

Strategic Plan 2026-2028 Draft Objectives and Key Results

May 30, 2025



COOK COUNTY
HEALTH

Strategic Plan Timeline



Mission, Vision, and Values

Mission

~~Establish~~ To provide universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

Vision

To ensure health as a human right.

Values

ICARE

Innovation
Compassion
Accountability
Respect
Excellence & Education



Strategic Pillars

FY2023-25 Strategic Plan



**Patient Safety, Clinical Excellence
& Quality**



**Health Equity, Community Health
& Integration**



Workforce: Talent & Teams



Fiscal Resilience



Patient Experience



**Optimization, Systemization &
Performance Improvement**



**Growth, Innovation &
Transformation**

Proposed for the FY2026-28 Strategic Plan



Quality, Safety, and Experience



Equity



Workforce



Transformation and Growth



Fiscal Resilience



Environmental Scan

Market, Governmental, Public Health

Market

- Growing aging and underserved population
- Market is highly competitive and fragmented
- Significant access challenges
- Safety nets facing reduction in services
- Achieving quality goals is essential
- Nationwide workforce shortages continue
- Evolving technology

Governmental

- Preserving coverage and access to healthcare
- Preserving Medicaid, Disproportionate Share Hospital funding, telehealth flexibilities, federal grants, pharmacy discount programs
- Tariff impact on supply chain

Public Health

- Rising health related social needs
- Substance use and mental health rates
- Maternal and child health
- Chronic disease prevalence
- Communicable disease growth
- Injuries and violence



Strategic Planning Feedback

Community Feedback

- 250 community members participated in community townhalls and advisory group meetings
- 160 community members provided survey responses
- Commissioner feedback during briefings

Employee Feedback

- Participated in 15 employee meetings to obtain feedback on the strategic plan
- Received 628 survey responses, up 30% from the last strategic planning survey

Board Presentations

- CCH Overview, Public Health Scan, Market Scan, Governmental Landscape, Managed Care Overview, Service Line Strategies (Neuro, Cardiology, Cancer, Maternal/Child), Regional and CCH Behavioral Health, Internal/External Stakeholder feedback, Nursing Strategies, Technology Outlook



CCH SWOT- Directors, Employees, Community



Strengths	Weakness	Opportunities	Threats
Commitment to mission	Reliance on agency staffing	Population health	Changes to Medicaid eligibility requirements
CCH community/patients	Administrative processes	Health related social needs	Changes to the HBIA/S coverage
Quality of care/providers	Timely access to services	Revenue cycle improvements	Federal policy changes
Community outreach	Role definition and accountability	Grants/private donor support	Reimbursement reductions
Quality metrics	Succession planning	Additional health plan products	Loss of grant funds
Addressing critical health concerns	Collaboration/teamwork	Leveraging emerging technology	Growing uninsured and underinsured
CountyCare network	Sufficient clinical staff	Integration across the system	Workforce shortages
Training and pipeline programs	Operating in silos	CountyCare member care at CCH	Potential safety net reductions
Improved financial position		Partnerships	Vaccine hesitancy
		Process improvements	Cybersecurity
		Utilization management	

Comparison to Current Strategic Plan

Organizational Differences:

- Simplified pillar structure from 7 to 5
- Updated language to be more inclusive of all departments in the organization
- Establish high-level strategies first before developing tactics

Substantive Differences:

- Greater emphasis on access to care, value-based care and population health
- Increase the focus on CCH core functions, process improvements, leveraging benchmarks
- Enhanced support for patients/members in redetermination/insurance
- Ongoing contingency planning for resilience



Draft FY2026-FY2028 Strategic Objectives



COOK COUNTY
HEALTH

Quality, Safety and Experience

Objective: Ensure patients, members, and the community have access to high-quality care to ensure receiving the right care, at the right place, at the right time.

Proposed Expected Key Results:

- The organization provides high quality healthcare and is trusted messenger for clear, evidence-based, equity-centered communication regarding individual and community health.
- Patient/member care, quality and safety outcomes exceed national and state benchmarks; Quality ratings and metrics continue to improve.
- Overall patient satisfaction scores and CountyCare member experience star ratings increases.
- CCH achieves American Nurses Credentialing Center Pathways to Excellence Accreditation.

Objective: Ensure patients, members, and the community have access to high-quality care to ensure receiving the right care, at the right place, at the right time.

Proposed Expected Key Results:

- Access to care is improved/maintained.
 - Decrease wait times for primary and specialty care (e.g., throughput, scheduling).
 - Leverage technology such as telehealth, remote monitoring, etc.
 - Further integrate behavioral health with primary care at CCH and promote greater access to behavioral health services across the region.
 - Establish pathways for justice-involved patients to continue care when discharged to the community.
 - Develop targeted initiatives to focus on preserving healthcare for specific populations, including women, LGBTQIA, BIPOC, and immigrants, who face more limited access to healthcare due to executive actions, changes to laws or closure of community service providers.
 - Partner with external providers to make referrals, improving access to services.

