

# Strategy Planning



COOK COUNTY  
**HEALTH**

# Strategy Deployment

- In February, presentation to the board to focus on 27 main strategies
- Launched a new process to monitor progress of initiatives. Developed work plans and short-term goals

# CCH Strategies FY2024

## PATIENT SAFETY, CLINICAL EXCELLENCE & QUALITY



**Continue improvement in quality metrics.** Initiate Leapfrog data submission for Provident; Launch programs to improve Left Without Being Seen (LWBS) in the Emergency Department, surgical site infections and Sepsis; Implement quality dashboards at the department/unit level; Progress in nursing pathway to excellence and Magnet® journey; Expand the National Database of Nursing Quality Indicators (NDNQI®) to Provident and ambulatory nursing; Execute daily Hospital Acquired Conditions compliance programs; Improve efficiency by accelerating throughput. Expedite testing and resulting to facilitate discharges. Provide ongoing clinical documentation education/training.

### **Progress Made:**

- ✓ Leapfrog score of B, Provident Hospital Joint Commission Reaccredited, Provident Primary Care Medical Home recertification, received Becker's recognition of the endocrinology service as a top US program, Cermak achieved the National Commission of Correctional Healthcare accreditation, full accreditation from the American College of Surgeons Commission on Cancer
- ✓ Improved sepsis compliance from 17% to 81%
- ✓ Provident decreased LWBS from 8% to 3.7%
- ✓ Expanded onsite services for Cermak and telemedicine
- ✓ Expanded services available at Provident
- ✓ New shared governance model introduced by nursing to achieve Magnet/Pathways to Excellence
- ✓ Established unit-level daily huddles and huddle boards
- ✓ Implemented robotics surgery

# CCH Strategies FY2024

## PATIENT SAFETY, CLINICAL EXCELLENCE & QUALITY

**Maintain top quality outcomes for CountyCare members;** Increase quality ratings to 4 stars



### **Progress Made:**

- ✓ Launched primary care provider engagement strategy
- ✓ Implementation of maternal child health strategy
- ✓ Implement behavioral telehealth strategies
- ✓ Executed new VBC agreements

**Invest in grant and research infrastructure** with the goal of building transparent, sustainable and compliant operations within CCH

### **Progress Made:**

- ✓ Building team to develop research infrastructure for compliance and impact at scale
- ✓ Signed contract with Hektoen to transition grants
- ✓ Launch of IRB toolkit to strengthen compliance
- ✓ Testing new processes to support clinical trials

# CCH Strategies FY2024

## HEALTH EQUITY, COMMUNITY HEALTH & INTEGRATION



### **Increase access and improve outcomes in targeted areas.**

The Change Institute; premature mortality and morbidity; providing timely and universal access to advanced care services; Address gaps in access to behavioral health care; Create more care pathways for justice-involved individuals; improve population health; mitigate social risk factors; Develop and implement birth equity measures and metrics; establish a safe moms maternal/child program

### **Progress Made:**

- ✓ CountyCare expanded access to eating disorder and root canal services
- ✓ Cermak awarded \$628K in Opioid Settlement Funds to support treatment for Cermak enrolled patients; Renewal of HRSA Health Start program for 5 years
- ✓ CCDPH mental health campaign "Here to Hear You"; Hosted 700 participants in the Cook County Behavioral Health Summit; Launched "open call" for \$44M in grants
- ✓ Held health education events related to cervical cancer, colon cancer and other health fairs
- ✓ Care Coordination earned a \$67K performance bonus for work on transformation project
- ✓ Established new dedicated CareLink program web page
- ✓ FoodSmart referrals for CountyCare members seen at CCH

# CCH Strategies FY2024

## HEALTH EQUITY, COMMUNITY HEALTH & INTEGRATION



### **Ensure access to healthcare information:**

Further expand language access to ensure patients receive healthcare information in the language of their choice; advance mobility programs.

#### **Progress Made:**

- ✓ Implemented new equipment for language services
- ✓ Hired and trained three full-time Spanish Interpreters
- ✓ Conducted system-wide training on how to identify the preferred language of the patient, access an interpreter, work effectively with an interpreter, and document the language services provided
- ✓ Improved a process for submitting an on-site interpreter request

### **Streamline the procurement process and improve MBE/WBE participation**

#### **Progress Made:**

- ✓ Completed process enhancements to the Contract Oversight Committee (COC), and rolled out two new forms and 3 live training sessions for all user departments
- ✓ Created 15 education and training materials for user departments and for Supply Chain Management
- ✓ Using COC process to increase use of competitive sourcing overall with pre-established M/WBE goals and to identify Target Market Opportunities
- ✓ Launched Bonfire as a sourcing and bid evaluation system



# CCH Strategies FY2024

## WORKFORCE: TALENT & TEAMS



### **Increase Talent Acquisition**

Job fairs, flexible staffing pool, technology enhancements, hiring process improvements, hiring pipeline projects, employment plan amendment

