

# FY23-24 Strategic Plan Update Fy25 Strategic Goals

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COOK COUNTY  
**HEALTH**

# Agenda

1. FY23-FY24 Strategy Updates
2. FY25 Goals
3. FY26-28 Strategic Planning Process

# CCH Strategies FY2023 and FY2024

## Patient, Safety, Clinical Excellence & Quality



### Provider

- ✓ Achieved increased Stroger rating from Leapfrog rating to a “B”
- ✓ Provident and Stroger Joint Commission reaccreditation
- ✓ Cermak achieved National Commission on Correctional Health Care accreditation
- ✓ Established new services (e.g., transcatheter mitral valve repair, transcatheter aortic valve replacement, neurocritical ICU, continuous EEG)
- ✓ Continued growing comprehensive services lines for oncology, cardiovascular, neurology, maternal/child
- ✓ Entered into value-based care agreements
- ✓ Launched robotics-assisted surgeries and Ion-Robot Assisted Bronchoscopy
- ✓ Improved quality metrics (Re-admissions, Palliative Consults, LWBS, Hand Hygiene, etc.)
- ✓ Expanded virtual care with over 2,500 visits provided through express care

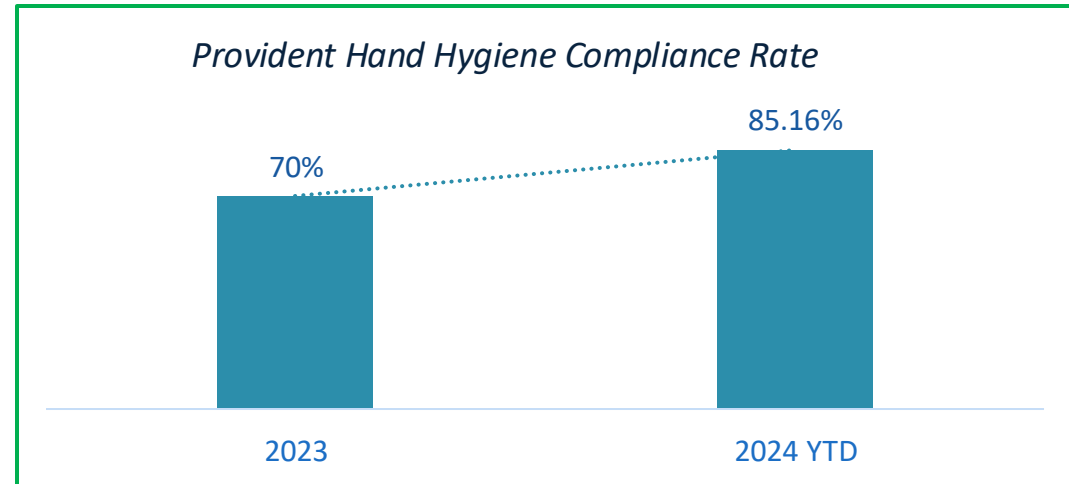
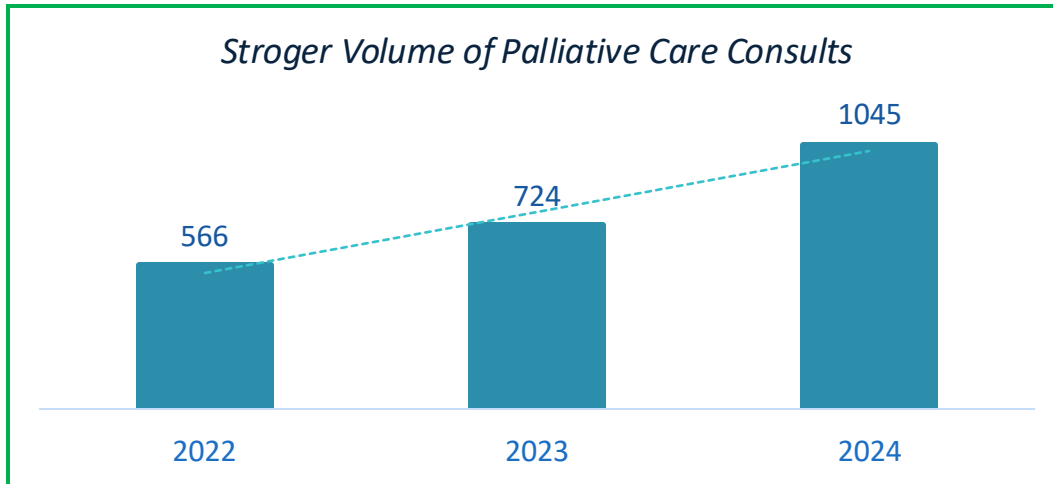
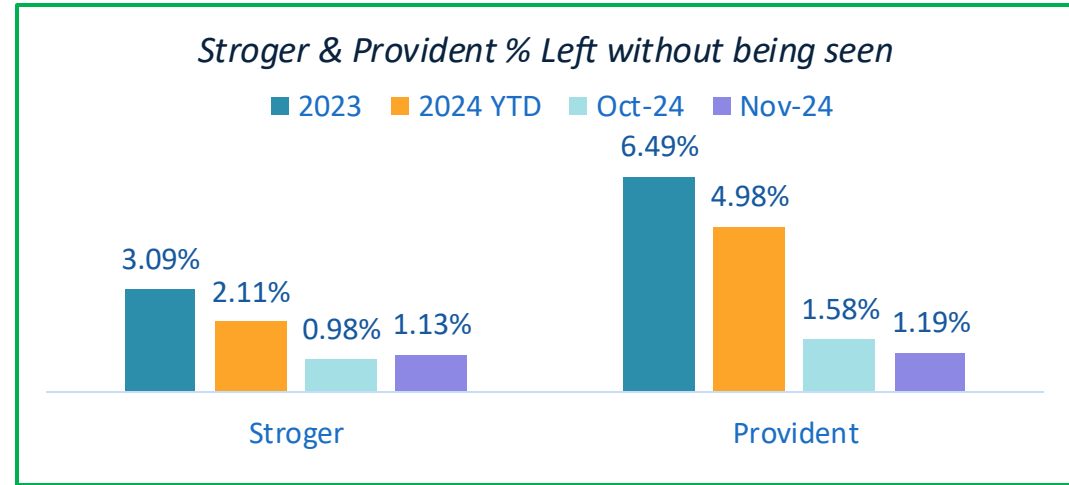
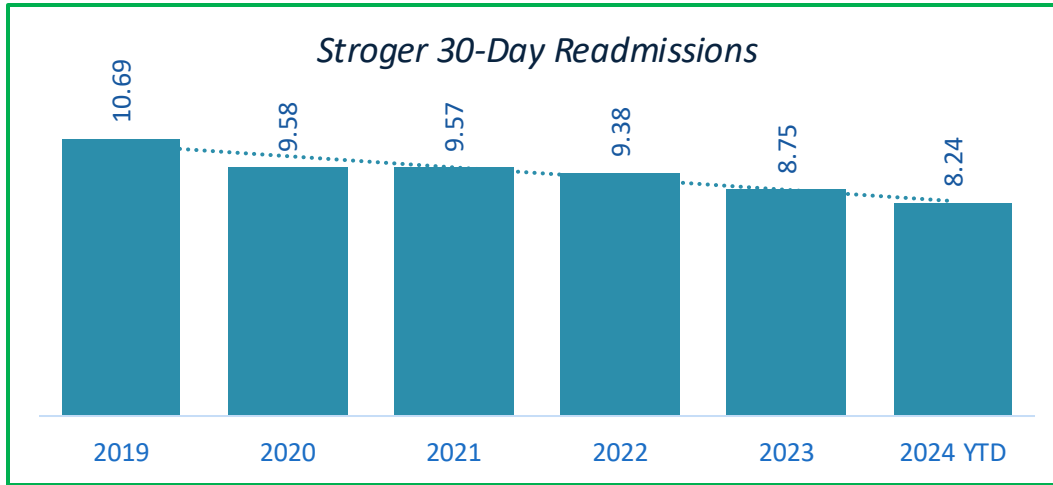
- ✓ Created agreements with 5 Skilled Nursing Facilities for CareLink population

