FY23-FY25 Strategic Plan

Israel Rocha, Chief Executive Officer
Andrea Gibson, Chief Strategy Officer
Timeline

**February/March**
- **Stakeholder Feedback**

**March/April TBD**
- CCH Board of Directors, Review and Aggregation of Feedback from Stakeholders

**April**
- Draft Strategic Plan submitted to CCH Board

**May**
- CCH Board Strategic Plan vote

**June-July**
- Develop 3-year financial outlook with FY23 budget

**August**
- Strategic Plan-Informed budget presented to the CCH Board with 3-year financial outlook

**September**
- Submit Strategic Plan and 3-year financial outlook to the County Board in tandem with the 2023 budget

**October**
- County Board to vote on Strategic Plan
## Stakeholder Feedback

**February/March**

### Town Hall Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>March 1</td>
<td>12:00 pm</td>
<td>Employee Town Hall</td>
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<tr>
<td>March 1</td>
<td>6:00 pm</td>
<td>Community Town Hall (Spanish)</td>
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<tr>
<td>March 2</td>
<td>6:00 pm</td>
<td>Community Town Hall</td>
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<tr>
<td>March 2</td>
<td>7:00 pm</td>
<td>Employee Town Hall</td>
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<td>March 2</td>
<td>4:00 pm</td>
<td>Labor Management Meeting</td>
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<tr>
<td>March 3</td>
<td>8:00 am</td>
<td>Community Town Hall</td>
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<tr>
<td>March 3</td>
<td>12:00 pm</td>
<td>Joint Community Advisory Board Meeting</td>
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<tr>
<td>March, TBD</td>
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<td>Board of Commissioners</td>
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</table>

Online survey for all employees and the community will go live on or before March 1, 2022. Promotion will occur through emails, community newsletter, social media and town hall meetings.
Presentation to Stakeholders
Mission: To deliver integrated health services with dignity and respect regardless of a patient’s ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies which promote and protect the physical, mental and social well-being of the people of Cook County.

Vision: In support of its public health mission, CCH will be recognized locally, regionally and nationally – and by patients and employees – as progressively evolving model for an accessible, integrated, patient-centered and fiscally-responsible health care system focused on assuring high quality care and improving the health of the residents of Cook County.
Safety Net for Vulnerable Populations & Community Asset

- Provider of Care
- Clinical Innovation & Discovery
- Provider of Coverage
- Steward of Public Health
- Education
Cook County Health
Over 188 years as the busiest healthcare safety net in the Midwest

Annually:
Serve more than 600,000 individuals through the health system and health plans
Nearly 850,000 outpatient registrations annually
More than 1 million outpatient prescriptions filled annually
More than 100,000 emergency/trauma visits
More than 30,000 intake screenings annually and nearly 3,000,000 doses of medication distributed annually at Cook County Jail
40,000+ visits to the Ruth Rothstein CORE Center, one of the busiest HIV treatment centers in the US
Charity Care at Hospitals in Cook County

2018

Source: IDPH Hospital Profiles
CCH Patient Demographics
CCH Visits: 2017-2021

**Age Group**

- 0-20: 7%
- 21-30: 9%
- 31-40: 12%
- 41-50: 17%
- 51-60: 23%
- >60: 31%

**Ethnicity**

- Hispanic: 68%
- Non-Hispanic: 32%

**Gender**

- Male: 54%
- Female: 45%
- Other: 1%

**Race**

- African-American: 42%
- American Indian/Alaskan Native: 12%
- Asian: 39%
- White: 4%
- Other: 3%
Primary Care Medical Homes (Family Health Care)
1. Arlington Heights Health Center • Arlington Heights, IL
2. Belmont-Cragin Health Center • Chicago, IL
3. Austin Health Center • Chicago, IL
4. North Riverside Health Center • North Riverside, IL
5. Dr. Jorge Prieto Health Center • Chicago, IL
6. Englewood Health Center • Chicago, IL
7. Robbins Health Center • Robbins, IL
8. Cottage Grove Health Center • Ford Heights, IL

Regional Outpatient Centers
(Includes Primary Care Medical Homes, specialty, diagnostic and procedural services)
9. John Sengstacke Health Center at Provident Hospital • Chicago, IL
10. Blue Island Health Center • Blue Island, IL
11. Cook County Health
   Central Campus • Chicago, IL
   • Professional Building
   • Specialty Care Center (Clinics A - V)
   • Women & Children’s Center
     at Stroger Hospital
12. Ruth M. Rothstein CORE Center • Chicago, IL

Child & Adolescent Services
13. Morton East Health Center • Cicero, IL

HOSPITALS
14. John H. Stroger, Jr. Hospital • Chicago, IL
15. Provident Hospital • Chicago, IL

ADDITIONAL SERVICES
Public Health
16. Cook County Dept of Public Health • Forest Park, IL

Correctional Health Services
17. Cook County Jail • Chicago, IL
18. Juvenile Temporary Detention Center • Chicago, IL
CCH & COVID-19

Provider Roles and Public Health Roles

Cook County Health

- More than 300,000 COVID tests administered
- Mitigation and prevention at Cook County Jail
- Nearly 2,000 COVID-19 inpatients since beginning of pandemic
- Close to 1 million doses of COVID-19 vaccine administered through clinics, mass sites, and community locations; Vaccinated 525,000 unique individuals.

Cook County Department of Public Health

- Developed and executed extensive contact tracing program for suburban Cook County
- Issued mitigation orders and conducts mitigation inspections
- Distributed 1.2M doses of COVID-19 vaccine to suburban Cook County providers and partners
- Organized more than 1,300 hyper-local pop-up sites providing more than 48,600 vaccines.
FY21 Accomplishments:

- Mitigation of COVID-19 at Cook County Jail
- Improved patient outcomes (e.g. ulcers/falls)
- Achieved compliance with employee vaccine mandate
- Implemented patient navigator program
- Established consolidated help line for employees
- Managed FY21 budget with positive results
- Progress on revenue cycle turnaround plan
- Balanced FY22 budget
- Established a CountyCare reserve

- Increased support for Public Health
- Achieved CountyCare highest quality rating
- National recognition for cardiology/stroke
- Administered close to 1 million COVID-19 vaccines
- Established Office of Health Equity
- Established community vaccine program and information portal
- Pandemic response, including hyper local campaign
- Invested in imaging, dialysis and other modernization at Provident Hospital
- Opened new health center at Belmont Cragin
Focus of Prior Strategic Plans

Impact 2020:

Delivery High Quality Care
Grow to Serve and Compete
Foster Fiscal Stewardship
Invest in Resources
Leverage Valuable Assets
Impact Social Determinants of Health
Advocate for Patients

Impact 2023:

Deliver High Quality Care
Grow to Serve and Compete
Foster Fiscal Stewardship
Leverage and Invest in Assets
Impact Social Determinants/Advocate for Patients
An Assessment of our Current State
An Assessment of Our Current State

Mapping Out The Road Ahead...

**STRENGTHS**
- Strengths describe what an organization excels at and what separates it from others: a strong brand, loyal patient base, a strong balance sheet, assets, unique technology, etc.

**OPPORTUNITIES**
- Opportunities refer to favorable external factors that could give an organization a competitive advantage.

**WEAKNESSES**
- Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive: a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, or lack of capital.

**THREATS**
- Threats refer to factors that have the potential to harm an organization. For example, overturing ACA is a threat to our Medicaid Patients as it may reduce their eligibility for health care coverage.
An Assessment of Our Current State

Mapping Out The Road Ahead...

STRENGTHS

Strengths describe what an organization excels at and what separates it from others.

Examples of strengths may be a strong brand, a loyal patient base, a strong balance sheet, an organization’s employees, unique technology, etc.

What are Cook County Health’s strengths?
An Assessment of Our Current State

Mapping Out The Road Ahead...

WEAKNESSES

Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive.

Examples of areas identified as weaknesses may be a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, lack of capital, etc.

What are Cook County Health’s weaknesses?
Opportunities refer to favorable external factors that could give an organization a competitive advantage.

Examples of potential opportunities could be an aging patient population, partnerships with FQHCs, expanded coverage for patients, access to federal and state funded programs, new technology, etc.

What are Cook County Health’s main opportunities?
THREATS

Threats refer to factors that have the potential to harm an organization.

For example, overturing ACA is a threat to our Medicaid patients as it may reduce their eligibility for health care coverage, competition for Medicaid patients, State fiscal condition, redeterminations, state of the economy, additional COVID surges, etc.

What threats does Cook County Health face?
Questions for Discussion and Input

What should CCH’s highest priority be in the next three years?

What services are needed in the community?

What are we doing well? Not so well?

How do we treat patients who come from different races, religions and ethnicities?

• What is our competitive edge against local and national systems who enjoy greater brand recognition and greater resources?

• What programs and services do we offer that set us apart?

• How do we better advocate for universal access to affordable, high-quality care for all?
What should our focus areas be going forward?


Other?
Questions?