

FY23-FY25 Strategic Plan

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COOK COUNTY
HEALTH

Timeline

February/March

Stakeholder Feedback

March 28, 2022

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

CCH Mission, Vision and Values

Current 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.

Revised Mission:

- Establish 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.

CCH Mission, Vision and Values

Current 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.

Proposed Vision: To ensure health as a human right.

Proposed Values:

ICARE

Innovation

Compassion

Accountability

Respect

Excellence & Education

Strategic Pillars



Patient Safety, Clinical Excellence & Quality: Ensure the highest quality service and best clinical outcomes by providing patients the right care, at the right time, and the right place.



Health Equity, Community Health & Integration: Create just spaces where our patients' and community's comprehensive health needs are fully met and guide our development.



Patient Experience: Develop systems of care and education that provide for an empowered patient experience.



Workforce: Talent & Teamwork: Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork.



Fiscal Resilience: Ensure CCH finances enable the expansion of our mission.



Optimization, Systemization & Performance Improvement: Optimize our systems to ensure they are accessible, reliable, appropriate, effective, standardized, and resilient.



Growth, Innovation & Transformation: Lead the journey to effective care and better health outcomes through sound infrastructure and transformative access to care resources.





Patient Safety, Clinical Excellence & Quality

Ensure the highest quality service and best clinical outcomes by providing patients the right care, at the right time, and in the right place.

Objectives	Key Results
Right Care: provide safe, consistent high-quality care.	All patient care, quality and safety outcomes are at or exceed national and state benchmarks.
	Patients have the information they need to make the best decisions about their health.
	Secure Center of Excellence designations for critical services lines by delivering the best practices in care.
	Patient care coordination is robust, multidisciplinary, and fully accessible.
	The full spectrum of comprehensive care services are offered at Cook County Health.



Patient Safety, Clinical Excellence & Quality

Ensure the highest quality service and best clinical outcomes by providing patients the right care, at the right time, and in the right place.

Objectives	Key Results
Right Place: Ensure access to care for all patients in need in the right setting.	Invest in key services and specialty care access. (Behavioral Health, Cardiovascular, Neurosciences, Oncology, Endocrinology, etc.)
	Acute care facilities are recognized as Pathway to Excellence Centers by Magnet® Hospital program.
	Our educational training programs are nationally recognized.
	Increase annual primary care visits for Managed Care empaneled members.
	Create pathways for continued care for justice-involved patients.
	Create a one-stop universal care access hotline for care services at Cook County Health.



Patient Safety, Clinical Excellence & Quality

Ensure the highest quality service and best clinical outcomes by providing patients the right care, at the right time, and in the right place.

Objectives	Key Results
Right Time: Provide timely access to the appropriate clinical intervention.	Patients have timely and reliable access to care through a combination of enhanced efficiency and additional physical and telehealth capacity.
	By ensuring all employees are working at the top of their licenses, patient wait times are decreased.
	Mitigate variation in life expectancy throughout the county by providing timely and universal access to advanced care services.
	Launch aggressive public health, community and health outreach campaigns to reach patients where they live and work.



Patient Experience

Develop systems of care and education that provide for an empowered patient experience.

Objectives	Key Results
Partner with patients, families, and caregivers to optimize patient outcomes and the patient experience.	Improve patient satisfaction scores (Hospital Consumer Assessment of Healthcare Providers and Systems – HCAHPS)
	Improve patient education and engagement.
	Create an intuitive and seamless process to improve patient navigation across the continuum of care.
Ensure that the organization always listens to the voice of the patients and that we are fulfilling their key needs and requirements.	Increase the number of community outreach events.
	Increase response rates on Press Ganey surveys.
	Fortify patient family advisory councils.



Patient Experience

Develop systems of care and education that provide for an empowered patient experience.

Objectives	Key Results
Empower patients to be involved in decision making and proactive about their care.	Increase the adoption of the patient portal.
	Implement self-service scheduling for patients.
	Decrease emergency room visits.
	Establish patient health literacy trainings.