### Health Plan

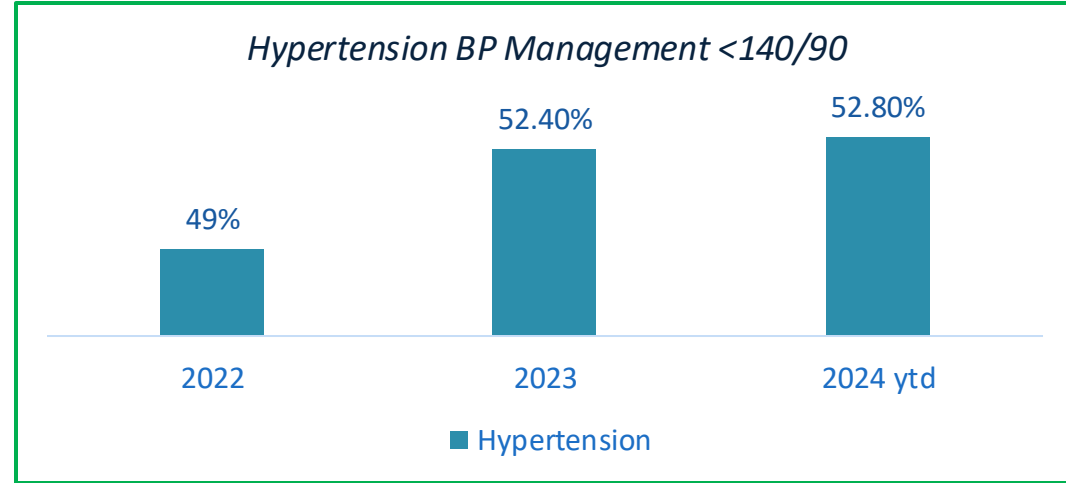
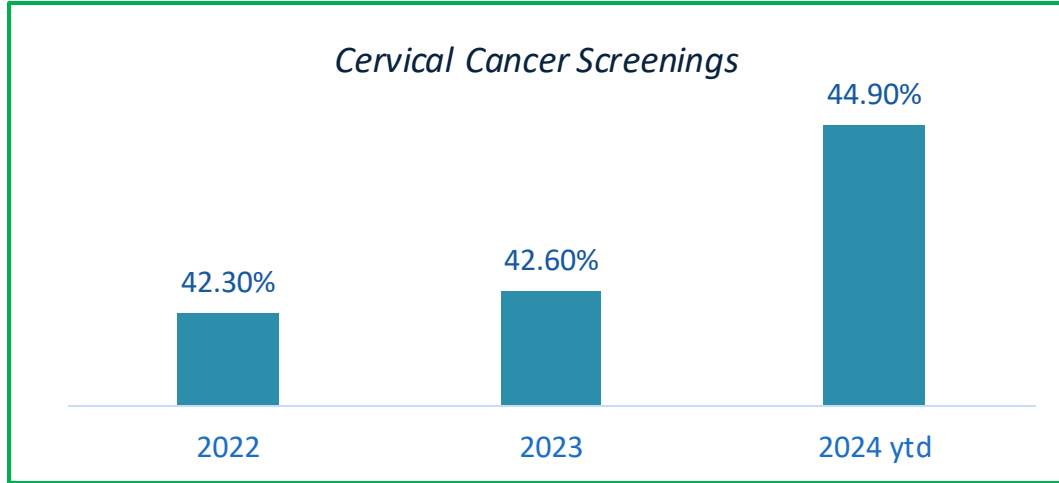
- ✓ Achieved a 4-Star rating from the National Committee for Quality Assurance (NCQA)
- ✓ Achieved NCQA reaccreditation
- ✓ Established use of predictive analytics to enhance kidney disease care
- ✓ Expanded coverage for root canals, orthodonture, eating disorders



# Inpatient Quality Metrics for FY2023-FY2024



# CCH Outpatient Quality Outcomes FY2023-24





# CountyCare Quality Results

HEDIS 2023 focus on maternal and child health (MCH), behavioral health (BH), and primary care provider (PCP) engagement

Priority measure	Category	MY2022	MY2023
Adult Access to Preventive/Ambulatory Services (Total)	PCP	69.56%	70.76%
Well-Child Visits (Total)	PCP	50.73%	54.36%
Follow-Up After Hospitalization for Mental Illness (7-day)	BH	23.10%	23.55%
Follow-Up After ED Visit for Mental Illness (7-day)	BH	41.64%	38.89%
Prenatal and Postpartum Care – Prenatal Care	MCH	84.23%	86.89%
Prenatal and Postpartum Care – Postpartum Care	MCH	76.70%	81.64%



