**IMPACT 2020 Status**

**Strategic Plan Progress**

- **Complete**: 76
- **Almost Complete/Shift to IMPACT 2023**: 36
- **Ongoing/Shift to IMPACT 2023**: 35
- **Total**: 147
Significant Accomplishments

Deliver High Quality Care

• The Joint Commission accreditation for Stroger, Provident and their associated ambulatory services, Primary Care Medical Home certification for our Community Health Centers
• *U.S. News & World Report* recognition for excellence in cardiology, neurology and neurosurgery, and gastroenterology services
• Accreditation of the Cook County Department of Public Health by the Public Health Accreditation Board making CCDPH one of less than 250 local health departments in the nation to earn this certification
• Health Information and Management Systems Society (HIMSS) Level 7 designation for maturity and operability of our health information technology platform
• National Commission on Correctional Health Care certification for the Juvenile Temporary Detention Center
• National Committee for Quality Assurance accreditation for CountyCare. CountyCare was also one of the top-rated Medicaid plans in Illinois in the NCQA’s 2019-20 Health Insurance Plan Ratings
• The creation of a national model for correctional health that has led to better outcomes for our patients and the dissolution of a ten-year consent decree at the jail
Significant Accomplishments

Deliver High Quality Care: Service Enhancements/Improvements

• Established an ophthalmology center and new digital mammography, radiology and nuclear medicine technology at Provident Hospital.

• Developed multidisciplinary care through the establishment of a Women’s and Children’s center in Stroger Hospital.

• Integrated behavioral health into primary care and Naloxone distribution at the jail as part of an overarching strategy of Medication Assisted Treatment for individuals with Opioid Use Disorders.

• We invested in a care coordination program to provide health risk and social determinant screening and connection to community-based support services and a patient transportation system that is improving our show rates and caring for individuals for whom transportation is a significant social determinant of health.

• Opening of the new Professional Building, a new expanded health center in Arlington Heights.

• Opening new health centers in North Riverside and Blue Island to replace inadequate clinical spaces in Cicero and Oak Forest and begin construction on a new facility in Chicago’s Belmont-Cragin neighborhood; Received state approval to build a new, eight-story, $240 million inpatient and outpatient facility on the campus of Provident Hospital of Cook County.
Significant Accomplishments from IMPACT 2020

Grow to Serve and Compete/Foster Fiscal Stewardship

- CCH is now generating more than 97% of our operating revenues, minimizing the local taxpayer burden.

- CCH is now generating 60% more bills than just a few years ago and have increased patient fee revenue every year. Additionally, we secured $77 million in new resources for Graduate Medical Education by demonstrating the critical role Cook County Health plays in educating the next generation of doctors.

- Launched MoreCare for Medicare patients.

- Increased CountyCare members, patient volume and reimbursements from Managed Care Organizations.

- Optimized grant revenue.

- Transitioned Family Health Network and Aetna members to CountyCare.
Significant Accomplishments

Invest in Resources/Leverage Valuable Assets

• Achieved substantial compliance with the Employment Plan.
• Completed capital equipment assessment and replacement plan.
• Implemented Cerner HealtheIntent for population health.
• Leveraged the Collaborative Research Unit for analyses projects.
Significant Accomplishments

Impact Social Determinants of Health/Advocate for Patients

• Advocated at every level of government to protect the Affordable Care Act and expand access to populations it has left behind.

• Attacked the opioid crisis and continue to address food and housing insecurity as social determinants of health and supported the creation of Community Triage Centers for individuals with urgent behavioral health needs in Roseland and West Garfield Park. We have done much of our work in Social Determinants with extramural funds over the past several years.

• Established community advisory boards.

• Successfully advocated for influenza vaccine requirement for healthcare workers.

• Expanded WIC services at more health centers.

• Obtained grants for housing, food, and opioid programs.

• Established Direct Access Plan
Impact 2023

Implementation
Implementing IMPACT 2023

- Once the Strategic Plan passed both the CCH Board and the Cook County Board, several steps were taken to begin implementation.
  - The Strategic Plan was loaded into a SharePoint site
  - Individuals were identified to work on each strategy.
  - Strategy leads were asked to complete the updates to the SharePoint in January to add milestones and due dates as well as to confirm baseline data.
- Going forward, we plan on providing a report to the CCH Board on progress in March, June, September and December.
Appendix
Completion by Strategy
Deliver High Quality Care

Complete

- **Access to Care:** standardize outpatient staffing models, Integrate and expand services, Recruit bilingual staff, Improve maternal and child health services, Implement patient safety huddles, Strengthen pediatric partnerships, Establish high quality CountyCare network

- **Behavioral Health Strategy:** Outpatient mental health clinic in Roseland, Mental health screening in Bond Court, Medication Assisted Treatment expansion, Resume psychiatric consulting services in the ER

- **Facility Modernization:** Central Campus Health Center; CON for hemodialysis at Provident; Replacement health centers for Cicero, Logan, and Vista; Implement lab automation in Stroger, Relocate Oak Forest

- **Care Coordination:** Enhance care coordination for CountyCare and the system, Screened 70% CountyCare population using care management techniques, Implemented transportation service for patients, National Committee for Quality Assurance certification for CountyCare

- **Cermak Health Services:** Obtained Department of Justice substantial compliance, Established naltrexone and naloxone programs
Deliver High Quality Care

