

Minutes of the Meeting of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held on Friday, February 23, 2024 at the hour of 9:00 A.M., at 1950 West Polk Street, Room 5301, in Chicago, Illinois.

I. Attendance/Call to Order

Chair Taylor called the meeting to order.

Present: Chair Lyndon Taylor and Directors Jay Bhatt, DO, MPH, MPA; Robert Currie; Raul Garza; Joseph M. Harrington; Robert G. Reiter, Jr.; Sam A Robinson, III, PhD; Tanya R. Sorrell, PhD, PMHNP-BC; Otis L. Story, Sr.; and Mia Webster Cross, MSN, RN (10)

Absent: Vice Chair Hon. Dr. Dennis Deer, LCPC, CCFC (1)

Additional attendees and/or presenters were:

Aaron Galeener - Chief Administrative Officer, Health Plan Services
Andrea M. Gibson – Chief Strategy Officer
LaMar Hasbrouck, MD – CCDPH Chief Operating Officer
Jeff McCutchan – General Counsel
Erik Mikaitis, MD – Interim Chief Executive Officer

Hon. Donna Miller – Cook County Commissioner, 6th District
Angela O'Banion – Chief Information Officer
Alisha Patel – Assistant General Counsel
Beena Peters, DNP – Chief Nursing Executive
Deborah Santana – Secretary to the Board
Tom Schroeder – Director of Internal Audit

The next regular meeting of the Board of Directors is scheduled for Friday, March 22, 2024 at 9:00 A.M.

II. Employee Recognition (details included in Attachment #4)

Dr. Erik Mikaitis, Interim Chief Executive Officer, recognized a number of employees for their outstanding work.

The Honorable Donna Miller, Cook County Commissioner representing the 6th District, provided an update to the Board on activities involving the National Association of Counties (NACo). She stated that her Policy Resolution for Doula and Social Support Services and Training was unanimously approved at the recent NACo Legislative Conference in Washington, D.C.

The Resolution urges the Federal Government and Congress to assist counties by providing funding for the following: to increase Doula services and training and certification; to support community-based organizations in building and diversifying the doula workforce; and to increase education/technical assistance to encourage counties and states to implement Medicaid coverage for doulas and sufficient reimbursement rates to ensure expanded access to Doula care for Medicaid enrollees, along with the extension of Medicaid postpartum coverage to ameliorate maternal health outcomes for all women and address racial disparities in maternal health, mortality, and morbidity. Doula services are not only shown to improve maternal health outcomes but are also a way of reducing costs associated with maternal mortality and morbidity.

III. Public Speaker Testimony

The following individual presented public testimony.

1. Karen Rugg – Concerned Citizen

IV. Board and Committee Reports

A. Board of Directors Meeting Minutes, December 15, 2023, recessed and reconvened on January 18, 2024

Chair Taylor inquired whether any corrections or revisions to the minutes were needed.

Director Harrington, seconded by Director Currie, moved to approve Item IV(A) the Minutes of the Board of Directors Meeting of December 15, 2023, recessed and reconvened on January 18, 2024. THE MOTION CARRIED UNANIMOUSLY.

B. Human Resources Committee Meeting, February 15, 2024

i. Meeting Minutes

Director Currie provided an overview of the Meeting Minutes. The Board reviewed and discussed the information.

Director Harrington, seconded by Director Sorrell, moved to approve Item IV(B) the Minutes of the Human Resources Committee Meeting of February 15, 2024. THE MOTION CARRIED UNANIMOUSLY.

C. Audit and Compliance Committee Meeting, January 19, 2024

i. Meeting Minutes, which include the following action items:

Receive and File the following reports:

- CountyCare Compliance Program – FY2023 Annual Report
- Cook County Health System (Provider) Compliance Program – FY2023 Annual Report

Director Harrington provided an overview of the Meeting Minutes. The Board reviewed and discussed the information.

Director Story, seconded by Director Bhatt, moved to approve Item IV(C) the Minutes of the Audit and Compliance Committee Meeting of January 19, 2024, which include receiving and filing of the FY2023 Annual Reports of the CountyCare Compliance Program and the Cook County Health System (Provider) Compliance Program. THE MOTION CARRIED UNANIMOUSLY.

D. Managed Care Committee Meeting, January 19, 2024

i. Meeting Minutes

ii. February Metrics Review (Attachment #1)

Director Currie provided an overview of the Meeting Minutes. Aaron Galeener, Chief Administrative Officer of Health Plan Services, provided an overview of the February Metrics. The Board reviewed and discussed the information.

Director Webster Cross, seconded by Director Harrington, moved to approve Item IV(D) the Minutes of the Managed Care Committee Meeting of January 19, 2024. THE MOTION CARRIED UNANIMOUSLY.

IV. Board and Committee Reports (continued)

E. Quality and Patient Safety Committee Meeting, February 15, 2024

- i. Meeting Minutes, which include the following action items:
 - One (1) Stroger Hospital Division Chair Reappointment
 - Stroger Hospital and Provident Hospital Medical Staff Appointments / Reappointments / Changes

Director Bhatt provided an overview of the Meeting Minutes. The Board reviewed and discussed the information.

Director Harrington, seconded by Director Bhatt, moved to approve Item IV(E) the Minutes of the Quality and Patient Safety Committee Meeting of February 15, 2024, which include the approval of one (1) Stroger Hospital Division Chair Reappointment; and approval of the Stroger and Provident Hospital Medical Staff appointments / reappointments / changes. THE MOTION CARRIED UNANIMOUSLY.

F. Finance Committee Meeting, February 15, 2024

- i. Meeting Minutes, which include the following action items:
 - Contracts and Procurement Items
 - Receive and file Grant Award-Related Items

Director Reiter provided an overview of the Meeting Minutes. He noted that request numbers 3, 4, 5, 6, 11, 12, 16, 17, 26, 29 and 30 under the Contracts and Procurement Items are pending review by Contract Compliance. The Board reviewed and discussed the information.

Director Reiter, seconded by Director Harrington, moved to approve Item IV(F) the Minutes of the Finance Committee Meeting of February 15, 2024, which include approval of the Contracts and Procurement Items, and receiving and filing of the Grant Award-Related Items. THE MOTION CARRIED.

Director Bhatt voted PRESENT on the Contracts and Procurement Items contained within the Minutes.

Director Sorrell voted PRESENT on the 4th Quarter Report of Contracts executed under the authority of the Chief Executive Officer contained within the Minutes.

V. Action Items

A. Contracts and Procurement Items

There were no Contracts and Procurement Items presented directly for the Board's consideration.

B. Any items listed under Sections IV, V, VII and IX

VI. Recommendations, Discussion/Information Item

A. Quarterly Report from the Cook County Department of Public Health (CCDPH) (Attachment #2)

Dr. Lamar Hasbrouck, CCDPH Chief Operating Officer, and Amy O'Rourke, CCDPH Program Manager, Preventative Services, provided an overview of the CCDPH Quarterly Report, which was regarding the Immunization Awareness Campaign. The Board reviewed and discussed the information.

VII. Report from Chair of the Board

A. Proposed Resolution in recognition of Director Otis L. Story, Sr. (Attachment #3)

Following the reading of the proposed Resolution in recognition of Director Otis L. Story, Sr. into the record, Chair Taylor and the Board expressed their thanks and gratitude to Director Story for his hard work and dedication to Cook County Health.

Director Harrington, seconded by Director Bhatt, moved to approve Item VII(A) the proposed Resolution in recognition of Director Otis L. Story, Sr. THE MOTION CARRIED UNANIMOUSLY.

VIII. Report from Chief Executive Officer (Attachment #4)

Dr. Erik Mikaitis, Interim Chief Executive Officer, provided an overview of the reports presented.

Also included for the Board's information were the Divisional Executive Summaries (included in Attachment #4.)

A. Nursing Update (Attachment #5)

B. Update on Strategic Initiatives (Attachment #6)

Dr. Beena Peters, Chief Nursing Executive, provided an overview of the Nursing Update, and Andrea M. Gibson, Chief Strategy Officer, provided an overview of the Update on Strategic Initiatives. The Board reviewed and discussed the information.

IX. Closed Meeting Items

A. Claims and Litigation

B. Discussion of personnel matters

C. Update on Labor Negotiations

D. Minutes of the January 19, 2024 Audit and Compliance Committee

Director Currie, seconded by Director Harrington, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(2), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," 5 ILCS

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
 Lyndon Taylor, Chair

Attest:

[illegible]

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
February 23, 2024

ATTACHMENT #1

Health Plan Services Update

Prepared for: CCH Board of Directors

Aaron Galeener

Chief Administrative Officer, Health Plan Services

February 23, 2024



Metrics



Current Membership

Monthly membership as of February 5th, 2024

Category	Total Members	ACHN Members	% ACHN
FHP	260,445	14,734	5.7%
ACA	110,921	14,952	13.5%
ICP	30,501	4,780	15.7%
MLTSS	9,323	-	0%
SNC	7,435	351	4.7%
HBIA	13,422	881	6.6%
HBIS	3,030	214	7.1%
Total	435,077	35,912	8.3%

ACA: Affordable Care Act
FHP: Family Health Plan
ICP: Integrated Care Program

MLTSS: Managed Long-Term Service and Support (Dual Eligible)
SNC: Special Needs Children
HBIA/HBIS: Health Benefit for Immigrant Adults/Seniors