# FY2025 Goals: Patient Safety, Clinical Excellence & Quality

Objective: Improve quality metrics for patients and CountyCare members

## Key Results

- Improve quality ratings (e.g., attain a Leapfrog A and CMS 3 Star ratings at Stroger, improve Leapfrog data metrics at Provident, achieve mental health accreditation/Pinnacle award at Cermak, achieve NCQA 4.5-star rating for CountyCare)
- Improve quality metrics (e.g., reach value-based care contract metrics; train 100% of residents and trainees on clinical documentation; Reduce length of stay, mortality, readmissions, excess days)
- Make progress on the nursing Pathways to Excellence initiative by executing a shared governance structure, finalizing a nursing care delivery model, expanding NDNQI reporting, and completing one entity application

# CCH Strategies FY2023 and FY2024



## Health Equity, Community Health & Integration

### Provider

- ✓ Served health needs of thousands of new arrivals
- ✓ Implemented Fentanyl testing in the lab
- ✓ Updated language services equipment
- ✓ Cermak Opioid Treatment Program Re-accreditation
- ✓ Expanded specialty services to Cermak and JTDC through onsite/telehealth
- ✓ Invested in behavioral health by establishing the Office of Behavioral Health, hosted the first-ever countywide Behavioral Health Summit, and awarded \$44M in “Stronger Together” behavioral health grants. Conducted a behavioral health community needs assessment, a workforce symposium and advanced Narcan distribution and training strategies
- ✓ Opened food pantry at Belmont Cragin
- ✓ Provided housing navigation, stability services, and medical respite to 695 patients (ARPA/CountyCare)

### Health Plan

- ✓ Established emergency and medically tailored meals program, enrolling over 58,000 members; awarded “Best in Class” NACO award for FoodCare program
- ✓ Flexible Housing Pool – 71 housed to date
- ✓ Developed domestic violence programming
- ✓ CountyCare issued >90,000 coupons to families with a member 12 or under to redeem water filters

### Public Health

- ✓ Launched CCDPH campaigns including “Boost Up”, “Here to Hear You”, “Let’s Get Checked”
- ✓ CCDPH awarded \$17M in Building Healthy Communities and behavioral health grants
- ✓ Introduced “Every Mother Every Child”, Maternal and Child Health Campaign and the “Public Health Heroes” Education Campaign
- ✓ Conducted Narcan trainings for the community and law enforcement







# FY2025 Goals: Health Equity, Community Health & Integration

**Objective:** Meet the health needs of our patients, members and communities by increasing access to care, targeting the top conditions that lead to premature death, and providing support to address social risk factors.

## Key Results

- Attain equity certifications/accreditation (e.g., Achieve Joint Commission Healthcare Equity certification; Apply for NCQA Equity Accreditation for CountyCare)
- Increase access to care (e.g., add more telehealth and 3 onsite specialties at Cermak; Finalize behavioral health strategy)
- Enhance infrastructure to address social risk factors (e.g., expend 67% of American Rescue Plan Act Funds; open food pantry at Provident; continue to serve patients and members in supportive housing; leverage social risk screening documentation to address needed services)
- Improve impact on targeted populations through research (e.g., finalize standard categorization approach for the diversity of research participants)



# CCH Strategies FY2023 and FY2024

## Workforce: Talent and Teams

### Hiring

- ✓ Launched “Hiring Central” intranet site to serve a one-stop hiring resource toolkit
- ✓ Established a job description library
- ✓ Streamlined elements of the hiring process
- ✓ Hired 338 through 77 job fairs
- ✓ Accelerated nursing hiring program established
- ✓ Launched a nursing externship program
- ✓ Hosted first annual nursing summit with nursing schools
- ✓ Awarded 60 Provident Scholarship Fund awards
- ✓ Awarded 91 Provident Scholarship Fund awards
- ✓ Developed an agency request process

✓ Employee engagement improved from 7th percentile to 21st

✓ Re-started patient choice awards to recognize staff members

### Performance

✓ Created an orientation for managers

### Retention

- ✓ Implemented retention bonuses for 2,500 employees





# FY2025 Goals: Workforce, Talent and Teams

Objective: Increase talent acquisition, employee retention, and performance management