Workforce: Talent & Teams

Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork.



Objectives	Key Results
Support and invest in our workforce.	The Cook County Health University & Training Program (LMS) helps employees achieve lifelong learning goals and required competencies.
	Professional development and career pathway opportunities are available for all employees.
	Resource and succession planning allows for increased employee mobility and opportunity.
	The number of staff turnover and vacancies are reduced.
	Employee engagement is increased.
	Strong relationships and innovative programs with our union partners leads to employee retention and satisfaction.



Workforce: Talent & Teams

Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork.

Objectives	Key Results
Recruit the best talent.	The CCH recruitment team utilizes the best technology and recruitment resources to source exceptional candidates across all markets.
	CCH offers candidates timely and competitive employment offers to help launch careers at CCH.
	CCH offers approaches to employment that allows for flexibility and innovation.
	CCH offers residency, scholarship, and other pipeline programs to build our future employee workforce.



Workforce: Talent & Teams

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Objectives	Key Results
Foster robust teamwork.	Employee wellness programs are extensive and well-utilized.
	Employee-led projects are fully supported and help transform system practices.
	Project teams include representation from all levels of care and services.
	Performance improvement programs are based on just culture methods.
	Employee recognition programs are robust.



Fiscal Resilience

Ensure CCH finances enable the expansion of our mission.

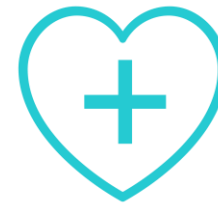
Objectives	Key Results
Maintain financial strength.	Develop a 3-year sustainable financial plan that is aligned with the strategic plan.
	Maintain a positive operating margin.
	Increase the CountyCare reserve to industry standards.
	Continue to increase CountyCare member utilization of CCH services.
Optimize funding sources.	Optimize third party payor reimbursements while minimizing barriers to care for patients.
	Secure external funding to support key initiatives.
	Continue to leverage the County tax allocation to support correctional and public health.



Fiscal Resilience

Ensure CCH finances enable the expansion of our mission.

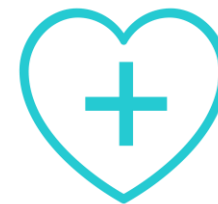
Objectives	Key Results
Control costs and maximize efficiencies.	Establish annual targets based on industry benchmarks for overall staffing, including overtime and agency staffing that align with volumes and clinical complexity.
	Conduct annual contract reviews and renegotiations to align expenses to reflect market improvements/savings.
	Leverage value analysis process to reduce costs.



Health Equity, Community Health & Integration

Create just spaces where our patients' and community's comprehensive health needs are fully met and guide our development.

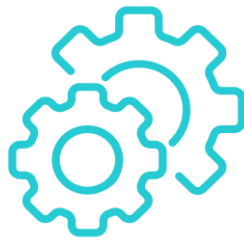
Objectives	Key Results
Create just spaces.	The physical locations of our clinics, hospitals and programs serve communities with the greatest need and resolve gaps in access to care.
	Patients feel comfortable and at home when receiving care at CCH.
	Our workforce reflects the diversity and experiences of our patients.
	Patients receives healthcare information in the language of their choice.
	CCH is recognized as a leader in LGBTQ Healthcare Equality by the Human Rights Campaign.
	CCH fully supports MBE/WBE participation in procurement opportunities.
	CCH continually utilizes pay parity studies to close race, ethnic and gender gaps.



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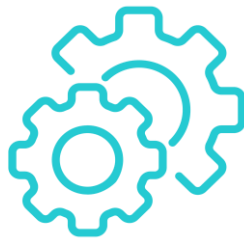
Objectives	Key Results
Patient and our community's comprehensive health needs are fully met.	The Change Institute of CCH implements key strategies to help reduce the gaps in life expectancy across Cook County.
	CCH operates patient support programs to mitigate the impact of social risk factors such as food or housing insecurity.
	All patients receive access to the work's best treatments and advancements in medical care.
	CCH/CCDPH leverage data and experience to address health inequities by operating robust interventions to improve population health.