Almost Complete/Shift to IMPACT 2023

- Train staff and leadership in safety culture
- Initiate employee service excellence program.
- Reduce diagnostic wait times
- Implement Cerner connectivity HUB
- Increase use of operating rooms
- Strengthen the Primary Care Medical Home
- Decrease ambulatory dwell time
Deliver High Quality Care

Ongoing/Shift to IMPACT 2023

• Develop professional practice model and pursue Magnet Status
• Open replacement Cicero Health Center
• Enroll detainees in Medicaid
• Train employees in cultural competency
• Open replacement Provident regional outpatient center by 2020
• Open replacement Logan Square Health Center
• Increase volume of Medicare patients
• Implement extended hours at all health centers
• Conduct analysis of gaps in care
Foster Fiscal Stewardship

Complete

- Conduct educational sessions for legislators
- Implement Cook County Time and Attendance
- Move Finance to 1340 S Damen Ave
- Set up remote hosting for IT systems
- Increase patient and member volume
- CountyCare and Health System Marketing Campaigns
- Increase reimbursements from Managed Care Organizations/private insurance
Foster Fiscal Stewardship

Almost Complete/Shift to IMPACT 2023

• Optimize grant revenue
• Improve billing reconciliation
• Increase number of births at Stroger
• Relocate CCDPH
• Increase MCO revenue further
• Foster patient safety programs
• Conduct event review for litigation
• Secure local government support for unfunded mandates
• Minimize denials due to wrong insurance selections
Foster Fiscal Stewardship

Ongoing/Shift to IMPACT 2023

- Provide coding support to providers
- Relocate Oak Forest Administration
- Establish ER Utilization Reduction Plan
- Implement full billing for oral and behavioral health
- Streamline administrative processes
- Maintain high quality, appropriate network for CountyCare
Grow to Serve and Compete

**Complete**

- Streamline transition process for justice-involved populations
- Expand services at outpatient health centers
- Improve retention and recruitment of CountyCare members
- Identify two new Centers of Excellence
- Transition Family Health Network to CountyCare
- Leverage CountyCare data to provide value-added benefits

**Ongoing/Shift to IMPACT 2023**

- Raise awareness of centers of excellence to increase volumes year-over-year.
- Identify services for which advanced accreditation is appropriate and pursue additional accreditations
Impact Social Determinants

Complete

• Provide greater access to services at CCHHS for uninsured
• Expand the use of population and epidemiologic data
• Pilot a project to connect high-utilizers of CCHHS services with housing and employment
• Establish program to address Adverse Childhood Experiences
• Expand WIC services at health centers
• Explore grant opportunities related to housing, food, and opioid program
• Explore violence prevention partnerships and programs.
• Expand “Food as Medicine” to additional community centers
• Establish West Side Community Triage Center
• Establish Direct Access Plan
• Leverage the Collaborative Research Unit to conduct research on gun violence
Impact Social Determinants

Almost Complete/Shift to IMPACT 2023

• Pilot providing housing to CountyCare members
• Utilize CCDPH data and experience to address health inequities

Ongoing/Shift to IMPACT 2023

• Psychiatry for City of Chicago clinics
• Ensure consistent capture of demographic information and SE data into the Electronic Medical Record (EMR).
• Achieve NCQA accreditation for care management.
Invest in Resources

**Complete**

- Achieve substantial compliance with the Employment Plan
- Strengthen leadership and management training
- Increase safety event reporting
- Complete capital equipment assessment and replacement plan

**Almost Complete/Shift to IMPACT 2023**

- Improve employee engagement through survey, focus groups, and campaign
- Enter patient falls in national database and decrease falls
- Recruit, hire, and retain high quality clinical faculty
Invest in Resources

Ongoing/Shift to IMPACT 2023

• Perform annual performance evaluations
• Pursue academic partnership with one college of nursing to foster and grow nursing research at CCHHS.
• Analyze span of control for managers
• Analyze graduate education programs for cost/benefit
• Conduct an analysis of bench strength by area to determine future areas of risk
Leverage Valuable Assets

Complete

• Implement Cerner HealtheIntent for population health
• Complete one advanced analysis project by the Collaborative Research Unit
• Establish innovation center
• Expand use of population and epidemiologic data to identify upstream drivers of chronic diseases
• Align CCDPH community health improvement plan with We PLAN 2020
• Leverage CCDPH in the focus on opioid epidemic
• Strengthen clinical impact of research
• Create process to evaluate implementation of initiatives
Leverage Valuable Assets

Almost Complete/Shift to IMPACT 2023

• Improve nursing performance using National Database of Nursing Quality Indicators
• Establish nursing leadership academy for direct care managers

Ongoing/Shift to IMPACT 2023

• Establish practice plan structure
• Identify areas for formalized interdisciplinary services for three clinical areas
• Establish Clinical Effort Agreements
• Establish medical staff clinical effort agreements and mature Relative Value Unit model (RVU)
• Develop public health collaborations through Health Impact Collaborative
• Develop specialty-specific Clinical, Administrative, Research and Teaching (CART) inventory
• Develop a training-to-employee pipeline through graduate medical education
Advocate for Patients

Complete

• Establish two community advisory boards
• Advocate for influenza vaccine requirement for healthcare workers
• Advocate for behavioral health funding and legislation
• Develop plan to support Healthy Hotspot Sustainability

Almost Complete/Shift to IMPACT 2023

• Determine explicit approach for continuity of care for justice-involved populations
• CCDPH review of lead intervention policy

Ongoing/Shift to IMPACT 2023

• Advocate for National Health Service Corps Repayment Program to allow participation by local governments
Thank You