## Key Results

- Increase talent acquisition (e.g., reduce vacancies by 20%; Reduce agency by 20%; complete workforce transition from Hektoen to CCH; establish additional workforce pipeline programs)
- Improve employee efficiency. (e.g., codify the ACHN staffing model; leverage AI tools to reduce EMR documentation time by 10%; implement an e-sitter program)
- Increase employee engagement and retention. (e.g., Expand the number of affinity-group programs by 3; Develop a system-wide “Employee of the Quarter” recognition program; Complete 12 internal podcasts)
- Enhance performance management (e.g., Increase employee experience and management engagement through implementation of 1:1 Conversation Performance Development Program by end of 2025).



# CCH Strategies FY2023 and FY2024 Experience

## Provider

- ✓ Established Patient/Family Advisory Councils
- ✓ Implemented i-Round to improve services
- ✓ Conducted C-I-Care training
- ✓ Piloted customized discharge folders
- ✓ Expanded patient portal
- ✓ Increased utilization of text messages
- ✓ Opened a discharge lounge at Stroger
- ✓ Implemented new wayfinding signage
- ✓ Rolled out new language services equipment
- ✓ Unveiled community murals at Cermak and ACHN health centers

## Plan” category

- ✓ Successful implementation of CountyCare redetermination strategy, including over 300 Redetermination Events, achieving 85%-member redetermination during the public health emergency unwinding
- ✓ Transitioned non-emergency medical transportation with a new application and website to arrange rides

## Health Plan

- ✓ Achieved 4 stars in CAHPS “Rating of Health





# FY2025 Goals: Experience

**Objective: Develop systems of care and education that provide for increased patient, member and community engagement**

## Key Results

- Improve patient experience response rate and metrics (e.g., Improve patient communication and care plan personalization to ensure patients feel heard and valued; Staff Worked Together score, nursing communication score, physician communication score)
- Improve member experience scores (e.g., CountyCare's Consumer Assessment of Healthcare Providers and Systems (CAHPS) scores)
- Conduct gap analysis at Cermak to enhance discharge planning and services to the patients
- Launch Culture of Safety survey with a response rate goal of 40%

# CCH Strategies FY2023 and FY2024

## Fiscal Resilience



### Provider

- ✓ Improved year-end net position
- ✓ The FY2023 Financial Audit had no material weaknesses or material deficiencies identified
- ✓ Reduced accounts receivable days from 83 to 54
- ✓ Continued progress on the revenue cycle turnaround plan
- ✓ Revamped organizational structure for professional coding, billing, collections, prior authorizations and insurance notification to bring in-house
- ✓ Updated EMR to allow for billing for Licensed Clinical Social Workers
- ✓ Integrated AI to aid in real time payer payment management
- ✓ Developed a subrecipient monitoring process
- ✓ Exceeded CountyCare member utilization of CCH services revenue targets
- ✓ Market leader in value-based care with 59% of medical spend under a VBC contract
- ✓ Secured CountyCare care coordination State per member per month payment for new arrivals
- ✓ Leveraged 340b pricing for some providers in CountyCare network



# FY2025 Goals: Fiscal Resilience

**Objective: Ensure CCH finances enable the expansion of the mission by meeting or exceeding revenue projections and ensuring expenditures stay within budget**

## Key Results

Achieve a net positive margin in FY2025.

- Ensure expenditures stay within budget (e.g., establish monthly process to identify monthly expenditure variances greater than 5%; Determine if there is an approach to deem Cermak to be 340b eligible)
- Meet or exceed revenue projections (e.g., increase year-over-year collection by 5%; improve year-over-year billing accuracy by 1%; meet or exceed budgeted volume expectations; reduce non-clinic cancellations at Provident by 15%; Increase domestic spend by 10% over FY2024 actuals; increase registration quality; implemented co-payment collections at ACHN locations)
- Ensure sustainability. (e.g., achieve \$25M net profit by the end of FY2025 for CountyCare; complete waiver readiness work for Cermak population; apply to the State MCO RFP/be awarded a state contract; finalize an ARPA sustainability plan)