Objective: Advance health equity, community health and integration to ensure comprehensive health needs are fully met.

Proposed Expected Key Results:

- CCH continues to foster a supportive environment that is welcoming and respectful of all.
 - Integrate trauma-informed principles into system policy and practices to promote compassion, safety, collaboration and empowerment for CCH employees, patients, members, and the communities we serve.
 - Patients/members feel comfortable and at home when receiving care, including receiving culturally appropriate care in the language of their choice and ensuring healthcare information is accessible to patients, members and the communities we serve.
- Health inequities are addressed through population health approaches
 - Focus on the social and structural drivers of health outcomes specified in the CCDPH Community Health Improvement Plan.
 - Enter into additional value-based care contracts to drive higher quality outcomes and yield positive financial impact.
- CountyCare will achieve NCQA Health Equity Accreditation.
- Advance sustainability by integrating environmentally responsible practices across health system.

Objective: Serve as the employer of choice by recruiting the best talent, supporting our workforce and fostering teamwork.

Proposed Expected Key Results:

- There is progress in hiring positions and reducing the vacancy rate.
 - Implement strategies to promote having a workforce that is reflective of the communities CCH serves.
 - Reduce reliance on agency personnel.
 - Improve the hiring process to reduce the time to fill a position.
 - CCH works collaboratively with labor unions on hiring initiatives.
- Employee turnover remains low through successful implementation of retention programs.
 - Conduct succession planning to allow increased employee mobility and opportunity.
 - Establish performance-based incentives.
 - Conduct pay parity reviews across positions.
 - Achieve national accreditation for educational training programs.
 - [Communicate the various processes available](#) to escalate employee concerns.
 - Employee engagement scores and survey participation continues to increase.
 - Conduct training to build high-performing teams.

Objective: Serve as the employer of choice by recruiting the best talent, supporting our workforce and fostering teamwork.

Proposed Expected Key Results:

- There are opportunities available to the workforce for professional development and achieving additional competencies.
- Pathway programs are established or expanded to build a future workforce.

Transformation and Growth

Objective: Create efficient systems and processes to build a more resilient organization that is positioned for growth.

Proposed Expected Key Results:

- Implement performance and process improvement initiatives throughout the organization.
 - Standardize roles, tools, processes and procedures across the organization.
 - Leverage emerging technologies to support process improvement and efficiency.
 - Continue administrative process improvement efforts (e.g., hiring, procurement, invoice payment, cybersecurity protection).
 - Review organizational structure to enable clinicians to focus on patient care.
 - Support employee-led projects to help transform system practices.
- Align productivity and operational metrics with national benchmarks.
 - CCH improves processes to meet national benchmarks.
 - Productivity of employees aligns with national benchmarks.
 - Health Plan Services' Medical Loss Ratio (MLR) aligns with industry benchmarks for Medicaid and other products.

Transformation and Growth

Objective: Create efficient and effective systems and processes to build a more scalable and resilient organization that is positioned for growth.

Proposed Expected Key Results:

- CCH will continue to cultivate its relationships with community stakeholders.
 - CCDPH further develops a plan for future growth to meet the needs of suburban cook county.
 - CCH will routinely evaluate healthcare services provided by CCH based on community need.
 - Health Plan Services will diversify insurance products based on the needs of the community.
- The Office of Life Sciences provides scalable structure to support growth in research and sponsored programs.
- Innovative and sustainable solutions are implemented to improve healthcare delivery systems.
 - Modernize technology systems to improve patient care and operational efficiency.
 - Ensure patients/members have the information they need to make the best decisions about their health.
- Explore and elevate opportunities for coordination and collaboration between CCH as a provider, Health Plan Services, and CCDPH.

Objective: Ensure CCH finances enable the expansion of our mission.

Proposed Expected Key Results:

- Maintains financial strength through a positive operating margin.
 - Continue implementation of the multi-year revenue cycle turnaround project.
 - Identify opportunities to diversify revenue sources to support unfunded mandates (correctional and public health) and the projected increase in charity care.
 - Increase CountyCare member utilization of CCH services.
 - Implement ongoing contingency and expense containment planning to ensure CCH is fiscally and operationally nimble.
 - Budgets are based on annual targets aligned with industry benchmarks.
- CCH supports the financial health of our patients and members.
 - Ensure financial counseling is robust and accessible to meet the needs of the growing uninsured and underinsured populations.
 - Preserve Medicaid coverage by supporting patients and members with information and navigation.

Next Steps

