Medicaid coverage across Illinois

	Oct. 2018	Nov. 2018	% Change	Dec. 2018	% Change
Cook County	1,413,665	1,386,693	1.91% ↓	1,353,809	2.37% ↓
Other	1,617,146	1,591,627	1.58% ↓	1,556,278	2.22% ↓

- Steady decreases in Medicaid membership due to loss of coverage across fee-for-service and managed care.
- Cook County Medicaid beneficiaries are losing coverage at a higher rate than those in other IL counties. Possible cause of loss of Medicaid coverage is current redetermination policy.

# Environmental Scan of Market, Best Practices, Trends

## Consolidation of Medicaid Managed Care Plans

**Today:** 6 Medicaid Managed Care Plans

### \*CountyCare

Meridian (a WellCare Co.)

Blue Cross Blue Shield

IlliniCare

Molina

Next Level

### **Future:**

May experience more consolidation

Continue pay for performance contracts

Compliance / Regulatory



# SWOT Analysis

**Strengths, Weaknesses, Opportunities and Threats**



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### Strengths

- Health Centers are part of Health System
  - Hospital
  - Ancillary Services
  - Specialty Care
  - Care coordination
  - Health Plan
  - Support Departments (project mgmt., regulatory, etc.)
- Mature integrated Electronic Health Record & Data Systems
- New health centers
- Staff commitment to serving Cook County's vulnerable and underserved populations

### Weaknesses

- Lack of full integration with Health System
- Lack of managed care knowledge and infrastructure
- Lack of operational efficiency knowledge
- Lack of standardization across health centers
- Lack of performance management knowledge
- Limited Branding: marketing and communication
- Lengthy hiring process
- Distant community relationships
- Limited multi-lingual / cultural staff competency
- Early stage of culture of excellence

### Opportunities

- Optimize integration of services across Cook County Health
- Improve patient access and productivity
- Increase specialty care and imaging services
- Performance in managed care contracts
- Prenatal and pediatric patient base
- Deepen community roots and connections
- Diversification of talent
- Partnerships with Federally Qualified Health Centers

### Threats

- Federally Qualified Health Centers
  - Predominant market presence in primary care and maternal child health
  - Better service and patient experience
  - New state of the art facilities
  - Strong community brand
  - Access to federal operating and capital funds
- Growing uninsured



# FY2020-2022

## Ambulatory Health Centers



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# Deliver High Quality Care

## FY2020-2022 Strategic Planning Recommendations

### Primary Care

- Increase Access
- Improve Quality of Chronic Disease Management
- Optimize Operations Management
- Strengthen Leadership

### Maternal Child Health

- Re-build prenatal program
  - prenatal medical care
  - prenatal education
  - support staffing
- Improve preventive screenings
  - depression, smoking, partner violence, etc.
- Optimize link between health center and Stroger Hospital Labor & Delivery
- Improve linkage to Women, Infants and Children (WIC) and social supports
- Develop child development services
- Improve quality metrics



# Grow to Serve and Compete

## FY2020-2022 Strategic Planning Recommendations

- Provide More Care
  - Primary Care
  - Specialty Care
  - Imaging Services
  - Hours of Operation
  - Residency Program
- Serve More Communities
  - Location Analysis
  - Service Analysis
  - Physical Site Evaluation
- Provide Maternal Child Services
  - FQHC Partnership
  - Investment in Stroger Labor & Delivery
- Grow Community Partnerships
  - Community Organizations
  - Schools
  - Churches

# Foster Fiscal Stewardship

## FY2020-2022 Strategic Planning Recommendations

- Increase Medicaid Managed Care Competency
- Increase Benefits Enrollment
- Expand Grant Funding
- Launch Cost Containment Strategies

# Invest in Resources / Leverage Valuable Assets

## FY2020-2022 Strategic Planning Recommendations

- Strengthen Brand
- Become Prenatal and Maternity Care Provider of Choice
- Renovate Health Centers
- Invest in People & Information Technology

# Impact Social Determinants/Advocate for Patients

## FY2020-2022 Strategic Planning Recommendations

- Hiring Reflects our Patients & Communities
- Shape our Health Centers to be Culturally & Linguistically Sensitive
- Launch Culturally Tailored Health Promotion Programming and Interventions
- Engage More Patients through Community Advisory Councils

Thank you.



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# APPENDIX



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# FY2020-2022 Strategic Planning Recommendations

Appointment Availability  
Show Rate  
Slot Utilization  
Phone Access  
Virtual Visits  
Portal Access



Diabetic Care  
Childhood Immunizations  
Behavioral Health Screenings  
Entry into Prenatal Care



Cycle Time  
Patient Panel Management  
Competency of Staff  
Cross-Site Staff Deployment  
Care Coordination Integration  
Optimize Decision-Support  
Health IT Tools

- ✓ Reducing cycle-time
- ✓ Minimizing costs
- ✓ Optimizing resources
- ✓ Increasing productivity

# Clinic Leadership Development Matrix Reporting Top Talent Recruitment



# Grow to Serve and Compete

## FY2020-2022 Strategic Planning Recommendations

### PROVIDE MORE CARE

Primary Care  
Specialty Care  
Imaging Services  
Hours of Operation  
Residency Program



### SERVE MORE COMMUNITIES

Location Analysis  
Service Analysis  
Physical Site Evaluation



### PROVIDE MORE MATERNAL CHILD SERVICES

FQHC Partnership  
Labor & Delivery  
Investment



### GROW COMMUNITY PARTNERSHIPS

Community Organizations  
Schools  
Churches



# Foster Fiscal Stewardship

## FY2020-2022 Strategic Planning Recommendations

### MEDICAID MANAGED CARE

Align Clinical Operations to meet Medicaid Managed Care pay for performance measures



### BENEFITS ENROLLMENT

Efficient integration of financial counselors into clinic flow



### GRANT FUNDING

Partner with Program Services & Innovation, to apply for federal, state and private grants to support mission



### COST CONTAINMENT

Develop strategies to contain temporary staffing costs and overtime use, and partner with HR to quicken the hiring process



# Invest in Resources / Leverage Valuable Assets

## FY2020-2022 Strategic Planning Recommendations

### STRENGTHEN BRAND

Health Center Branding  
Campaign



### BECOME MATERNITY CARE PROVIDER OF CHOICE

Prenatal Programming  
Upgrade Labor and Delivery  
& Post-Partum  
Strengthen Maternal Fetal  
Medicine Division



### RENOVATE HEALTH CENTERS

Existing Site  
Renovations  
Relocate Sites  
New Sites



### INVEST IN PEOPLE & IT

People: Quality  
Improvement & Process  
Improvement

IT: Data Sharing  
Interfaces & Decision  
Support Tools





# Impact Social Determinants/Advocate for Patients

## FY2020-2022 Strategic Planning Recommendations

### HIRING REFLECTS OUR PATIENTS

Focused strategy to hire staff that is culturally and linguistically reflective of communities we serve



### SHAPE OUR PRACTICES

Evaluate and implement practices that are culturally and linguistically sensitive, to yield better health outcomes



### LAUNCH HEALTH PROMOTION

Develop culturally tailored interventions and programming to reduce racial and ethnic disparities in health



### ENGAGING PATIENTS

Continue to develop Community Advisory Councils and other means to engage patient input on care delivery