# CCH Strategies FY2023 and FY2024

## Optimization, Systemization & Performance Improvement

### Provider:

- ✓ Went live with new systems for policies, contract management, and inventory management
- ✓ Completed system-wide cutover to Voice Over Internet Protocol, and substantially completed a system-wide PC refresh
- ✓ Digitized credentialing applications
- ✓ Activate additional tele-tracking features to improve throughput
- ✓ Improved process to reduce backlog for GI procedures at Provident
- ✓ Service line performance dashboards completed
- ✓ Re-design of HRO/OPEX Committee Structure and improvements to the Contract Oversight Committee
- ✓ Launched Information Technology Steering Committee, Value Analysis Steering Committee, Capital Committee, Physician Compensation Committee

- ✓ Spent \$60M on new equipment including, mobile MRIs, ultrasound machines, endoscope replacement, Cermak pharmacy equipment, Sterile Processing Department upgrades, and Provident stretchers
- ✓ Spent \$66M on capital improvements, including purchase of mail order pharmacy site, Stroger wayfinding improvements, Emergency Department exterior safety, and Bronzeville construction.

### Health Plan:

- ✓ Provider directory launch and network system enhancements for CountyCare
- ✓ CountyCare executed over 10 new telehealth-only contracts

### Public Health:

- ✓ Implemented telehealth visits for CCDPH nurses





# FY2025 Goals: Optimization, Systemization & Performance Improvement

**Objective: Optimize our systems to ensure they are accessible, reliable, appropriate, effective, standardized and resilient.**

## Key Results

- Improvements in administrative processes (e.g. Vizient Resource Manager and Vizient Operational Database implementation, hiring, revenue cycle, procurement, third party risk assessment, capital equipment and improvement expenditures, organizational consolidations and reorganizations)
- Improvements in clinical processes (e.g. discharges, length of stay, perioperative and procedural service, same day cancellations, signed/attested notes, implementation of Oracle Dynamic, provider productivity, electronic medication at Cermak, CountyCare health risk screenings, value based care agreements, care coordination organization)



# CCH Strategies FY2023 and FY2024

## Growth, Innovation & Transformation

### Provider

- ✓ Implement a referral platform for external referrals, achieving 21,000 referrals by November 30, 2024
- ✓ Opened Provident 11-bed observation unit
- ✓ Expanded services to Provident including general surgery, pain, rehab services, video fluoroscopy swallow studies, permanent catheter procedure
- ✓ Providing neonatal coverage at Humboldt Health
- ✓ Acquisition, design, and construction for a new Bronzeville health center
- ✓ Design complete and construction underway for Crisis Triage Stabilization Center
- ✓ Launched Long-term facility plan process

- ✓ Consistent high choice member rate (>31% for those selecting a plan in Cook County) for 8 months
- ✓ Welcomed 34,600 CountyCare Access (Health Benefits for Immigrants Adults and Seniors)
- ✓ Auto-assigned County employees with a PCP to Blue Cross Medical Group, grew membership from 3,200 to 5,000

### Public Health

- ✓ Conducted gap analysis of CCDPH workforce



# FY2025 Goals: Growth, Innovation & Transformation



Objective: Expand services and infrastructure through innovation, partnerships, and technology enhancements

## Key Results

- Grow volumes (e.g., increase empanelment in primary care; increase Provident average daily census to be greater than 25; increase surgical volume at Provident and Stroger; develop partnership agreements to lead to growth in specialty referrals from external partners; reduce outward-bound referrals; Increase CountyCare claims expenditure on CCH Claims)
- Diversify portfolio of products and care models (e.g., receive approval for advancing a new shared savings care models; Receive approval for advancing a new product to diversify Health Plan Services' portfolio)
- Finish capital construction (e.g., open CTSC and Bronzeville Health Center; Build out the CCDPH warehouse space and design centralized future office space)
- Expand and promote public health program outreach (e.g., Community Immunization Program, including the Vaccines for Children program)

# Next Steps

Implementation of the FY2025 goals	December
FY2026-28 Strategic Planning Process Draft Schedule Environmental and Market Scan; CCH Demographic and Services; Federal, State, and Local Impact	January
Managed Care Overview; Service Line Strategies	February
Internal/External Stakeholder Report; Financial Outlook	March
Long-Term Facility Plan	April
Draft Plan to Board and Public Comment	May-June
Strategic Plan Vote	June/July
Strategic Plan Vote	August
County Board Vote	October



# Thank You



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