Optimization, Systemization & Performance Improvement

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

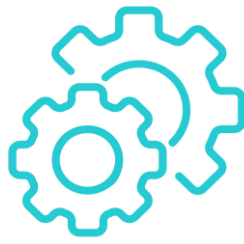
Objectives	Key Results
Standardize tools, processes and procedures across the system.	Geographic localization is used in acute care setting to improve health outcomes and standardize care programs.
	System integration with external providers and partners make seamless referrals and care processes. (Direct Scheduling, Cerner HUB, etc.)
	Electronic ticketing and monitoring programs ensure life safety systems and equipment continually operate at optimal conditions.
	New contract and policy management system make standardization and systemization easy for CCH employees.



Optimization, Systemization & Performance Improvement

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

Objectives	Key Results
Implement performance and process improvement initiatives in both clinical and non-clinical areas.	CCH call centers make patient access simple and available.
	5- and 10-Year Space Utilization Plans help keep pace with infrastructure needs and ensures plant modernization.
	Clinical Documentation Initiative helps providers across all CCH divisions.
	Patient length of stay in our acute care centers meets national benchmarks.
	Time to hire and procure is reduced.
	Ongoing process improvement work helps establish enhanced Standard Operating Procedures.
	Agency and overtime utilization is reduced.



Optimization, Systemization & Performance Improvement

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

Objectives	Key Results
Create and sustain a culture of high reliability and transparency.	Maintain high reliability workgroups that achieve the aims of the strategic plan.
	Achieve and hard wire objectives identified in high reliability goals.
	CCDPH creates a 2030 Public Health Department of the Future Program.
	Office of Life Sciences ensures equitable access to needed programs and research.
	Compliance programs use latest technology to ensure comprehensive adherence and adoption.

Growth, Innovation & Transformation

Lead the journey to effective care and better health outcomes through sound infrastructure and transformative access to care resources.



Objectives	Key Results
Sound infrastructure and transformative access to care resources.	Execute timely on all projects and enhancements in system and facilities master plan to better serve patients.
	Preventative maintenance programs extend life of buildings and equipment.
	Facilities are right-sized to ensure maximum efficiency, access and patient throughput.
	Comprehensive bed board and patient transfer center is established. (Including capacity for direct admissions from affiliated providers)
	Surgical capacity for both inpatient and outpatient services is expanded across the CCH system.
	Care capacity at Provident Hospital, Stroger Hospitals and ACHN sites is expanded.
	Community and health need assessment is conducted to ensure facilities and care access are available in underserved communities.

Growth, Innovation & Transformation

Lead the journey to effective care and better health outcomes through sound infrastructure and transformative access to care resources.



Objectives	Key Results
Use innovative products, services, processes, and technology to lead the journey to effective care and better health outcomes.	Created new care delivery programs by testing transformative concepts. (Mental Health Urgent Care Centers, Retail Clinics, etc.)
	Established a Mental Health Authority.
	Developed a comprehensive Cook County Health Care Network with and for safety net providers.
	Developed a multi-product strategy to serve members throughout their lifecycle. (i.e. – Medicaid, Exchange Products, Private Insurance, Medicare, PACE, etc.)
	Created a learning collaborative with community-based organizations to ensure responsiveness to patient needs and foster new support programs.
	Modernized technology systems at CCH.



Growth, Innovation & Transformation

Lead the journey to effective care and better health outcomes through sound infrastructure and transformative access to care resources.

Objectives	Key Results
Promote a culture of innovation throughout the organization.	Established innovative and sustainable solutions to improve healthcare delivery systems.
	Established partnerships in care with external organizations to jointly build community care capacity.
	Secured external funding for innovation that aligned with strategic objectives.
	Established new patient safety and quality protocols.
	Pioneered new discoveries in care.
	Launched new clinical education, training and research programs.
	Developed new strategies for justice-involved patients.
	Created new public health programs that increase patient engagement and expanded data sharing.

Questions?



COOK COUNTY
HEALTH