

FY23-FY25 Strategic Plan

Israel Rocha, Chief Executive Officer

Andrea Gibson, Chief Strategy Officer



COOK COUNTY
HEALTH

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

March 1	12:00 pm	Employee Town Hall
March 1	6:00 pm	Community Town Hall (Spanish)
March 2	6:00 pm	Community Town Hall
March 2	7:00 pm	Employee Town Hall
March 2	4:00 pm	Labor Management Meeting
March 3	8:00 am	Community Town Hall
March 3	12:00 pm	Joint Community Advisory Board Meeting
March, TBD		Board of Commissioners

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



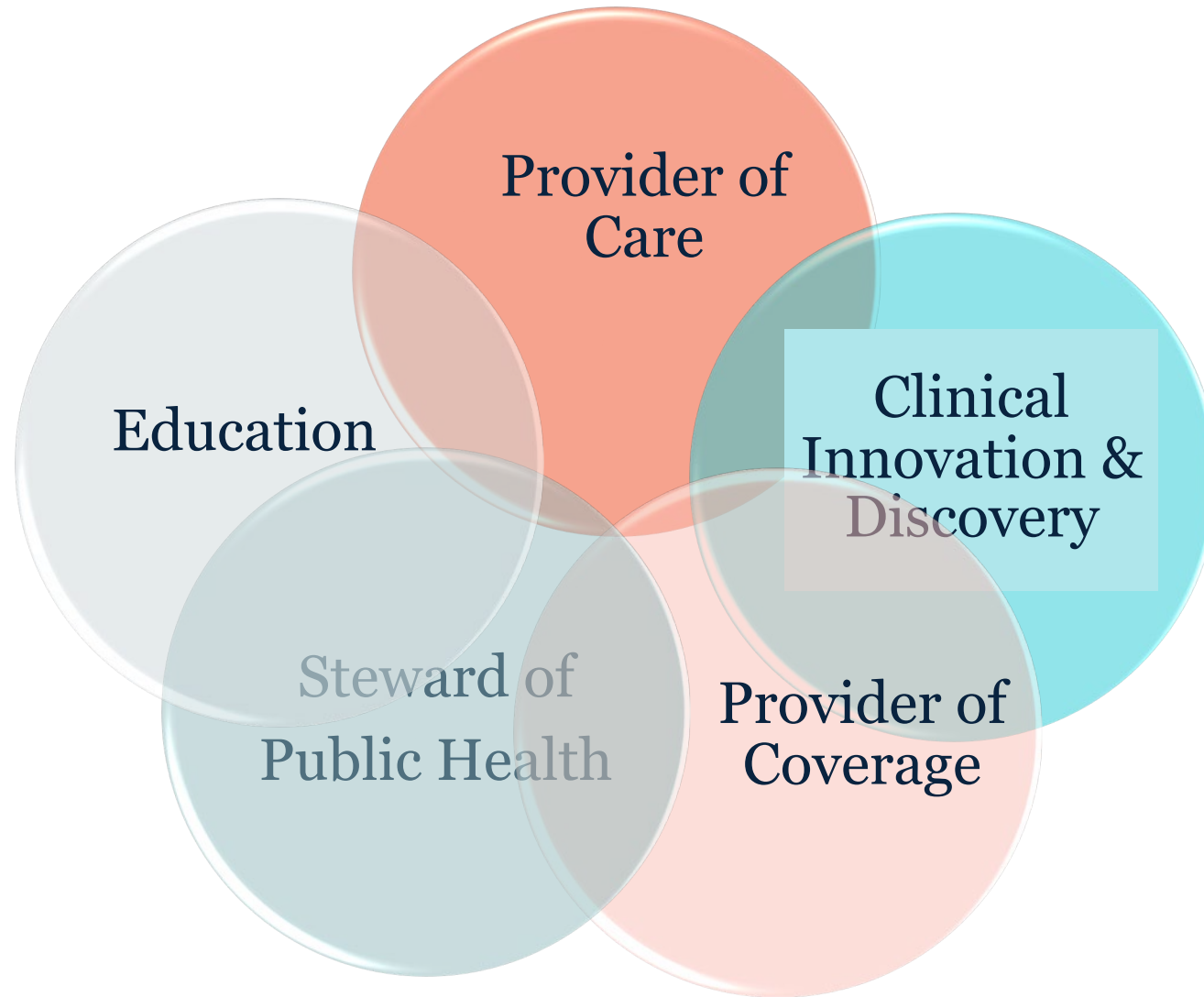
COOK COUNTY
HEALTH

CCH Mission and Vision

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



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

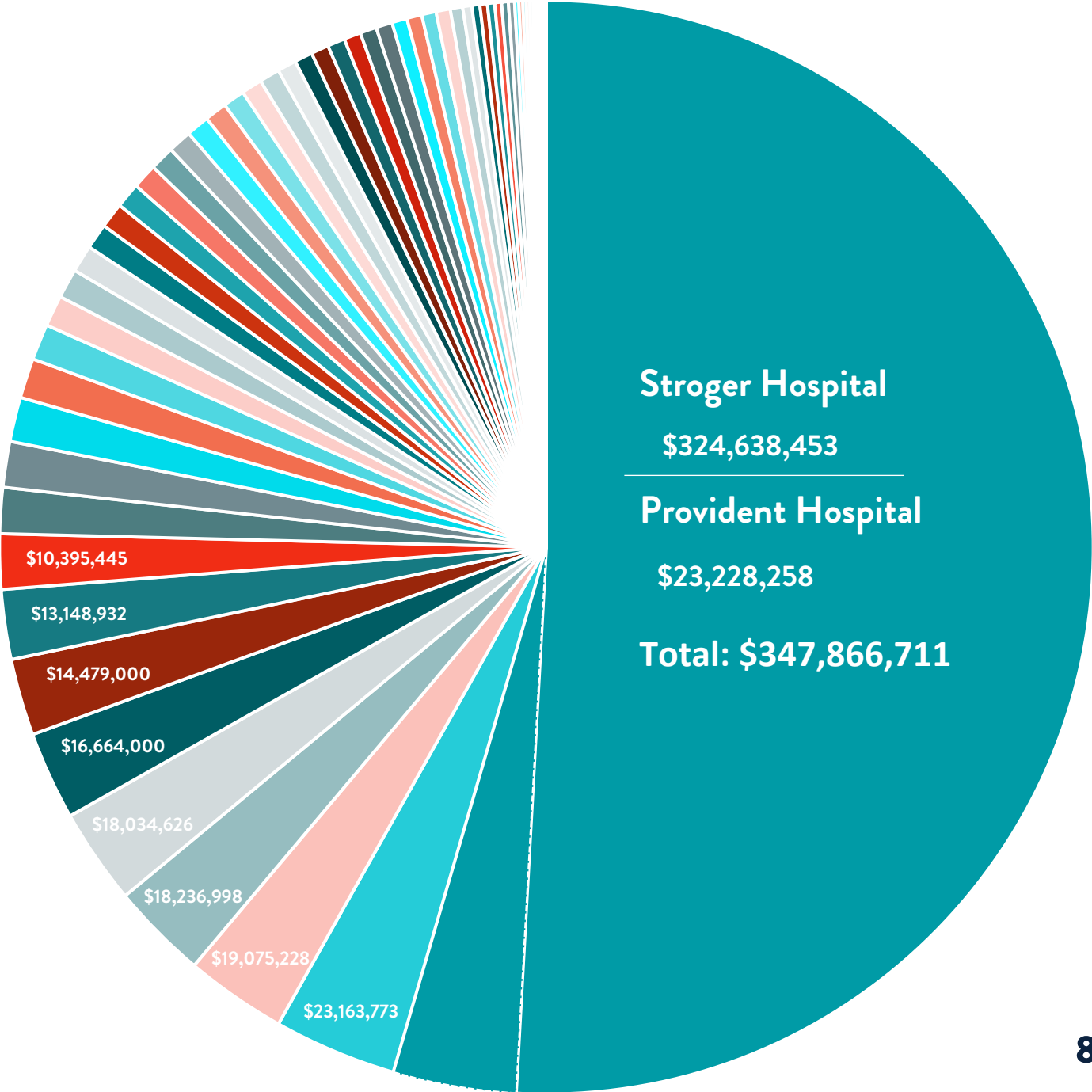
More than 1 million outpatient prescriptions filled annually

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

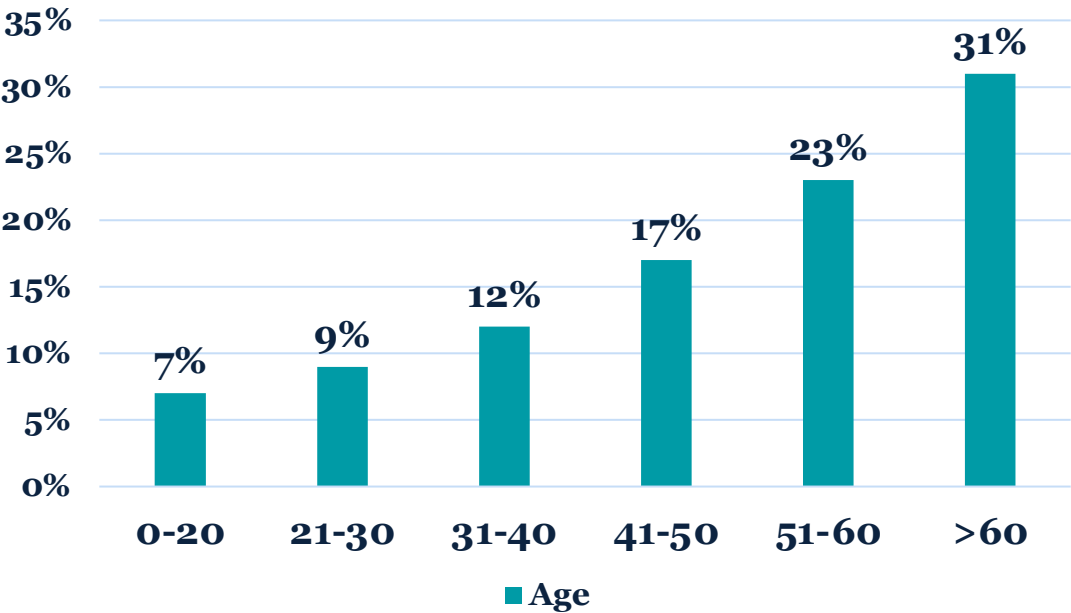
Charity Care at Hospitals in Cook County 2018



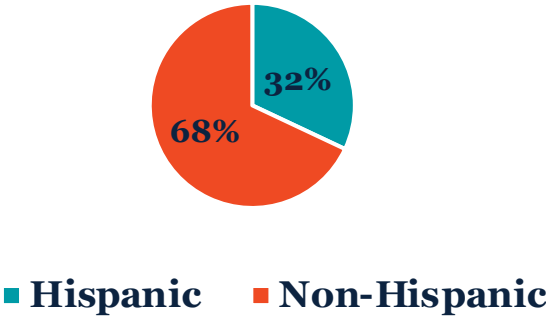
CCH Patient Demographics

CCH Visits: 2017-2021

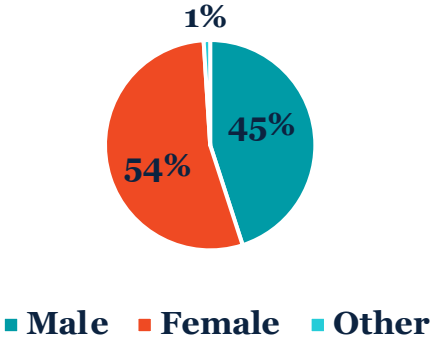
Age Group



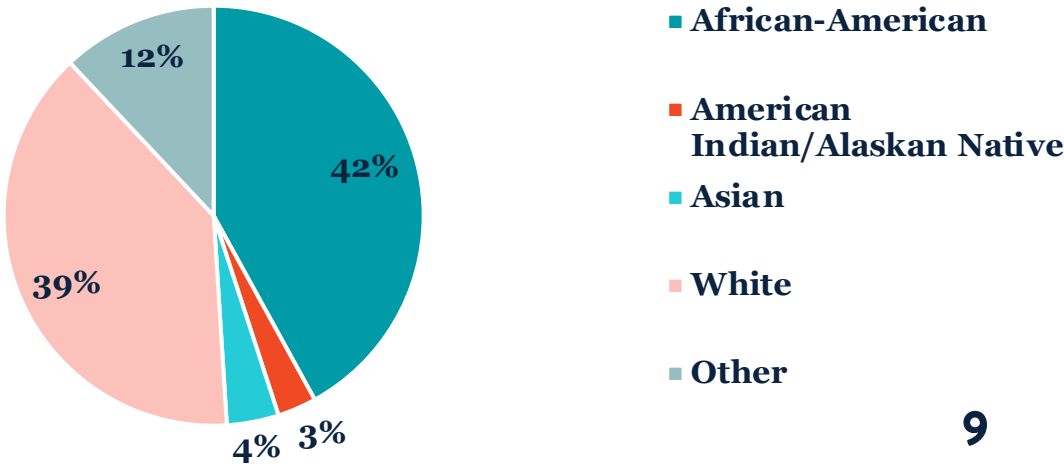
Ethnicity



Gender



Race





COOK COUNTY HEALTH

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



COOK COUNTY
HEALTH

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, overturning 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

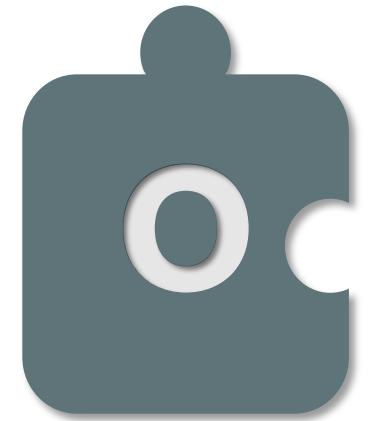
Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive.

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?

An Assessment of Our Current State

Mapping Out The Road Ahead...



OPPORTUNITIES

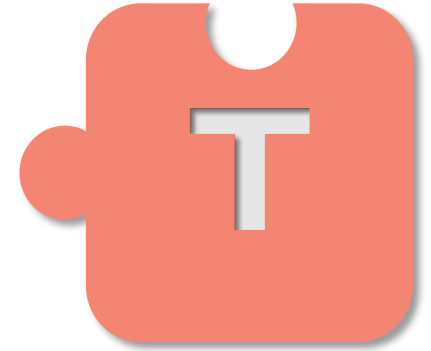
Opportunities refer to favorable external factors that could give an organization a competitive advantage.

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?

An Assessment of Our Current State

Mapping Out The Road Ahead...



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?

Patients – Employees – Facilities – Clinical Process –
Equity – Systems – Supplies – Innovation –
Integration – Access – Ease of Service – Efficiency –
Technology – Experience – Telehealth – Programs –
Revenue Cycle – Recruitment – Teamwork –
Community Health – Emergency Preparedness –
Growth/Expansion – Partnerships

Other?

Questions?



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