### **Reduce turnover through retention programs**

### **Advance performance management and learning programs**

### **Progress Made:**

- ✓ Hired 130 net new positions since December 1, 2024
- ✓ Established programming aimed at retention
- ✓ Nursing: Trained over 250 nurses at nursing skills fair; ANCC reaccredited Advanced Practice Registered Nursing Fellowship Program; Second cohort of St. Xavier nursing students started 14-wk public health practicum
- ✓ Established an EMT apprenticeship program, with first cohort starting in August
- ✓ The Association of Chicagoland Externship and Practicum Training (ACEPT) has selected the JTDC as the 2024 Outstanding Training Site

# CCH Strategies FY2024

## HUMAN EXPERIENCE



### **Employee Wellness and Engagement Improvements**

Wellness programs, employee engagement scores, Press Ganey micro survey

#### **Progress Made:**

- ✓ Hosted Patients Choice Award event
- ✓ Years of Service recognition 2023 & 2024 (participants doubled)
- ✓ Prepared to launch employee engagement survey in June

### **Patient Satisfaction**

Patient navigation, nurse communication, Culture Code implementation, HCAHPS measures

#### **Progress Made:**

- ✓ CountyCare added Lyft options for members; CountyCare conducting surveys to measure satisfaction, loyalty and awareness with benefits
- ✓ Stroger and Provident improved HCAHPS score by providing inpatients with welcome packs to address noise complaints on the floors
- ✓ Wayfinding signage enhancement –Phase 1 implemented
- ✓ Outpatient and Ambulatory Surgery Consumer Assessment of Healthcare Providers and Systems survey launched
- ✓ “Yacker Trackers” Med Surg units expansion



# CCH Strategies FY2024



## FISCAL RESILIENCE

- ✓ Further implementation of **revenue cycle turnaround plan**
- ✓ **Reduce reliance on agency and overtime**
- ✓ Drive **productivity to align with industry benchmarks**
- ✓ Streamline **invoice payment processes**

### Progress Made:

- ✓ YTD revenue collection higher than budget reflecting the various workstreams in the revenue cycle turnaround project
- ✓ Established an approval process for agency staffing to control spend
- ✓ Established a review process to confirm clinical effort expectation for physicians

# CCH Strategies FY2024

## OPTIMIZATION, SYSTEMIZATION & PERFORMANCE IMPROVEMENT



- **Expand value-based care** and contracting. Improve and increase patient empanelment metrics at primary care clinics
- **Modernize infrastructure and equipment** – capital improvements, computer refresh and capital equipment
- **Maximize access** through scheduling, patient portal, virtual care, direct booking, provider/plan alignment, new care delivery models
- **Increase surgical volumes** at Stroger/Provident through process improvements

### Progress Made:

- ✓ Value-based care: Signed a value-based care agreement between CountyCare and CCH
- ✓ Infrastructure and equipment: Finalized 2024 capital equipment and capital improvement plans; Cermak pharmacy equipment replacement, mobile MRI implementation
- ✓ Maximizing access: Launched Cook County Express Care; Implemented new referral management software to streamline referrals into the system; decreased wait times for specialty clinics by half and decreased external referrals by 26%; Implemented telehealth home visits for CCDPH nurses; Added new endoscopy capacity at Provident; Implemented tele-tracking features to improve patient throughput
- ✓ Increase surgical volumes: Updated process to ensure financial clearance prior to scheduled surgery; 20% reduction in cancellations at Provident

# GROWTH, INNOVATION & TRANSFORMATION



**Further develop a referral network with hospitals and health centers**

**Conduct long-term programmatic facility planning, including new ambulatory facility at Provident**

**Continue ongoing expansion of subspecialty service lines, expand services at Provident**

**Renegotiate and restructure affiliation agreements**

## **Progress Made:**

- ✓ Expanded referral network by entering into agreements with St. Bernard, Humboldt Health University of Chicago
- ✓ Kicked-off long-term facility planning
- ✓ Service Lines and Marketing developed materials to share with partners; Launched first CCH podcast series; Launched Stroger to Provident transfers to optimize bed utilization; Expanded service line procedures in Cardiology (TAVR), Neurosciences (tele-Neurology, Neuro ICU), Provident performs first thyroid lobectomy
- ✓ Finalized a tool to evaluate affiliation agreements.

# GROWTH, INNOVATION & TRANSFORMATION



**CountyCare to evaluate various products to support members throughout their lifecycle**

**Execute ARPA-funded projects**

**Develop long-term growth plan for CCDPH**

**Conduct 1115 Waiver readiness planning**

## **Progress Made:**

- ✓ CountyCare is streamlining application process for CareLink
- ✓ Started exploring potential new products within Health Plan Services
- ✓ ARPA: Spent \$40M out of \$170M; Obligated \$62M total; Finalized contracts and focused on hiring
- ✓ CCDPH Growth Plan: Initiated an assessment on using the "Foundational Public Health Services" (FPHS) framework to review CCDPH gaps, capabilities, and staffing to meet the minimum requirements of a FPHS
- ✓ Kicked off project for 1115 Waiver readiness for justice-involved population

Thank You 



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