Strategic Planning FY2020-2022

Ambulatory Health Centers & Maternal Child Health

Iliana A. Mora
COO, Ambulatory Services

April 24, 2019
Overview of Ambulatory Health Centers

Maternal Child Care
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
Overview of Ambulatory Health Centers

Regional Outpatient Centers
(Includes Primary Care Medical Homes and diagnostic and procedural facilities)

11 John Sengstacee 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

**Race**
- African-American/Black: 32%
- American Indian/Native Alaskan: 51%
- Asian: 12%
- Native Hawaiian/Pacific Islander: 3%
- Other/UTD: 2%
- White: 0%

**Gender**
- Female: 48%
- Male: 52%

**Ethnicity**
- Hispanic/Latino/Spanish Origin: 67%
- Non-Hispanic/Latino/Spanish Origin: 32%
- Unknown: 1%

**Age Groups**
- 0 - 18: 9%
- 19 - 44: 38%
- 45 - 64: 38%
- 65 - 74: 11%
- 75+: 4%
# Overview of Ambulatory Health Centers

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

<table>
<thead>
<tr>
<th>Provider</th>
<th>Risk Score*</th>
</tr>
</thead>
<tbody>
<tr>
<td>All CountyCare Providers</td>
<td>1.14</td>
</tr>
<tr>
<td>Cook County Health</td>
<td>1.41</td>
</tr>
</tbody>
</table>

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

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

### 2018 – Other Visits

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prenatal</td>
<td>10,178</td>
</tr>
<tr>
<td>HIV/ AIDS Visits</td>
<td>18,821</td>
</tr>
<tr>
<td>Behavioral Health</td>
<td>29,277</td>
</tr>
<tr>
<td>Dental</td>
<td>9,558</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>67,834</strong></td>
</tr>
</tbody>
</table>

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Our Services
# FY2018 Specialty/Diagnostic/Procedure Visit Volume

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

*Behavioral Health services started at Austin during FY2018
Impact 2020 Update

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

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver High Quality Care</td>
<td>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</td>
<td>In progress</td>
</tr>
<tr>
<td>Deliver High Quality Care</td>
<td>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.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
## Impact 2020

### Progress and Updates

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver High Quality Care</td>
<td>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.</td>
<td>In progress</td>
</tr>
<tr>
<td>Deliver High Quality Care</td>
<td>Decrease ambulatory dwell time through process improvements. 2017-2019: Reduce wait times year-over-year.</td>
<td>In progress</td>
</tr>
<tr>
<td>Grow and Compete</td>
<td>Increase of primary care patients by 10%.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
The Future
Environmental Scan of Market, Best Practices and Trends
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

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
Environmental Scan of Market, Best Practices and Trends

Federally Qualified Health Centers (FQHCs)

Continuously
Opening New Health Centers
&
Renovating Health Centers
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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population of Cook County</td>
<td>5,696,008</td>
</tr>
<tr>
<td>2012-2016</td>
<td></td>
</tr>
<tr>
<td>Total Population Low Income of Cook County</td>
<td>1,903,001</td>
</tr>
<tr>
<td>Total Patients Served by Federally Health Centers (Low Income)</td>
<td>732,144</td>
</tr>
<tr>
<td>Total Patients Not Served (Low Income)</td>
<td>1,117,857</td>
</tr>
</tbody>
</table>

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

Race-ethnicity

Environmental Scan of Market, Best Practices and Trends

City of Chicago Fertility Rate

Environmental Scan of Market, Best Practices and Trends

City of Chicago Preterm Birth

Race-ethnicity

Environmental Scan of Market, Best Practices and Trends

City of Chicago Low Birthweight

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.


<table>
<thead>
<tr>
<th>Year 2012</th>
<th>Number</th>
<th>Rate per 1,000 births</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago</td>
<td>303</td>
<td>7.4</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>73</td>
<td>5.5</td>
</tr>
<tr>
<td>Non-Hispanic Asian or Pacific Islander</td>
<td>9</td>
<td>3.3*</td>
</tr>
<tr>
<td>Non-Hispanic African American or Black</td>
<td>163</td>
<td>12.7</td>
</tr>
<tr>
<td>Non-Hispanic White</td>
<td>44</td>
<td>3.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2017</th>
<th>Number</th>
<th>Rate per 1,000 births</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago</td>
<td>240</td>
<td>6.6</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>60</td>
<td>5.5</td>
</tr>
<tr>
<td>Non-Hispanic African American or Black</td>
<td>127</td>
<td>11.4</td>
</tr>
<tr>
<td>Non-Hispanic Asian or Pacific Islander</td>
<td>11</td>
<td>4.0*</td>
</tr>
<tr>
<td>Non-Hispanic White</td>
<td>39</td>
<td>3.6</td>
</tr>
</tbody>
</table>
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

Environmental Scan of Market, Best Practices and Trends

Our Funding Sources
Environmental Scan of Market, Best Practices, Trends

Reduction in Medicaid coverage across Illinois

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Cook County</td>
<td>1,413,665</td>
<td>1,386,693</td>
<td>1.91%</td>
<td>1,353,809</td>
<td>2.37%</td>
</tr>
<tr>
<td>Other</td>
<td>1,617,146</td>
<td>1,591,627</td>
<td>1.58%</td>
<td>1,556,278</td>
<td>2.22%</td>
</tr>
</tbody>
</table>

- 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

<table>
<thead>
<tr>
<th><em>CountyCare</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meridian (a WellCare Co.)</td>
</tr>
<tr>
<td>Blue Cross Blue Shield</td>
</tr>
<tr>
<td>IlliniCare</td>
</tr>
<tr>
<td>Molina</td>
</tr>
<tr>
<td>Next Level</td>
</tr>
</tbody>
</table>

**Future:**

- May experience more consolidation
- Continue pay for performance contracts
- Compliance / Regulatory
SWOT Analysis
Strengths, Weaknesses, Opportunities and Threats
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Health Centers are part of Health System</td>
<td>• Lack of full integration with Health System</td>
</tr>
<tr>
<td>• Hospital</td>
<td>• Lack of managed care knowledge and infrastructure</td>
</tr>
<tr>
<td>• Ancillary Services</td>
<td>• Lack of operational efficiency knowledge</td>
</tr>
<tr>
<td>• Specialty Care</td>
<td>• Lack of standardization across health centers</td>
</tr>
<tr>
<td>• Care coordination</td>
<td>• Lack of performance management knowledge</td>
</tr>
<tr>
<td>• Health Plan</td>
<td>• Limited Branding: marketing and communication</td>
</tr>
<tr>
<td>• Support Departments (project mgmt., regulatory, etc.)</td>
<td>• Lengthy hiring process</td>
</tr>
<tr>
<td>• Mature integrated Electronic Health Record &amp; Data Systems</td>
<td>• Distant community relationships</td>
</tr>
<tr>
<td>• New health centers</td>
<td>• Limited multi-lingual / cultural staff competency</td>
</tr>
<tr>
<td>• Staff commitment to serving Cook County’s vulnerable and underserved populations</td>
<td>• Early stage of culture of excellence</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Optimize integration of services across Cook County Health</td>
<td>• Federally Qualified Health Centers</td>
</tr>
<tr>
<td>• Improve patient access and productivity</td>
<td>• Predominant market presence in primary care and maternal child health</td>
</tr>
<tr>
<td>• Increase specialty care and imaging services</td>
<td>• Better service and patient experience</td>
</tr>
<tr>
<td>• Performance in managed care contracts</td>
<td>• New state of the art facilities</td>
</tr>
<tr>
<td>• Prenatal and pediatric patient base</td>
<td>• Strong community brand</td>
</tr>
<tr>
<td>• Deepen community roots and connections</td>
<td>• Access to federal operating and capital funds</td>
</tr>
<tr>
<td>• Diversification of talent</td>
<td>• Growing uninsured</td>
</tr>
<tr>
<td>• Partnerships with Federally Qualified Health Centers</td>
<td></td>
</tr>
</tbody>
</table>
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.
Deliver High Quality Care
FY2020-2022 Strategic Planning Recommendations

**INCREASE ACCESS**
Appointment Availability
Show Rate
Slot Utilization
Phone Access
Virtual Visits
Portal Access

**IMPROVE QUALITY OF CHRONIC DISEASE MANAGEMENT**
Diabetic Care
Childhood Immunizations
Behavioral Health Screenings
Entry into Prenatal Care

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

**STRENGTHEN LEADERSHIP**
Clinic Leadership Development
Matrix Reporting
Top Talent Recruitment

Expected outcomes:
- Reducing cycle time
- Minimizing wait
- Optimizing resources
- Increasing productivity
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