Managed Medicaid Market

Illinois Department of Healthcare and Family Services November 2023 Data

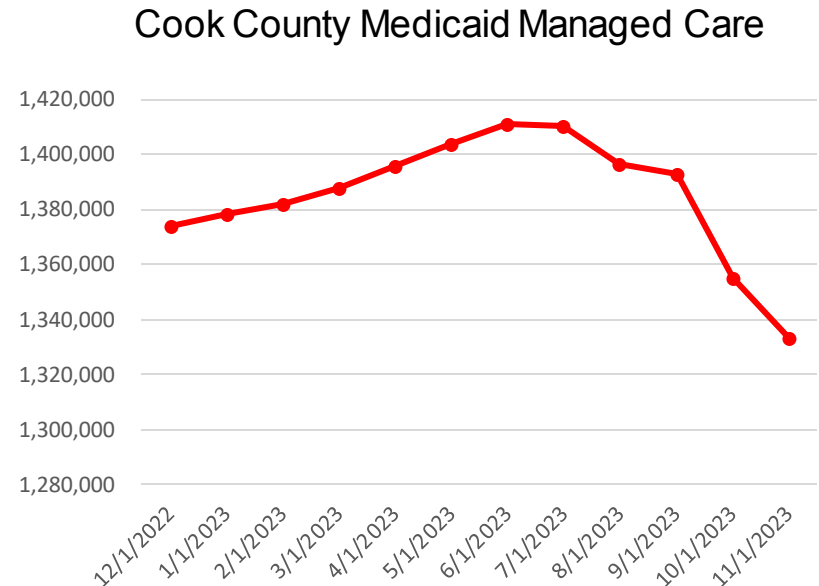
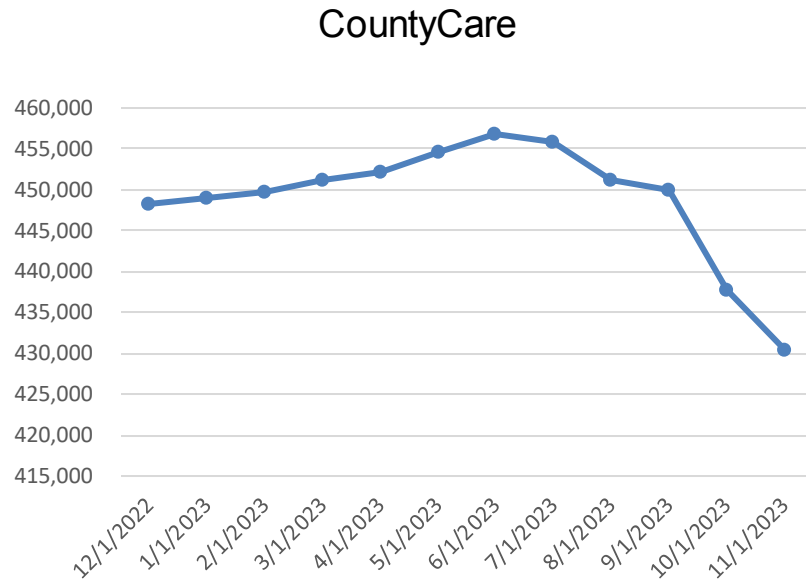
Managed Care Organization	Cook County	Cook Market Share
*CountyCare	430,370	32.3%
Blue Cross Blue Shield	364,984	27.4%
Meridian (a WellCare Co.)	305,093	22.9%
IlliniCare (Aetna/CVS)	126,632	9.5%
Molina	97,246	7.3%
YouthCare	9,213	0.7%
Total	1,333,538	100.0%

* Only Operating in Cook County



IL Medicaid Managed Care Trend in Cook County

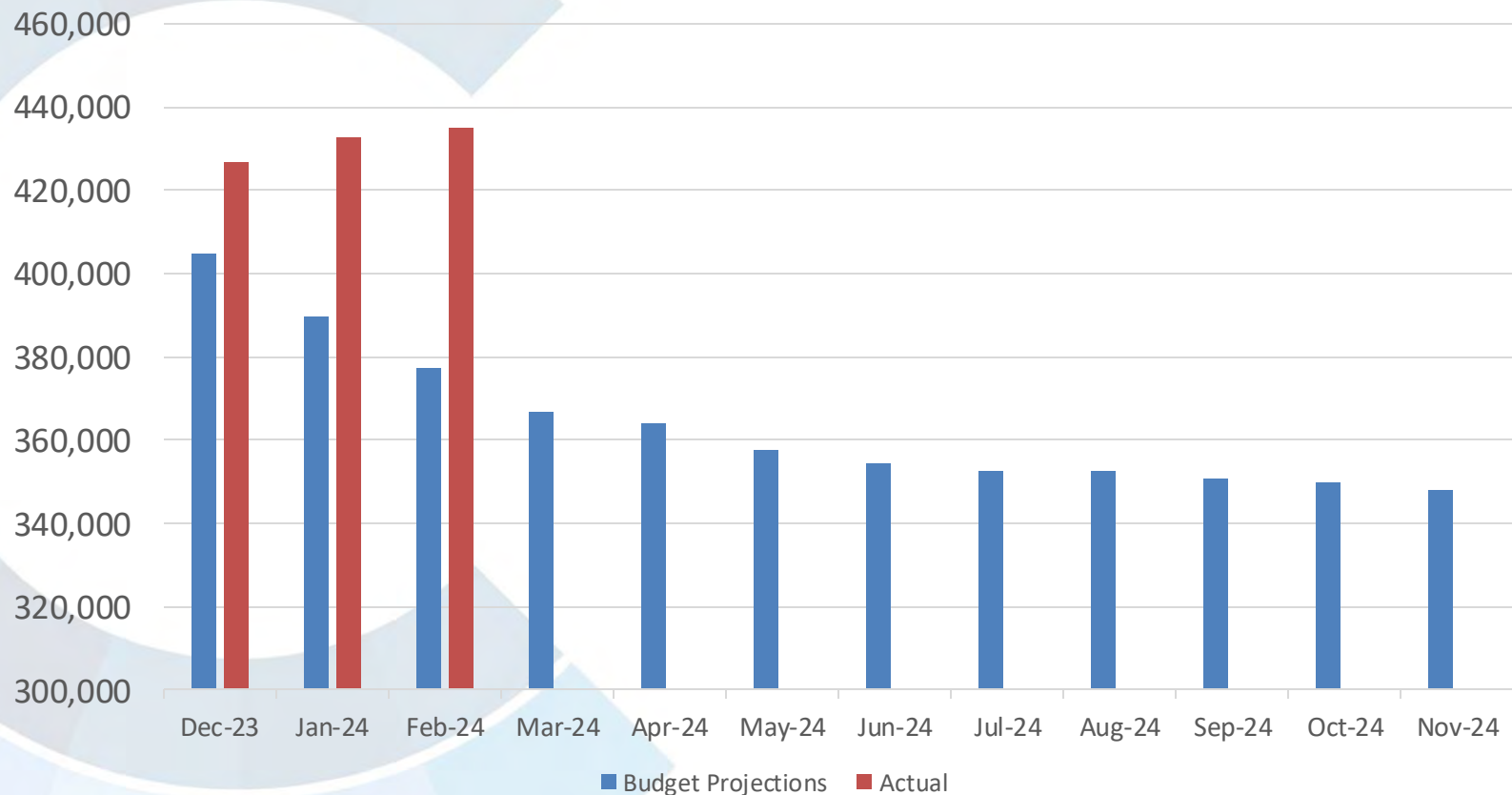
(charts not to scale)



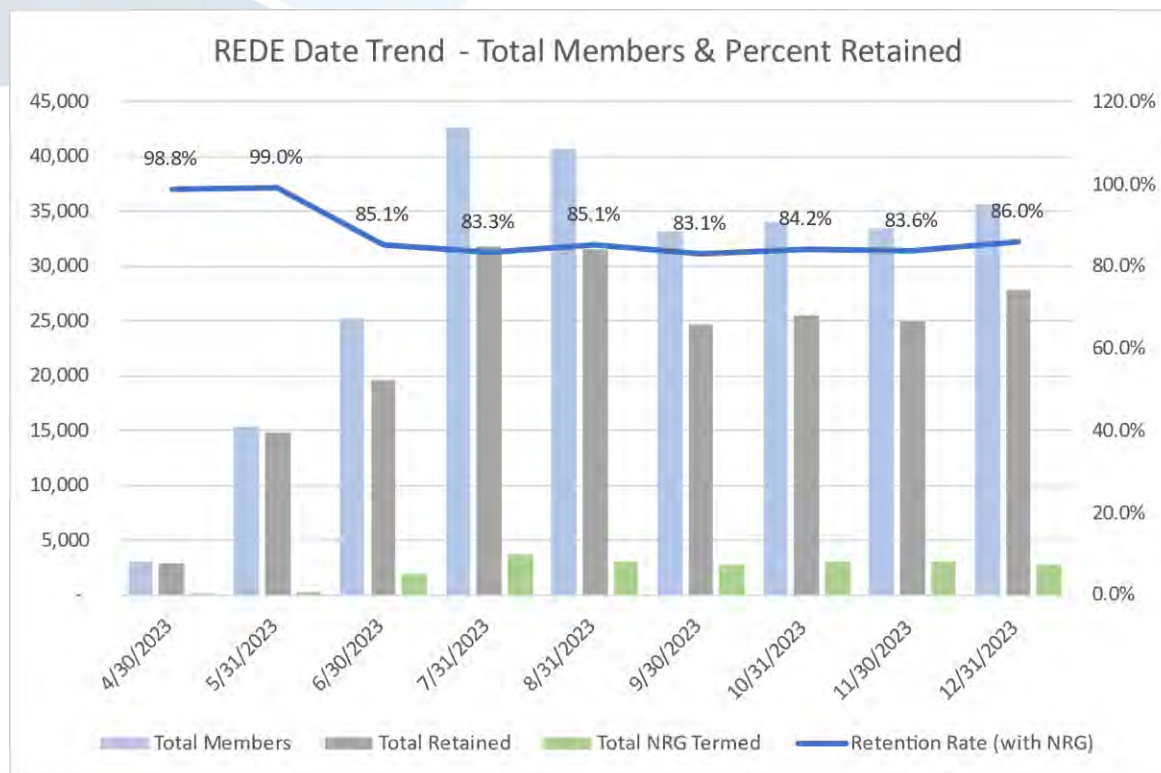
- CountyCare's enrollment decreased 1.68% in November 2023 compared to the prior month, in line with the Cook County decrease of 1.57%

FY 24 Budget | Membership

CountyCare Membership



REDE Retention

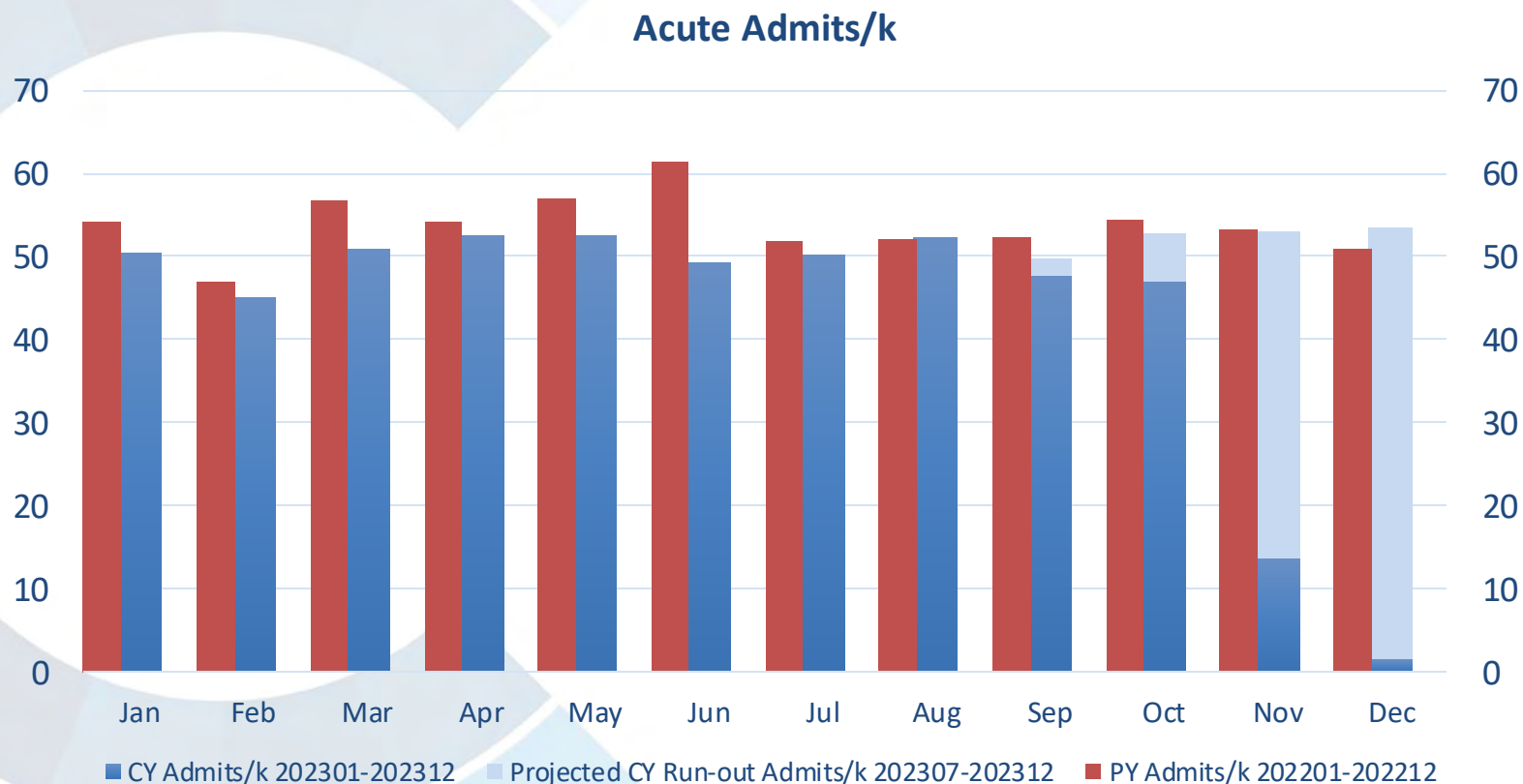


- Members with a 12/31/2023 redetermination date had an adjusted retention rate of 86%. This is about 2.4% points higher than November's adjusted retention rate of 83.6%.

Operations Metrics: Call Center & Encounter Rate

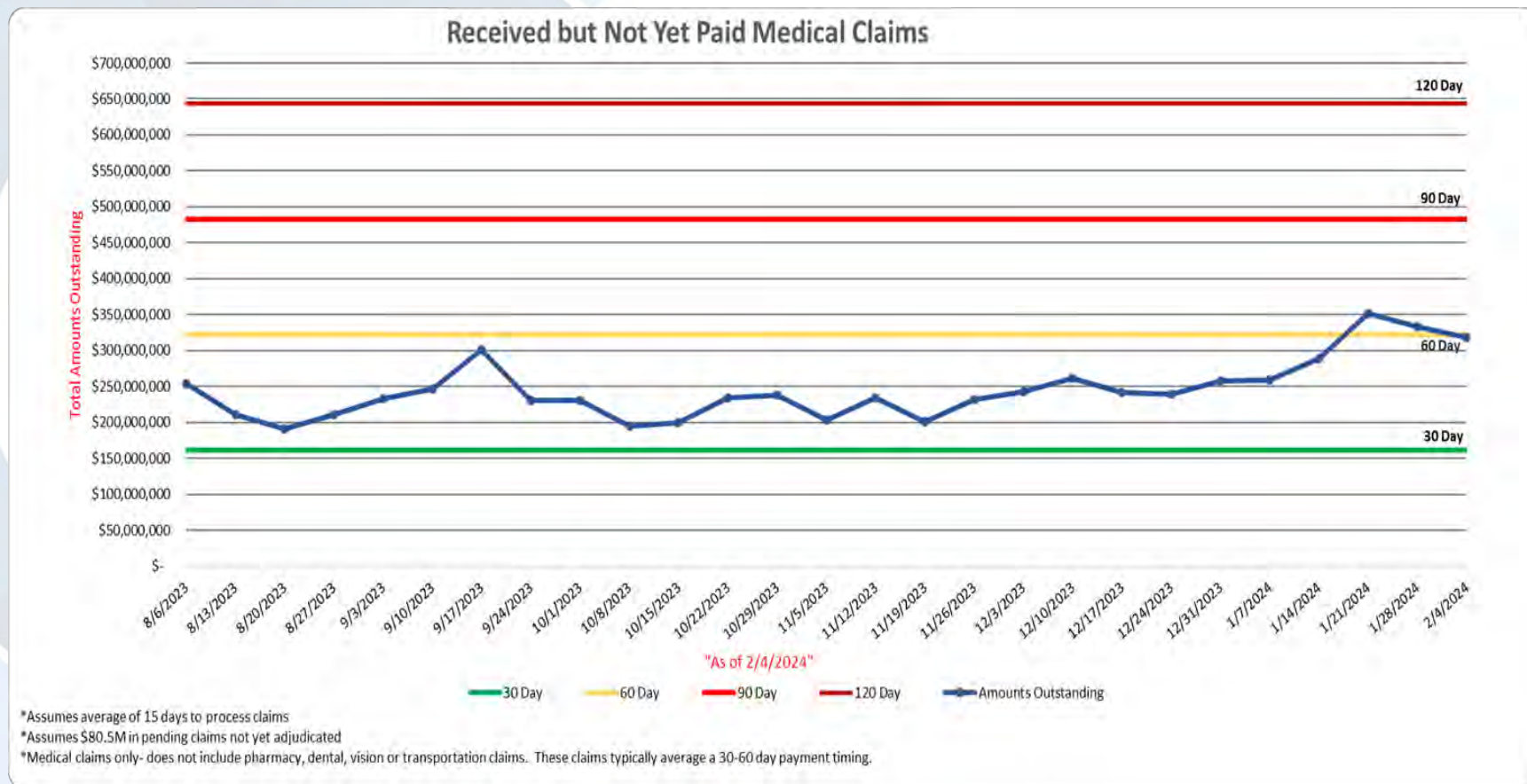
		Performance		
Key Metrics	State Goal	Nov 2023	Dec 2023	Jan 2024
Member & Provider Services Call Center Metrics				
Inbound Call Volume	N/A	44,537	41,586	54,936
Abandonment Rate	< 5%	0.88%	0.82%	1.74%
Average Speed to Answer (minutes)	1:00	0:10	0:09	0:23
% Calls Answered < 30 seconds	> 80%	92.81%	91.43%	82.55%
Quarterly				
Claims/Encounters Acceptance Rate	98%	98%		

Current v. Prior Year: IP Acute Admits/1000



Updated monthly, paid through December 2023
All acute and surgical cases + approved acute authorizations
Domestic admissions are not included since they do not require Prior Authorization

Claims Payments



Claims Payments

Received but Not Yet Paid Claims

Aging Days	0-30 days	31-60 days	61-90 days	91+ days	Grand Total
Q1 2020	\$ 109,814,352	\$ 53,445,721	\$ 46,955,452	\$ 9,290,569	\$ 219,506,093
Q2 2020	\$ 116,483,514	\$ 41,306,116	\$ 27,968,899	\$ 18,701,664	\$ 204,460,193
Q3 2020	\$ 118,379,552	\$ 59,681,973	\$ 26,222,464	\$ 71,735	\$ 204,355,723
Q4 2020	\$ 111,807,287	\$ 73,687,608	\$ 61,649,515	\$ 1,374,660	\$ 248,519,070
Q1 2021	\$ 111,325,661	\$ 49,497,185	\$ 4,766,955	\$ 37,362	\$ 165,627,162
Q2 2021	\$ 131,867,220	\$ 49,224,709	\$ 566,619	\$ 213,967	\$ 181,872,515
Q3 2021	\$ 89,511,334	\$ 25,733,866	\$ 38,516	\$ 779,119	\$ 116,062,835
Q4 2021	\$ 125,581,303	\$ 90,378,328	\$ 112,699	\$ 1,114,644	\$ 217,186,974
Q1 2022	\$ 144,241,915	\$ 12,166,101	\$ 2,958,928	\$ 2,183,828	\$ 161,550,772
Q2 2022	\$ 120,267,520	\$ 735,088	\$ 2,476,393	\$ 4,676,897	\$ 128,155,898
Q3 2022	\$ 105,262,634	\$ 16,617,110	\$ 59,407	\$ 15,171	\$ 121,954,322
Q4 2022	\$ 142,815,499	\$ 62,495,024	\$ 2,403,391	\$ 2,056,097	\$ 209,770,011
Q1 2023	\$ 110,831,299	\$ 7,841,360	\$ 3,067,736	\$ 443,885	\$ 122,184,280
Q2 2023	\$ 149,387,487	\$ 31,299,177	\$ 1,319,945	\$ 346,575	\$ 182,353,184
Q3 2023	\$ 191,389,015	\$ 38,673,162	\$ 743,469	\$ 97,943	\$ 230,903,588
Q4 2023	\$ 181,111,957	\$ 75,730,673	\$ 1,511,954	\$ 20,819	\$ 258,375,403
Week of 2/4/2024	\$ 154,473,337	\$ 113,772,884	\$ 49,819,928	\$ 348	\$ 318,066,497

*0-30 days is increased for an estimated \$80.5M of received but not adjudicated claims

*Medical claims only-does not include pharmacy, dental, vision or transportation claims

*The amounts in the table are clean claims



Thank you

Q&A



Cook County Health and Hospitals System
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February 23, 2024

ATTACHMENT #2

Cook County Department of Public Health Q1 Report

Immunization Awareness Campaign: Boost Up Cook County

LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer, CCDPH

February 2024



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The Problem

In Fall 2023 ...

- Three seasonal respiratory illnesses: COVID, flu, RSV = *Triple Threat*.
- New CDC guidance for RSV vaccine for older adults and pregnant women.
- Kindergartener vaccination coverage steadily declined over the past two school years—as much as 10% in some jurisdictions.
- Lowest childhood vaccination coverage in a decade.



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The Solution

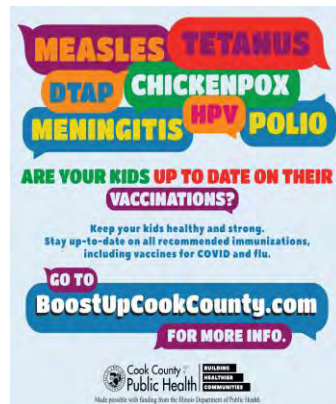
Expanded messaging for Fall/Winter

With new funding from IDPH, we were able to expand messaging to include:

- ALL CDC-recommended immunizations (rather than focusing on just COVID and flu)
- Immunizations needed at every stage of life
- Tailored messaging about specific immunizations for specific audiences



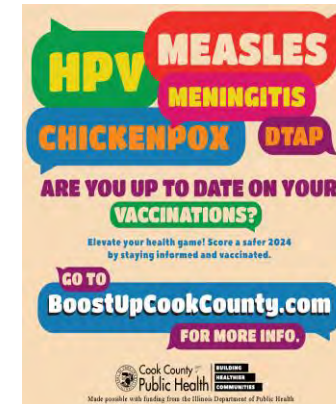
General audience



Parents of K-12



Pregnant moms



Young adults



Seniors



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The Approach

Back-to-School Events and Paid Immunization Awareness Campaign

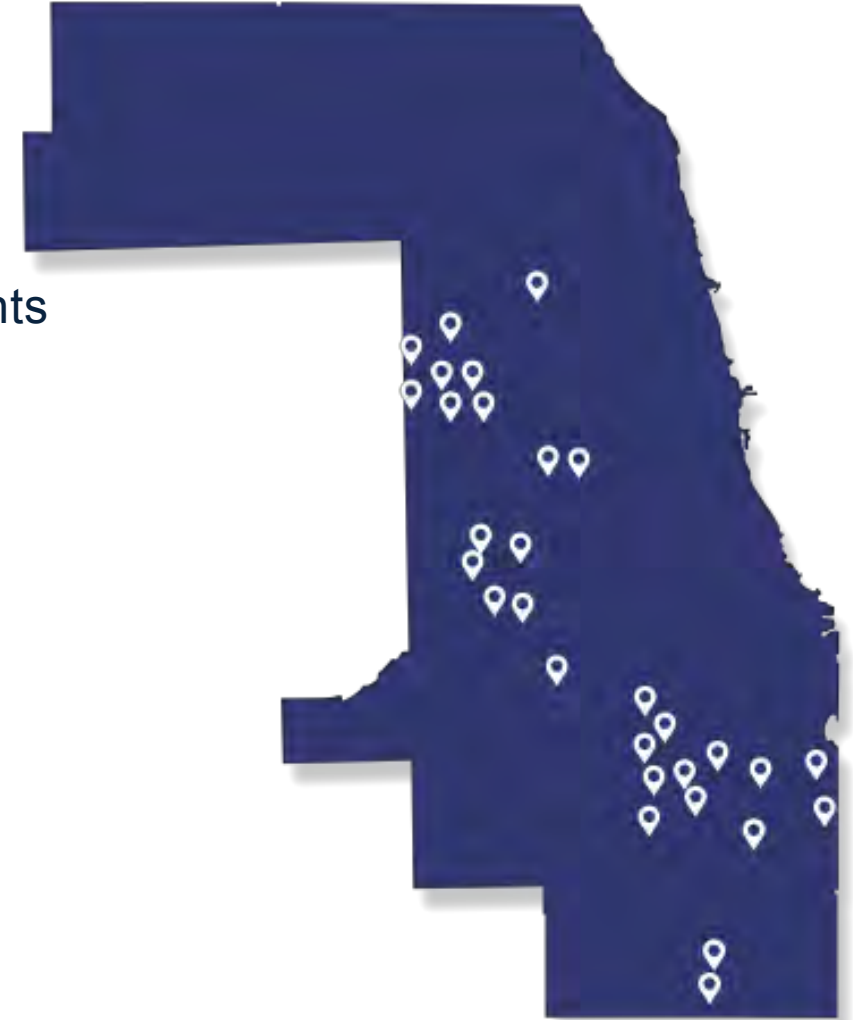
Target Audience	Geography	Campaign Dates
<p>PRIMARY AUDIENCES:</p> <ul style="list-style-type: none">• Pregnant Women/Moms with Children 0-5• Parents of School-Aged children K-12• Young Adults• Adults/Seniors• Men Sleeping with Men (26-40) <p>SECONDARY AUDIENCES:</p> <ul style="list-style-type: none">• Advocacy groups / Internal and External Stakeholders	<ul style="list-style-type: none">• Suburban Cook County Zip Codes• Emphasis on 30 priority Zip codes	<p>Back-to-School Community Events</p> <ul style="list-style-type: none">• 9/4-10/1 <p>Winter Paid/Earned Media</p> <ul style="list-style-type: none">• 10/30/23 – 1/29/24
	Channel Selection	Working Media Budget
	<ul style="list-style-type: none">• Social Media• Digital Display/Native• Radio/Streaming Audio• PACE Transit Outdoor• Community Newspapers	<ul style="list-style-type: none">• \$320,000



Target Audiences

All suburban Cook County, 30 priority zip codes

Bellwood	Franklin Park	Riverdale
Berkeley	Harvey	Robbins
Berwyn	Harwood Heights	South Chicago Heights
Blue Island	Hodgkins	South Holland
Bridgeview	Justice	Stone Park
Burnham	McCook	Summit
Calumet City	Markham	
Chicago Heights	Maywood	
Chicago Ridge	Melrose Park	
Cicero	Merrionette Park	
Dixmoor	Northlake	
Dolton	Posen	



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Community Events

Back-to-School Immunization



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Back-to-School Immunization Awareness

AKA Homecoming Event



DATE: 8/27/2023

TIME: 1-5PM

LOCATION: Country Club Hills Amphitheater:
4150 183rd St., Country Club Hills, IL

- Engaged with the African American audience through education and distribution of resources
- Distributed [CDC vaccination schedules for school-aged children ages 0-18](#)
- Distributed CCDPH Boost Bags with useful school supplies
- Facilitated on site activities that promoted health and wellness



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AKA HOMECOMING COUNTRYCLUB HILLS METRICS

ATTENDEES: 700+
IMPRESSIONS: 800+
ENGAGEMENTS: 582
BOOST BAGS DISTRIBUTED: 350 of 350
VACCINATION SCHEDULES DISTRIBUTED: 600+
PARTICIPANTS WHO EXERCISED: 87
PARTICIPANTS WHO MADE NOTEBOOKS: 158
CONSUMER COMMENTS:

"We would love for this to be at every community event!"

"I don't have any small children, but I have grandkids, and this is great information to have!"

"I love this idea! The bags are really helpful for our kids."



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Back-to-school Immunization Awareness

Robbins Parade Event



DATE: 09/02/2023

TIME: 1-5PM

LOCATION: 13800 S. Trumbull Ave, Robbins, IL 60472

- Engaged with the African American audience through education and distribution of resources
- Distributed [CDC vaccination schedules for school-aged children ages 0-18](#)
- Distributed CCDPH Boost Bags with useful school supplies
- Facilitated on site activities that promoted health and wellness



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ROBBINS PARADE METRICS

ATTENDEES: 400+

IMPRESSIONS: 500+

ENGAGEMENTS: 389

BOOST BAGS DISTRIBUTED: 350 of 350

CDC VACCINATION SCHEDULES DISTRIBUTED: 290+

PARTICIPANTS WHO DANCED: 60

CONSUMER COMMENTS:

"This was so fun. I love that he's teaching me new moves."

"These bags are so great; our kids will love these school supplies."

"This schedule is so helpful!!"



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Back-to-school Immunization Awareness

Wolff's Flea Market Event



DATE: 09/24/2023

TIME: 7-11AM

LOCATION: 6920 N Manheim Rd, Rosemont, IL, 60018

- Engaged with Latinx audience through education and distribution of resources
- Distributed [CDC vaccination schedules for school-aged children ages 0-18](#)
- Distributed CCDPH Boost Bags with useful school supplies
- Facilitated on site activities that promoted health and wellness



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WOLFF'S FLEA MARKET METRICS

ATTENDEES: 2,000+

IMPRESSIONS: 820+

ENGAGEMENTS: 621

BOOST BAGS DISTRIBUTED: 350 of 350

VACCINATION SCHEDULES DISTRIBUTED: 350

PARTICIPANTS WHO EXERCISED: 57

PARTICIPANTS WHO MADE NOTEBOOKS: 180

CONSUMER COMMENTS:

"Where are the Cook County Clinics that offer free shots?"

"If I don't have medical coverage, where can I go to get vaccinated?"

"Does CCDPH have the new vaccine?"

"When will they have it available?"



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Back-to-school Immunization Awareness

Blue Cap Farmer's Market Event



DATE: 09/30/2023

TIME: 9AM-1PM

LOCATION: 2155 Broadway Street, Blue Island

- Engaged with Latinx audience through education and distribution of resources
- Distributed [CDC vaccination schedules for school-aged children ages 0-18](#)
- Distributed CCDPH Boost Bags with useful school supplies
- Facilitated on site activities that promoted health and wellness



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BLUE CAP FARMERS' MARKET METRICS

ATTENDEES: 300+

IMPRESSIONS: 300+

ENGAGEMENTS: 200

BOOST BAGS DISTRIBUTED: 200 (lower guest count)

VACCINATION SCHEDULES DISTRIBUTED: 200

CONSUMER COMMENTS:

"This is great- I love these bags"

"My kids will appreciate these school supplies"

"I have three kids, can I get three bags?"

"THANK YOU for the tests, we needed these."



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Back-to-School Immunization Events

Summary

DATE	EVENT	IMPRESSIONS	ENGAGEMENTS	BOOST BAGS DISTRIBUTED	VACCINATION SCHEDULES DISTRIBUTED
08/27/24	AKA COUNTRY CLUB HILLS	800	582	350	600
09/02/24	ROBBINS PARADE	500	389	350	290
09/24/24	WOLFF'S FLEA MARKET	820	621	350	350
09/30/24	BLUE CAP FARMERS' MARKET	300	200	200	200
Totals	4	2,420	1,792	1,250	1,440



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Paid Media Campaign

Immunization Awareness



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How this campaign performed

Boost Up Cook County Campaign 2023

Total spend: \$310K

Total paid impressions: 36.6 million (Nov. 2023 – Jan. 2024)

- All digital, social, streaming audio and radio delivered in full against projected outcomes
- **TikTok** performed best among the social media platforms
- Display ad click thru rates were above industry benchmarks
- Game & music apps performed best
- News and health-related websites received the most traffic and clicks



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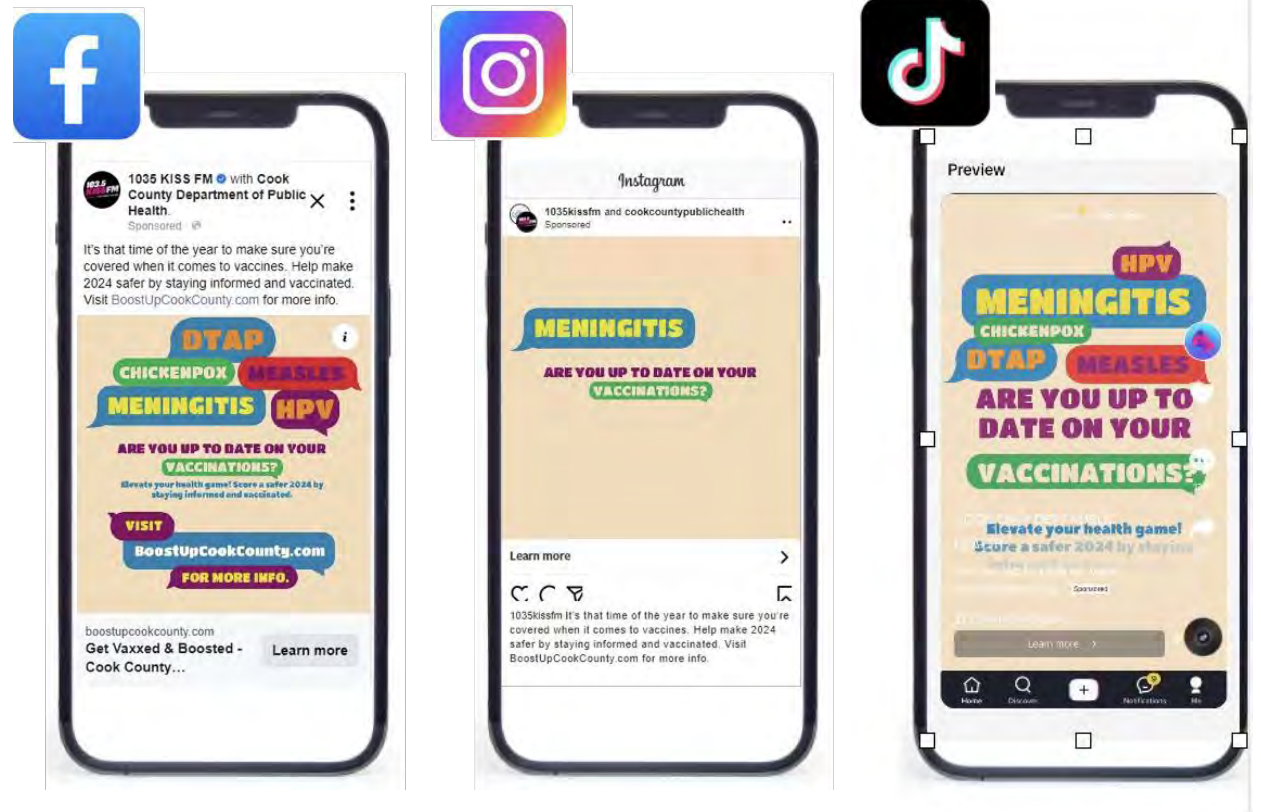
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Social Media

Facebook, Instagram, TikTok, Snapchat

We advertised on the **Facebook**, **Instagram**, **TikTok** and **Snapchat** channels of iHeart media's radio stations with the largest social followings: WCKS/KISS FM and WGCI.

TikTok performed best among the social media platforms



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Broadcast Radio

Performance Metrics

We advertised on iHeart and Univision radio stations to capture both English and Spanish speakers. Both broadcast radio partner schedules overdelivered.

iHeart Stations



Purchased 2,068,800 Impressions
Buy Delivered **2,331,800** Impressions

Univision Stations



Purchased 1,838,000 Impressions
Buy Delivered **2,329,400** Impressions



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Bus Ads

Performance Metrics

PACE Transit Outdoor

68 Bus Kings & Queens
Delivering 16.6 Million Impressions



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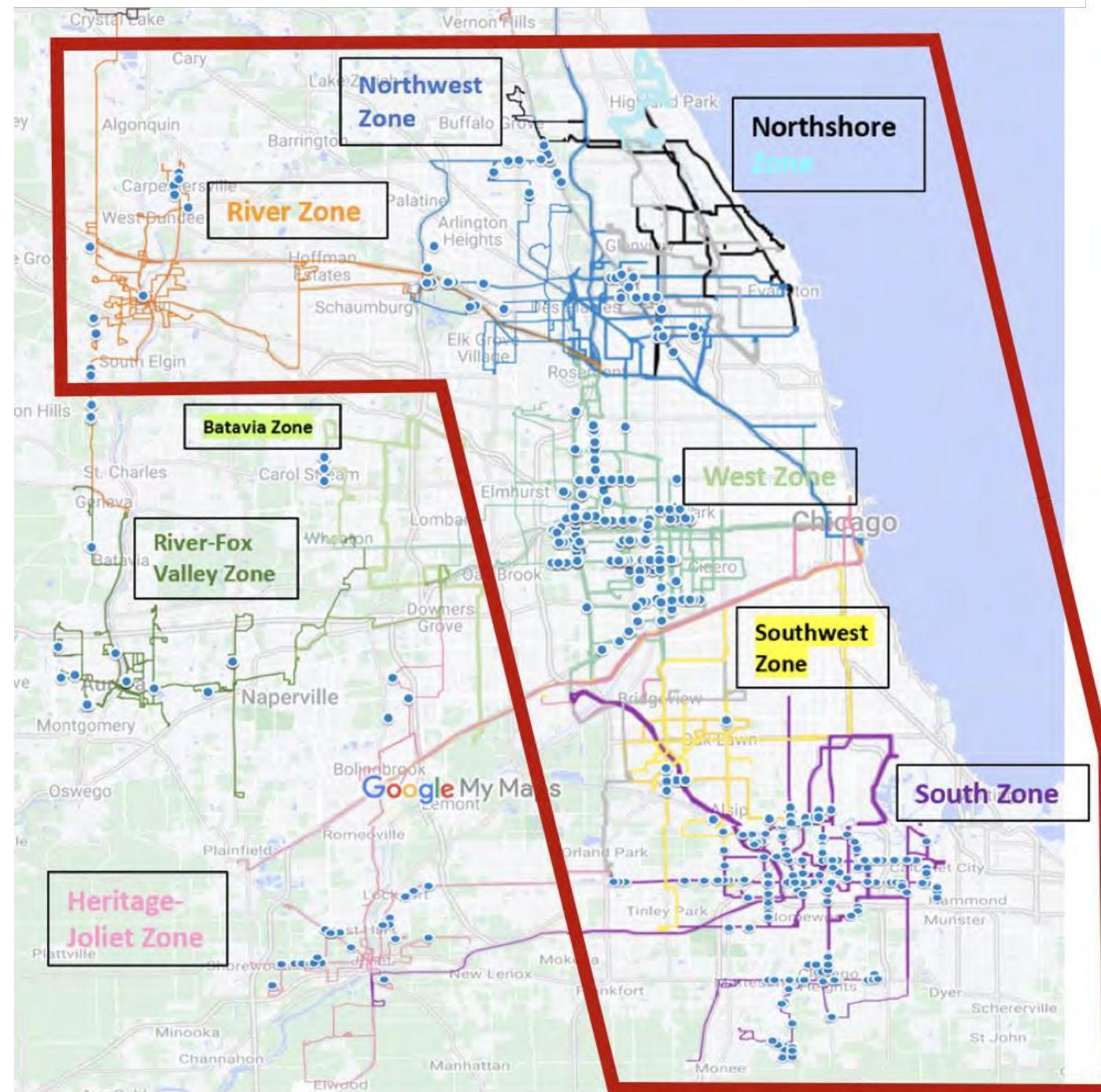


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Bus Ads

PACE Bus Routes



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Earned Media

Immunization Awareness



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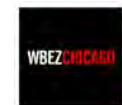
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Earned Media

- Focused on communicating the importance of holiday season vaccination amid growing COVID/flu/RSV rates.
- Resulted in 30 placements across print, digital and broadcast media generating **13M impressions**:
 - ✓ 2 radio interviews aired 10x providing a total listenership of 2.2M
 - ✓ 6 digital placements delivered a reach of 10M, with syndication in Springfield
 - ✓ 14 release pickups from Southwest Messenger Press print publications with a collective circulation of 70K+



Illinois Public Media
will npr PBS



CRAIN'S
CHICAGO BUSINESS



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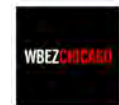
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Earned Media (cont'd)

- Measles and low vaccination rates in media recently and Dr. Hasbrouck has been an ongoing media source.
- CCDPH had a measles outbreak in the fall.
- Demonstrates the importance of the Boost Up Immunization Awareness Campaign.
- We continue to refer people to www.boostupcookcounty.com to download CDC Immunization Schedules and to find vaccination sites and resources.



Illinois Public Media
will npr PBS



CRAIN'S
CHICAGO BUSINESS.



COOK COUNTY
HEALTH



Cook County DEPT. of
Public Health

BUILDING
HEALTHIER
COMMUNITIES

Vaccination Clinics

CCDPH Nursing



Cook County DEPT. of
Public Health

**BUILDING
HEALTHIER
COMMUNITIES**



COOK COUNTY
HEALTH

Vaccination Clinics

We provided free COVID and Flu vaccines at our Saturday walk-in clinics for ages 6 months and up.

Dates	Locations
12/2/23	North Riverside Health Center
12/9/23	Cottage Grove Health Center
12/16/23	Robbins Health Center
01/06/24	Blue Island Health Center
01/20/24	North Riverside Health Center
01/27/24	Cottage Grove Health Center
02/03/24	Arlington Heights Health Center
02/17/24	Robbins Health Center
02/24/24	Cottage Grove Health Center

Upcoming Community COVID-19 and Flu Vaccine Clinics

Walk-ins welcome.
Vaccines available for ages 6 months and up.
SATURDAYS from 8AM-4PM

January 6th | 6 de enero
Blue Island Health Center
12757 S. Western Ave., Blue Island

January 20th | 20 de enero
North Riverside Health Center
1800 S. Harlem Ave., North Riverside

January 27th | 27 de enero
Cottage Grove Health Center
1645 S. Cottage Grove Ave., Ford Heights

Vaccines are free of charge.
Las vacunas son gratuitas.

Insurance accepted but not required.
Se acepta seguro médico en pero no es obligatorio.

COOK COUNTY HEALTH

Cook County ^{DEPT. of} Public Health

BUILDING HEALTHIER COMMUNITIES

Clínicas Comunitarias de Vacunación Contra la Gripe y el COVID-19

Se admiten visitas sin cita previa.
Vacunas disponibles para edades de 6 meses en adelante.
SÁBADOS de 8AM-4PM

February 3rd | 3 de febrero
Arlington Heights Health Center
3250 N. Arlington Heights Rd., St. 300, Arlington Heights

February 17th | 17 de febrero
Robbins Health Center
13450 S. Kedzie Ave., Robbins

February 24th | 24 de febrero
Cottage Grove Health Center
1645 S. Cottage Grove Ave., Ford Heights

CountyCare
A MEDICAID HEALTH PLAN



COOK COUNTY HEALTH



Cook County ^{DEPT. of} Public Health



Thank you



Cook County DEPT of
Public Health

**BUILDING
HEALTHIER
COMMUNITIES**



COOK COUNTY
HEALTH

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
February 23, 2024

ATTACHMENT #3

R-24-05

RESOLUTION

Recognizing Otis Story, Cook County Health Board of Directors

WHEREAS, Otis Story was appointed by Cook County Board President Toni Preckwinkle and approved by the Cook County Board of Commissioners to serve as a Director of the Cook County Health and Hospitals System Board effective April 24, 2020.

WHEREAS, Director Story has been a valued member of the Cook County Health Board of Directors, bringing extensive expertise in health care administration to the health system's governing body; and

WHEREAS, he has served on several Board committees, including Finance, Managed Care, Quality and Patient Safety, as well as the CEO Search special committee; and

WHEREAS, he regularly went above and beyond in attending additional meetings and events in his capacity as a Board member; and

WHEREAS, Director Story provided exemplary leadership to Cook County Health in the midst of the COVID-19 pandemic that strained health care providers across the globe; and

WHEREAS, throughout the pandemic, he was focused on supporting the health system in caring for all, and eliminating potential disparities in COVID-19 vaccine distribution and uptake; and

WHEREAS, he has worked to enhance the collaboration between Cook County Health and Cook County government in his role on the Cook County Health Board of Directors and as Deputy Chief of Staff in the Office of the President; and

WHEREAS, during this service he has shown a tremendous dedication to Cook County Health, the residents of Cook County, and the pursuit of health equity; and

NOW THEREFORE BE IT RESOLVED, that the members of the Cook County Health Board of Directors express their thanks and gratitude to Otis Story for hard work and dedication to Cook County Health and his service to the patients we serve.

Approved by the CCH Board of Directors on February 23, 2024.

APPROVED

FEB 23 2024

**BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM**

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
February 23, 2024

ATTACHMENT #4

CEO Report

Dr. Erik Mikaitis, Interim CEO

February 23, 2024



COOK COUNTY
HEALTH

New Hires and Promotions



COOK COUNTY
HEALTH

Welcome

New Hires

Adam Weber, Executive Director, Special Operations

Michelle A. King-Robledo, System Director of Patient Access

Kera Beskin, Senior Manager of Policy & Innovation

Ana Limon, Senior Manager, Physician Revenue Cycle

Jennifer Scafidi, Senior Manager, Physician Revenue Cycle

Lisa Rodriguez, Senior Manager, Physician Revenue Cycle

Jessica Yee-Palanck, Community Engagement Manager, Behavioral Health

Mohammad Jaffri, Financial Manager, Clinical Research

Cynthia Walsh, Manager Clinical Excellence & Performance Improvement

Welcome

New Hires

Crystal Kimbrough, Manager of Inpatient Care Coordination

Andrea Crawford, Clinical Manager Ambulatory Procedure Unit

Jocelyn Williams, House Administrator, Patient Care Services at JTDC

Amy O'Malley, Nurse Coordinator II, Emergency Department at Provident

Congratulations

Promotions

Irene Marks, Associate Chief Quality Officer

Mabel Frias, Associate Director, Communicable Disease Prevention and Control Unit

Jason Applegate, Lead Poisoning Prevention Manager

Jiji Lukose, Manager of Inpatient Care Coordination

Marciana Bowen, Oncology Nurse Manager

Regina Lapcevic, Nurse Coordinator II, Emergency Services

Sonya Mitchell, Nurse Coordinator II, Patient Care Services at Cermak

Recognition



COOK COUNTY
HEALTH

Cook County Behavioral Health Summit

On **February 15**, Cook County Health held its first Behavioral Health Summit, bringing together health care and social service providers, mental health advocates, community leaders and elected officials to discuss how to improve access and care in Cook County. More than 700 people from 300 organizations attended the event.



Black History Month

In honor of Black History Month, CCH hosted a media event at Provident Hospital on **February 21** to celebrate and honor the rich history of Cook County Health and the individuals we serve.

The event focused on the importance of representation in medicine and how we can work collectively to support youth in pursuing health care careers.



2024 High Reliability Horizon Award

Press Ganey

Cook County Health earned the 2024 High Reliability Horizon Award from Press Ganey. The award was announced at the Press Ganey Human Experience (HX) Conference in Orlando, Florida this month.

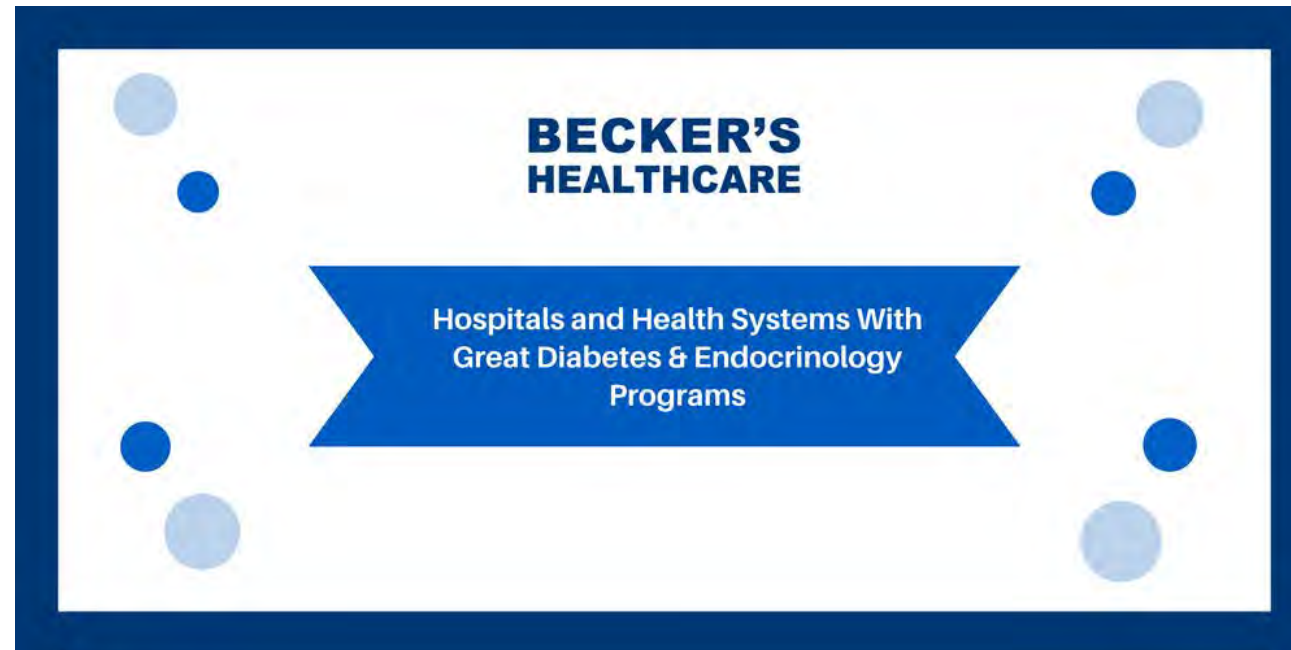
The Horizon Award recognizes healthcare organizations that position safety as an uncompromisable value and are on a journey to methodically deploy high reliability organizing principles and practices in managing operations to prevent adverse events and optimize outcomes. Cook County Health was one of five recipients of the 2024 Horizon Award.



Great Diabetes and Endocrinology Program

Becker's Healthcare

Thanks to the great work of the Division of Endocrinology and the multidisciplinary team supporting patients with diabetes Becker's recognized Cook County Health as a system with a "Great Diabetes and Endocrinology Program".



JTDC AOIC Site Visit

The Administrative Office of the Illinois Courts (AOIC) issued a report concluding its operational review of the Cook County Juvenile Temporary Detention Center (JTDC).

The AOIC staff verified that the Cook County JTDC took affirmative actions to achieve satisfactory compliance with AOIC Juvenile Detention Standards and received an "Exceeds AOIC standards" rating for Medical and Mental Health Services.

Congratulations to the entire Correctional Health team!



Top Docs List

Congratulations to the CCH physicians who were named in Chicago Magazine's Top Docs list!

Dr. Michael C. Giovingo– Ophthalmology

Dr. Elizabeth A. Marcus– Surgery

Dr. Bosko Margeta– Cardiovascular Disease

Dr. Sharon F. Welbel– Infectious Disease

The list included nearly 1,400 area physicians, nominated by their peers as the best across 70 specialties.



January Commitment to Excellence Awards

Alexandra Soriano, Physician Assistant : Stroger Hospital

Tara Denise Goodie, Director of Patient Relations: Stroger Hospital

Angelica Johnson, EVS: Stroger Hospital

Agina Howard, Clerk: Provident Hospital

Angela Sims-Haynes, Executive Assistant: Administration

Civic Leadership Academy

Congratulations to Gina Massuda Barnett, Deputy Director of Public Health Programs, Cook County Department of Public Health for getting selected for the 2024 cohort of the University of Chicago Civic Leadership Academy (CLA) based at the Center for Effective Government and the Harris School of Public Policy.





COOK COUNTY HEALTH

DR. ERIK MIKAITIS
INTERIM CHIEF EXECUTIVE OFFICER
REPORT TO THE BOARD OF DIRECTORS
FEBRUARY 23, 2024

Employee Recognition

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Thanks to the great work of the Division of Endocrinology and the multidisciplinary team supporting patients with diabetes Becker's recognized Cook County Health as a system with a "Great Diabetes and Endocrinology Program".

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- Dr. Bosko Margeta– Cardiovascular Disease
- Dr. Sharon F. Welbel– Infectious Disease

The list included nearly 1,400 area physicians, nominated by their peers as the best across 70 specialties.

Kudos to January's Commitment to Excellence Award winners for going above and beyond in support of CCH's mission:

- Alexandra Soriano, Physician Assistant I : Stroger Hospital
- Tara Denise Goodie, Director of Patient Relations: Stroger Hospital
- Angelica Johnson , EVS: Stroger Hospital
- Agina Howard, Clerk: Provident Hospital
- Angela Sims-Haynes, Executive Assistant: Administration

Congratulations to Gina Massuda Barnett, Deputy Director of Public Health Programs, Cook County Department of Public Health for getting selected for the 2024 cohort of the University of Chicago Civic Leadership Academy (CLA) based at the Center for Effective Government and the Harris School of Public Policy.

Activities and Announcements

On February 15, Cook County Health held its first Behavioral Health Summit, bringing together health care and social service providers, mental health advocates, community leaders and elected officials to discuss how to improve access and care in Cook County. More than 700 people from 300 organizations attended the event.

In honor of Black History Month, CCH hosted a media event at Provident Hospital on February 21 to celebrate and honor the rich history of Cook County Health and the individuals we serve. The event focused on the importance of representation in medicine and how we can work collectively to support youth in pursuing health care careers.

Local

- The week of January 23, CCH leadership appeared before the following Cook County Board committees to provide testimony and respond to questions from Commissioners.
 - **Asset Management Committee** – Craig Williams, CCH Chief Administrative Officer along with Earl Manning, Cook County Director of Capital Planning appeared before the committee to respond to questions related to the following contracts:
 - Hellmuth, Obata & Kassabaum, Inc. (HOK, Inc.), for consulting services for CCH Healthcare Services Long-Term Plan Phase II.
 - GSG Consultants, Inc., for architectural and engineering services for the environmental abatement, remediation, and demolition of the CCH Administration, Hektoen and Durand Buildings.
 - Desman, Inc., architectural and engineering assessment, design and engineering services for the renovation of the existing loading dock area of John H. Stroger hospital, along with the subsequent construction administration and closeout services during the construction period.
 - **Finance Committee** – Pam Cassara, CCH CFO addressed questions related to the County's Monthly Revenues and Expenses Report as well as CCH finances. CCH Interim CEO Erik Mikaitis was also available to respond to questions related to the CCH Monthly Report to the Cook County Board. The CCH Monthly Report is a compilation of the metrics and presentations made to the CCH Board of Directors from the previous month.
 - **Health & Hospitals Committee** – Dr. LaMar Hasbrouck, CCDPH Chief Operating Officer provided the committee with an update on COVID-19 and other infectious diseases. Dr. Thomas Nutter, CCH Chief Behavioral Health Officer presented CCH's Semi-Annual Behavioral Health Report.
 - **Labor Committee** - Carrie Pramuk-Volk, CCH Interim Chief Human Resources Officer provided the committee with an update on CCH's participation in the Recruitment Incentive Pay Program and Retention Bonus Pay Program which was approved by the County Board in 2022.

State

- The Illinois General Assembly began the 2024 spring session, convening in Springfield for several days in January and several days this month. May 24 is the scheduled adjournment date for the [House](#) and [Senate](#). Additional dates of note include:
 - March 19 – Primary Election Day
 - July 1 – Start of the state fiscal year
 - November 5 – General Election Day

- Governor Pritzker delivered the [state of the state and FY2025 budget address](#) on February 21. Highlights from the address and subsequent state agency budget briefings include:
 - \$629M to maintain Medicaid-like coverage for immigrant adults 42 years and older as part of the Health Benefits for Immigrant Adults and Seniors programs
 - \$150M to support healthcare transformation collaboratives
 - \$10M to erase \$1B of medical debt for at least 300,000 low-income Illinois residents
 - New investments in maternal and child health including:
 - Authorizing doulas, certified professional midwives, and lactation consultants to be reimbursed by Medicaid
 - \$5M to expand home visiting in the Department of Human Services (DHS)
 - \$1M for a new program in DHS that will provide diapers to low-income families
 - \$12M for a new state child tax credit for low-income families with children under 3 years
 - \$181.7M to provide support and wraparound services for new arrivals
 - \$250M to prevent and end homelessness in Illinois
 - Support of ongoing efforts to implement the state based health insurance marketplace, including \$6M for Navigators and community application assistants
 - \$3M for the Illinois Department of Public Health to continue support of the Equity and Representation in Health Care Act, a legislative priority of Cook County Health

Additionally, the Governor announced that he would be championing legislation to curb predatory health insurance practices including banning step therapy and prior authorization for inpatient mental health care; setting statewide standards on clinical criteria when performing utilization review; prohibiting insurance companies from selling short-term limited duration plans (aka junk plans); and requiring insurers to publicly list all treatments that require prior authorizations.

- [Governor Pritzker announced a new partnership with Google to improve access to children's behavioral health services](#). Behavioral Health Care and Ongoing Navigation (BEACON) will provide a user-friendly experience for Illinois families to access behavioral and mental health services for children engaged with the Illinois Department of Human Services, Healthcare and Family Services, Children and Family Services, Juvenile Justice, Public Health, and the State Board of Education.
- The Illinois Department of Healthcare and Family Services [announced copays and coinsurance for Health Benefits for Immigrant Adults and Seniors](#) (HBIA/S) would take effect February 1. For non-emergency inpatient hospitalizations, a \$250 copayment/stay would apply, and for non-emergency hospital outpatient services or ambulatory surgical treatment center services, a 10% coinsurance of what HFS would pay the provider would apply. A copay on non-emergency ER services that was part of an announcement last summer was removed.

HBIA/S provides Medicaid-like coverage to low-income immigrants 42+. Program enrollment was frozen last year and remains closed at this time.

Starting January 2024, HBIA/S enrollees have been moving into Medicaid Managed Care. Most of the HBIA/S enrollees living in Cook County have been/will be auto-assigned to CountyCare, into a new program called CountyCare Access. CountyCare is currently the only MCO that has waived all copays and coinsurance for HBIA/S members.

Federal

- Both Chambers of Congress have left Washington for their President's Day/Winter recess. The Senate is scheduled to return Feb. 26 and the House on Feb. 28. Three legislative days after the House gavels back in, Congress must address a funding cliffs on March 1 and March 8. Meanwhile, conversations on emergency supplemental appropriations for Ukraine, Israel and potentially some immigration/border reforms are ongoing, though a breakthrough remains elusive.
- **FY 2024 Appropriations Process**
On Jan. 18, the House and Senate both passed the current CR through March 1 for some agencies and through March 8 for the rest, including agencies funded by the Labor-Health and Human Services-Education Appropriations bill. The staff for the House and Senate Appropriations Committees are reportedly working to craft funding bills written to the top-line levels recently agreed upon, leaving thorny questions on how to deal with controversial policy riders to Leadership.
- **Bipartisan Legislative Package Negotiations**
Both Majority and Minority Senate Finance Committee staff have indicated that negotiations are ongoing over a final health package, which could include elements of the Committee's mental health package (S. 3430) including a modest Medicaid inmate exclusion provision for SUD treatment upon incarceration, and a repeal of two years of the Medicaid DSH cuts. The package would likely also include the reauthorization of the SUPPORT Act and other extensions. The County continues to advocate for repeal or delay of the Medicaid DSH cuts, and substantial reforms to the Medicaid inmate exclusion.
- **Fiscal Commission Act**
On Jan. 18 the House Budget Committee reported out the Fiscal Commission Act (H.R. 577), which would set up a commission tasked with addressing the nation's long-term structural fiscal challenges, including the solvency of the Medicare Part A trust fund. Three Democrats joined the Committee's Republican members in endorsing the legislation. The bill's critics are concerned that a commission authorized under the bill could fast-track legislation that would impose severe cuts to the health care and social safety net programs, including Medicaid.
- **Essential Hospital Designation Legislation**
On Feb. 16, Reps. Lori Trahan (D-MA) and David Valadao (R-CA) introduced the Reinforcing Essential Health Systems for Communities Act, to create a definition "essential health system" in federal statute. According to America's Essential Hospitals (AEH), which has helped develop the bill, an "essential health system," must be a public or nonprofit hospital, which also meets one of these metrics:
 - A Medicare Uncompensated Care Payment Factor greater than or equal to 0.0005, which captures the amount of uncompensated care a hospital provides.
 - Deemed Disproportionate Share Hospital status, which reflects a high percentage of Medicaid and low-income patients and accounts for differences in Medicaid programs among states.
 - A Disproportionate Patient Percentage greater than or equal to 35 percent, which captures the amount of low-income Medicare patients, along with Medicaid patients, for which a health system cares.

No funding is authorized in the legislation, but AEH suggests the definition could be used by Congress when crafting future support for safety net or "essential" hospitals.

- **Biden-Harris Administration Action**

On Jan. 17, the Centers for Medicare and Medicaid Services (CMS) finalized a rule to improve the prior authorization process and electronic health information exchange. The rules will apply to state Medicaid and CHIP agencies and Medicaid managed care plans, as well as Medicare Advantage plans and ACA exchange plans. Beginning in 2026, covered payers must include a specific reason when denying requests, and publicly report prior authorization metrics. The rule will also require decisions on urgent requests within 72 hours and standard requests within seven calendar days.

Food As Medicine

As access to healthy food remains a great need for our patients and communities, the Fresh Truck partnership between Cook County Health (CCH) and the Greater Chicago Food Depository (GCFD) continues.

Through February 13, CCH's Fresh Truck partnership with GCFD resulted in 493 visits to CCH health centers – Arlington Heights, Austin, Belmont Cragin, Blue Island, the CORE Center, Cottage Grove, Englewood, North Riverside, Provident/Sengstacke, Prieto, and Robbins.

Collectively, the Fresh Truck distributions have resulted in the provision of fresh fruits and vegetables, as well as some shelf stable items during the COVID-19 pandemic, to 48,982 households, representing 161,985 individuals. Most of the individuals benefiting from the Fresh Truck screened positive for food insecurity at a CCH health center visit.

The Greater Chicago Food Depository's Fresh Food Truck visits for the month of March include the following ACHN Health Centers.

- March 12 – **Provident Hospital/Sengstacke Health Center** – 500 E. 51st St., Chicago, IL 60615
- March 13 – **Cottage Grove Health Center** - 1645 Cottage Grove Avenue, Ford Heights, 60411
- March 15 – **Core Center** - 2020 W. Harrison St., Chicago, IL 60612
- March 15 – **Arlington Heights Health Center** - 3250 N. Arlington Heights Rd. Arlington Heights, IL 60004
- March 28 – **Blue Island Health Center** - 12757 S. Western Ave., Blue Island, IL 60406

Redetermination Events

Cook County Health and CountyCare are currently hosting a series of Rede events in the System's facilities, other FQHCs and community partners. Rede events target CountyCare members living in or close to the zip codes of the hosting site. Members receive calls, postal correspondence, email, and texts advising them of the event happening in their vicinity.

- March 4 – **North Riverside Health Center** – 1800 S. Harlem Avenue, North Riverside, IL 60546
- March 6 – **Belmont Cragin Health Center** – 5501 W. Fullerton, Chicago, IL 60639
- March 7 – **Friend Health** – 6250 S. Cottage Grove Avenue, Chicago IL 60637
- March 8 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621
- March 9 – **Christian Community Health Calumet City** – 364 Torrence Avenue, Calumet City, IL 60409
- March 11 – **Austin Health Center** – 4800 W. Chicago Avenue, Chicago, IL 60651
- March 12 – **Robbins Health Center** – 13450 S. Kedzie Ave Robbins, IL 60472
- March 13 – **Stroger Hospital** – 1969 W. Ogden, Chicago, IL 60612

- March 13 – **Primecare Health Center** – 5635 W. Belmont, Chicago, IL 60634
- March 14 – **Alivio Health** - 2021 S Morgan St., Chicago, IL 60608
- March 15 – **Arlington Heights Health Center** – 3520 N. Arlington Heights Road, Arlington Heights, IL 60004
- March 16 – **Christian Community Health Halsted** – 9718 S. Halsted, Chicago, IL 60628
- March 19 – **Cottage Grove Health Center** – 1645 S. Cottage Grove Ave Ford Heights, IL 60411
- March 19 – **Esperanza Health Center** – 4700 S. California Ave Chicago, IL 60632
- March 20 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615
- March 21 – **Friend Health** – 5635 S. Pulaski, Chicago IL 60629
- March 21 – **Care for Friends** – 5749 N. Kenmore Avenue, Chicago, IL 60660
- March 22 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621
- March 23 – **Christian Community Health South Holland** – 901 E. Sibley Blvd., South Holland, IL 60473
- March 25 – **Blue Island Health Center** – 12757 S. Western Avenue, Blue Island, IL 60406
- March 26 – **Lawndale Christian Health Center** – 3750 W. Ogden Ave., Chicago, IL 60623
- March 27 – **Stroger Hospital** – 1969 W. Ogden, Chicago, IL 60612
- March 28 – **Chicago Family Health Center** – 9119 S Exchange Ave Chicago, IL 60617

CCH Community Advisory Councils

Cook County Health Advisory Councils include patients, community and religious organizations and serve as a way to promote our services in the communities where our centers are located. The Councils provide feedback to our staff and help strengthen our health center's relationships in the community. The councils meet quarterly to provide current information on Cook County Health and as an avenue for members to share information about their organizations.

The 2024 First Quarter topic presentations include the CCH's Behavioral Health Programs, CCH's Strategic Plan Update and CountyCare's Health Benefits for Immigrant Adults (HBIA) presentation. In addition, the meeting provides updates on Cook County Health, Community Outreach, and each clinic's programs.

Upcoming CAC meeting dates, including the 2024 schedule:

- Prieto: Tuesday at 1:00 PM: March 5, June 4, September 3, December 3
2424 S. Pulaski, Chicago, IL 60623
- Robbins: Tuesday at 1:00 PM: March 12, June 11, September 19, December 10
13450 S. Kedzie Road, Robbins, IL 60472
- North Riverside: Wednesday at 1:00 PM: March 13, June 12, September 11, December 11
1800 S. Harlem Avenue, North Riverside, IL 60546
- Englewood: Thursday at 1:00 PM - March 14, June 13, September 12, December 12
1135 W. 69th Street, Chicago, IL 60621
- Cottage Grove: Tuesday at 1:00 PM: April 23, July 23, October 22

1645 S. Cottage Grove Avenue, Ford Heights, IL 60411

- Provident/Sengstacke: Wednesday at 9:00 AM: April 10, July 10, October 9
500 W. 51st Street, Chicago, IL 60609
- Blue Island: Wednesday at 1:00 PM: May 15, August 14, November 13
12757 S. Western Ave., Blue Island, IL 60406
- Arlington Heights: Tuesday at 1:00 PM: May 21, August 20, November 19
3520 N. Arlington Heights Road, Arlington Heights, IL 60004

Event Participation in February and March:

Outreach staff have participated or will participate in the following events to promote both Cook County Health and CountyCare to attendees.

- 1) February 21, 2024 – Participation in the **Cook County's Black History Month Digital Equity Event** which will be held at the Garfield Park Conservatory located at 300 N. Central Park in Chicago, IL 60624.
- 2) February 26, 2024 – Participation in the **Cook County's Black History Month Digital Equity Event** which will be held at the JW James AME Church located at 907 Sixth Street in Maywood, IL 60153.
- 3) February 27, 2024 – Participation in the **Cook County's Black History Month Digital Equity Event** which will be held at the Matteson Public Library located at 801 School Ave. in Matteson, IL 60443.
- 4) March 9, 2024 - Participation in **Austin Coming Together's Austin Forward Together Community Summit** which will take place at the By The Hand Club For Kids located at 415 N. Laramie in Chicago, IL 60644.
- 5) March 11, 2024 - Participation in the **HAS Resource Fair** which will take place at the HAS building located at 1915 Roosevelt Road in Broadview, IL 60155.
- 6) March 23, 2024 - Participation in the **Village of Orland Park -Sportsplex Family Health Fair** which will take place at the Sportsplex located at 11351 W 159th St. in Orland Park, IL 60467.
- 7) March 27, 2024 – Participation in the **Prairie State College Resource Fair** which will take place at the college located at 202 South Halsted St. in Chicago Heights, IL 60411.
- 8) March 27, 2024 - Participation in the **Juvenile Probation Youth Summit** which will take place at the JTDC Auditorium located at 1100 S. Hamilton in Chicago, IL 60612.
- 9) January 26, 2024 - Participation in the **Pathlights Aging Organization Board Meeting**, located at Moraine Valley Community College located at 9000 W. College Pkwy in Palos Hills, 60465.

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Lead Executive: Craig Williams, Chief Administrative Officer, