

# Service Line Strategies

Women and Children, January 2025

Christina Urbina, Business Service Line Director

Dr. M. Akintorin, Chair of Pediatrics

Dr. F. Abrego, Chair of Obstetrics and Gynecology



**COOK COUNTY**  
**HEALTH**



# Cook County Health to be a Provider of **CHOICE**

## Vision

Cook County Health will be a premier Women's and Children's healthcare group by providing patient centered, individualized and accessible care. We will remain dedicated to our community through leadership and service and be champions for our patients by remaining highly proficient in our field and practicing culturally relevant and evidence-based medicine. To be the provider of choice for our community.

## Purpose

- Provide excellent and seamless service to women; it will translate into referrals from her family and network for the rest of the Cook County Health System
- Align all clinical and non-clinical service areas
- Standardize processes and workflows for best practice
- Maximize resources to reduce redundancies
- Create a renewed brand identity and patient loyalty

## Goal

Our goal is to exemplify the Cook County Health mission in daily patient care and get every woman and child to their desired health outcome without harm, without waste and with an exceptional experience.

# The Women and Children's Service Line

## Comprehensive Women's Care

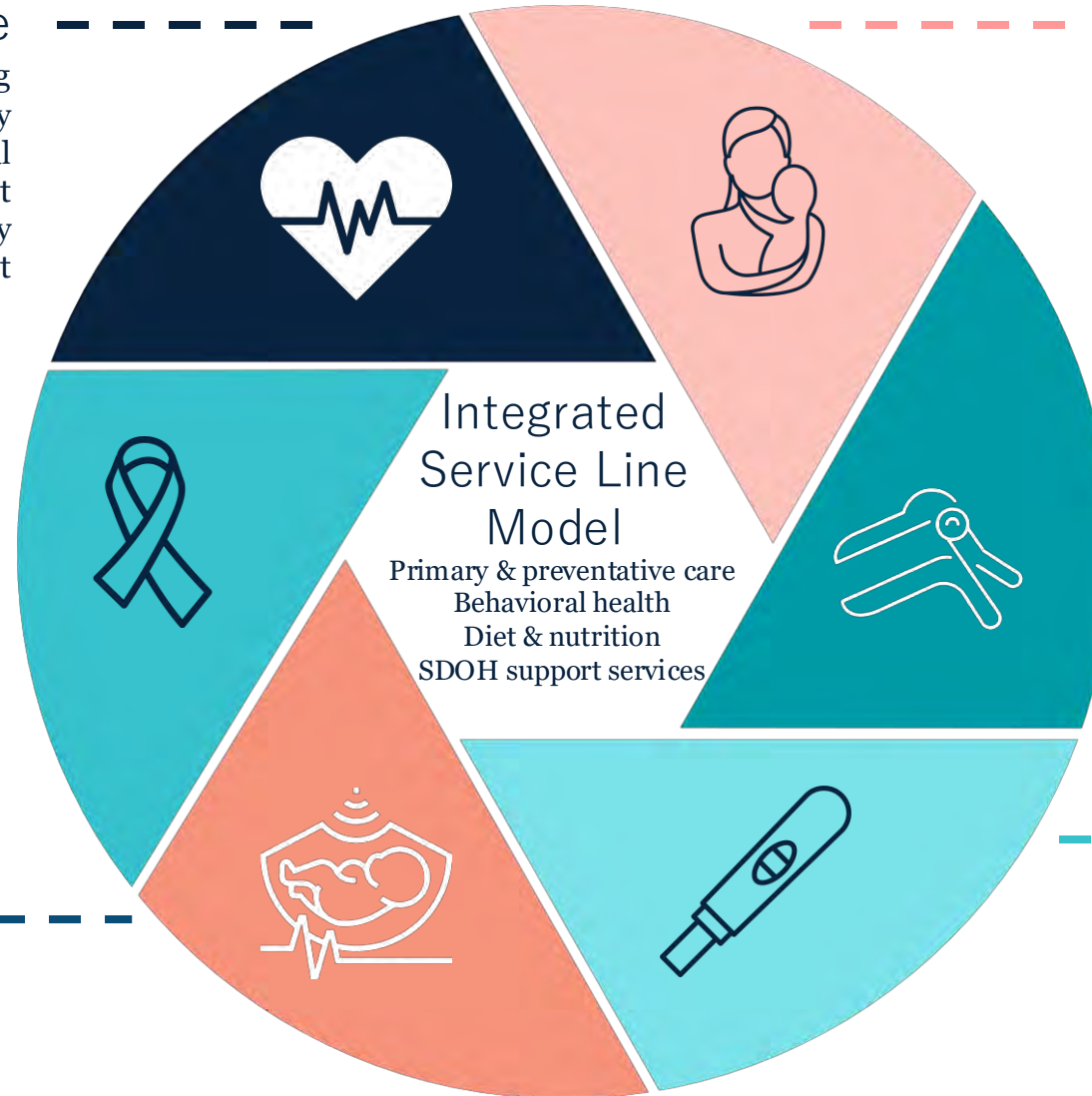
- Menopause counseling
- Urogynecology
- Colorectal
- Nutrition and weight management
- Women's cardiology
- Breast cancer screening & management

## Women's Health & Screening

- Breast exams and cancer screenings
- Routine service screenings
- Fibroid management
- Pelvic floor disorder management
- Medication assistance program

## Obstetrics

- Prenatal care
- Maternal fetal medicine
- Labor & Delivery/Postpartum
- Newborn baby prep education & classes
- Breastfeeding support
- Breastfeeding counseling and support
- Family planning and postpartum contraception
- Antenatal Testing Unit



## Pediatrics

- NICU & PICU
- Newborn & Postnatal care & checkups
- WIC & other social support services
- Well child visits – Primary Care
- Adolescent Health
- Pediatric Specialty referrals
- Youth focused health & wellness classes
- Immunizations (HPV Gardasil)
- Pediatric Psychiatry/Behavioral Health

## Gynecology

- Routine gynecology visits
- Routine pap smears
- STI testing, education, and prevention
- Contraception education and provision
- Specialty referrals
- Immunizations (HPV Gardasil)
- Fertility referrals

## Reproductive Health Services

- Contraceptive counseling
- Reproductive life planning
- STI testing, education, and treatment
- Pregnancy termination

# 5 Year Plan

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Data Based Goals	<ul style="list-style-type: none"> <li>3% ↑ in delivery volume (Projected 814)</li> <li>3% ↑ PC retention</li> <li>3% ↑ peds spec.</li> <li>3% ↑ MFM services</li> <li>3% ↑ pediatric primary</li> </ul>	<ul style="list-style-type: none"> <li>3% ↑ in delivery volume (Projected 814)</li> <li>3% ↑ PC retention</li> <li>3% ↑ peds spec.</li> <li>3% ↑ MFM services</li> <li>3% ↑ pediatric primary</li> </ul>	<ul style="list-style-type: none"> <li>3% ↑ in delivery volume (Projected 838)</li> <li>3% ↑ PC retention</li> <li>3% ↑ peds spec.</li> <li>3% ↑ MFM services</li> <li>3% ↑ pediatric primary</li> </ul>	<ul style="list-style-type: none"> <li>3% ↑ in delivery volume (Projected 863)</li> <li>3% ↑ PC retention</li> <li>3% ↑ peds spec.</li> <li>3% ↑ MFM services</li> <li>3% ↑ pediatric primary</li> </ul>	<ul style="list-style-type: none"> <li>3% ↑ in delivery volume (Projected 889)</li> <li>3% ↑ PC retention</li> <li>3% ↑ peds spec.</li> <li>3% ↑ MFM services</li> <li>3% ↑ pediatric primary</li> </ul>
Strategic Goals	<ul style="list-style-type: none"> <li>✓ Plan Service Line Structure</li> <li>✓ Plan Patient Navigation Structure and Processes</li> <li>✓ Plan Clinical Home Visiting Structure and Process</li> <li>✓ Implement Pre-Birth Visit process</li> <li>✓ Implement Iron Infusion Process into ATU</li> <li>✓ Execute Formal Partnership Affiliations</li> <li>✓ Plan Baby Friendly Accreditation Process</li> <li>✓ Continue implementing Hospital Birth Equity Pgm</li> </ul>	<ul style="list-style-type: none"> <li>✓ Build Service Line Structure</li> <li>✓ Implement Foundational Programs; Patient Navigation, Home Visiting,</li> <li>✓ Execute formal partnership affiliations; CPS, ACCESS, Friend Family, PCC, Birthing Collaborative</li> <li>✓ Birth Equity Implementation</li> <li>• Source RPM Patient Monitoring (RPM)</li> <li>• Revenue Cycle optimization for service line</li> </ul>	<ul style="list-style-type: none"> <li>• Expand and Build Foundational Programs</li> <li>• Patient Navigation</li> <li>• Home Visiting Expansion</li> <li>• Implement Remote Patient Monitoring (RPM)</li> <li>• Prevention/Screening Education programs throughout CCH</li> <li>• Begin Baby Friendly Accreditation Program</li> <li>• Create 2026 business plan</li> </ul>	<ul style="list-style-type: none"> <li>• Build Women's Center</li> <li>• Complete control of revenue cycle</li> <li>• Seek additional extra-mural funding through research grants</li> <li>• Expand Education programs throughout CCH</li> <li>• Create 2027 business plan</li> </ul>	<ul style="list-style-type: none"> <li>• Grow Market Share</li> <li>• Build Birthing Center</li> <li>• Expand and Build Foundational Programs</li> <li>• Revenue Cycle Completion</li> <li>• Create 2028 business plan</li> <li>• Expand Quality and Research</li> <li>• Service Line Fundraising</li> <li>• Optimize operations</li> <li>• Leadership succession planning</li> </ul>
Operating and Capital Budgets	<ul style="list-style-type: none"> <li>✓ Hire Business Service Line Director</li> </ul>	<ul style="list-style-type: none"> <li>• Rec. Budget: \$350K</li> </ul>	<ul style="list-style-type: none"> <li>• Rec. Budget: \$350K</li> </ul>	<ul style="list-style-type: none"> <li>• Req. Budget: \$701K</li> </ul>	<ul style="list-style-type: none"> <li>• Net Revenue: \$202K</li> </ul>

# How Have We Been Doing – FY24 Scorecard



Objective name	KR name	Actual	Target	Trend chart
Growth Pillar - Women and Children Service Line	Optimize Quality/Experience of Care Delivery	75%	100%	
	Pediatrics Service Optimization	65%	100%	
	WH Expansion Provident	65%	100%	
	Programmatic Services and Agreement Executions and Managements	75%	100%	
	BI Dashboards Completion	60%	100%	
	Reproductive Health Enhancement	70%	100%	
	Streamline External Referrals	55%	100%	
	Provider Recruitment	60%	100%	
	Gynecology Access	50%	100%	
	MFM Service Stabilization/Community Model Marketing	40%	100%	



# FY24 Accomplishments- Women and Children Service Line

1	Recruitment of management and increased support staff for Stroger Pediatric Specialty Clinic
2	Women's Health and Pediatric volume increases due to the effective New Arrival Care Coordination team efforts to support access to care; increase in deliveries resulting increase of pediatric volume for CCH
3	<p>Executed program awards and agreements to support SDOH and adherence to care for service line:</p> <ul style="list-style-type: none"> <li>• \$5M HRSA HS Grant, CDPH 2.0 FTE RN HV program,</li> <li>• \$300K DHS HF HV grant,</li> <li>• \$200K NIH Step Up Research Grant PCP linkage,</li> <li>• \$40K total funding allocation for Reach out and Read to ACHN sites; \$5K for each site</li> <li>• ICAN Quality Collaborative partnership – supported efforts for CCH to become FPPE Supplemental Medicaid Provider (Expanded family planning coverage for both women and men)</li> <li>• \$1M Doula funding executed RFP with Prism</li> <li>• \$500K Patient Navigator RFP with Alivio Medical Center</li> </ul>
4	Oracle Provider Portal is live with read only access for External Partners to view clinical notes and results completed FY24. Secure Messaging will be an added feature for FY25 in Q1 or Q2.
5	Simultaneously managed the Women and Children service line, the Landing Zone and Care Coordination teams in the city shelters effectively executing strategy plans, staffing needs, access to care, monitoring quality measures to support healthy outcomes and public health
6	\$1M in grant funding from Senator Tammy Duckworth for NICU Giraffe Ventilators



# Women and Children FY24 Ambulatory Volume

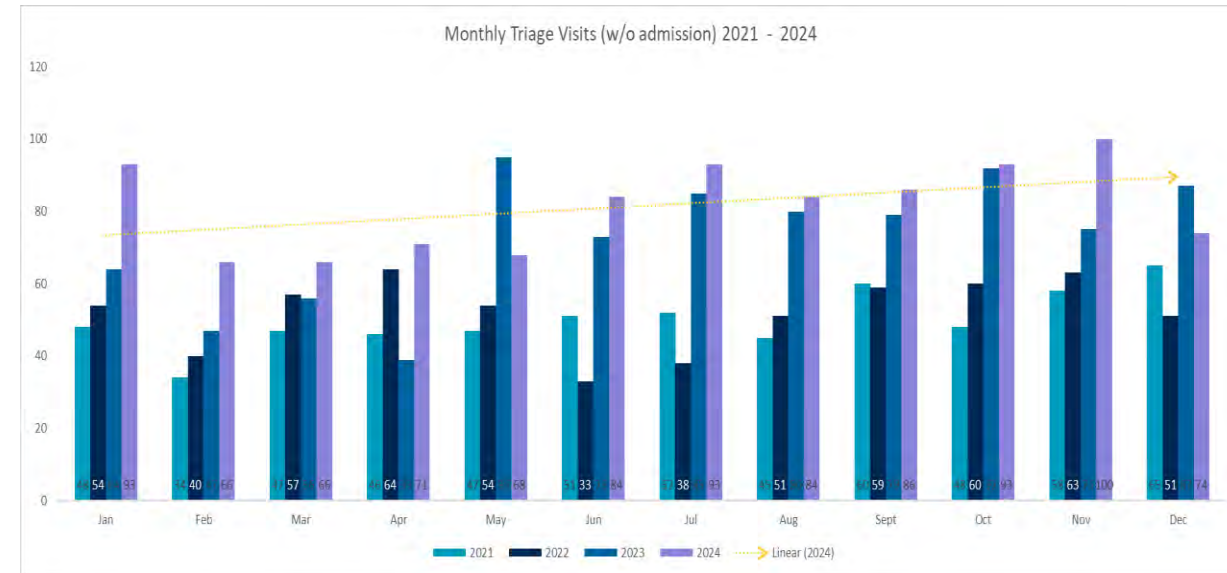
	2021	2022	2023	2024
Pediatrics Visits	30,987	28,176	34,008	34,182
Gynecology Visits	15,498	15,220	11,665	16,463
Prenatal Visits	7392	7472	9265	9985
Expected Deliveries	1026	1103	1366	1601
Stroger Delivery Retention Rate	76%	71%	69%	72%

## Noteworthy Items:

1. Postpartum Visits Completed: 89%
    - a. Delivered at CCH and CCH patient
  2. Newborn Visits Completed: 92%
  3. Completed PCP visit within 3mths post completed postpartum visit: 42%
- Women's Health Prevention Focus
    - Gynecology: 16,463 (+5%)
    - Colposcopy: 1,897 (-4%)
    - Pregnancy Terminations:
      - Medication Terminations: 453
      - Surgical Terminations: 311

# Women and Children FY24 Inpatient Volume

	2021	2022	2023	2024
Actual Deliveries	783	782	942	1156
NICU Admissions	300	266	265	304
Stroger Operating Room				
Gynecology	554	606	602	707
Urogynecology	65	107	30	44
Oncology	204	232	250	294
Provident Operating Room				
Gynecology	298	216	294	289





# Planned Activities- Women and Children Service Line FY25

Recruit Maternal Fetal Medicine Doctors and grow program at Stroger, then over to Provident and community model

Launch Doula services throughout CCH while collaborating with MCH community to ensure CCH develops a model program

Implement and expand Uro-gyn services at Provident complimenting access with a robust marketing campaign

Improve Family Planning/Contraceptive Services systemwide – Hiring Family Planning Division Director

Enhance depression screening efforts by expanding the screenings in WCC visits up to 6 months (currently up to 3 mths)

Continued pediatric partnership with UIC – stabilized subspecialty offerings from CCH locations

Continue Neonatology coverage at Humboldt Health and St. Mary Hospital

Continued external partnership with U of I for Maternal Fetal Medicine coverage and sonography training

Heathcare and Family Services Family Planning Presumptive Eligibility Contracted Provider; Supplemental Medicaid Product

# Under Consideration - Women and Children Service Line FY25

Establish American Institute of Ultrasound (AIUM) accreditation for the Stroger Antenatal Testing Unit to support expanded MFM practice

Execute external partnerships to maintain growth of deliveries and NICU

Improve Family Planning/Contraceptive Services systemwide – Need Additional Educators

Investment and prevention for pediatric and adolescent health

Continue the efforts to increase space for Labor and Delivery

Families in Therapy program for pediatrics. Cost \$350K to hire therapy staff for group sessions

Resurrected discussions with external hospital for CCH to support their Neonatology Coverage gap

Discussions with external hospitals to create delivery partnerships to support gap on Chicago Southside



**Thank You!**



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