
Strategic Planning: External, Internal, and Situation Analysis

COOK COUNTY HEALTH AND HOSPITALS SYSTEM BOARD MEETING

FRIDAY, MAY 27, 2016

SCHOOL OF
PUBLIC HEALTH



Outline

- Current state
- Assumptions
- Positives/what's working well
- Challenges/what could be better
- Opportunities

Current state

- CCHHS is at a critical point in its existence, especially given changes from the ACA
- Is unique as a public health care system, given reliance on government payors and federal and county funding
- Faces competition for patients and plan members
- Remains the largest provider in Illinois for the uninsured

Assumptions – CCHHS wants to...

- Become a provider of choice in a competitive environment
- Build ambulatory services to create healthier communities
- Increase affiliations with community-based providers, including public health agencies and FQHCs to assist in addressing patient needs as relating to social determinants of health

Assumptions– CCHHS wants to...

- Grow CountyCare membership
- Increase funding from extramural sources, e.g. grants, research partnerships, contributions
- Monitor plan progress, i.e., determine when/how far needle is moved to improve selected areas
 - Be able to answer (1) How healthy is the population CCHHS serves? (2) What type of/at what level is population health improvement occurring?

Positives/What's working well?

- Rich history
- Powerful mission
- High quality services, e.g., strong competencies in care coordination, social determinants of health, physician care
- Integrated Electronic Medical Record system

Positives/What's working well? (con't)

- Ability to partner with other entities
 - Food insecurity screening and linking to services
- 'Pulse' of the community
 - Development of the strategic plan and already incorporating key strategies, i.e., behavioral health and outpatient emphasis
 - Seeking feedback from staff and community
- Only provider-led plan in the market (CountyCare)

Challenges

- Retaining and recruiting patients and plan members when there is now more choice
- Bureaucratic administrative processes
- Alignment between emerging emphasis on performance management and management capacity
 - Only 5% of staff are considered managers
- Employee engagement

Challenges (con't)

- Lack of common public health department infrastructure within Cook County
- Integration between the entire Cook County system
- Optimal efficiency levels
- The patient experience
- Cultural competencies

Opportunities

- Identify new funding sources, including grants and other resources
- Develop new partnerships for addressing social determinants, holistic care, and service provision
- Raise the profile of the system
- Further integrate information systems

Opportunities (con't)

- Utilize the vast amount of data from patients and plan members to inform future strategies
- Expand services
 - Health center days and hours
 - Behavioral health services
 - Care coordination services

Future State

- Develop ambulatory care resources with an increased focus on primary care
- Drive PCP-based demand for inpatient care services
- Expand care coordination services to manage patient and plan member populations
- Build partnerships to cover patient and plan member needs beyond the scope of CCHHS services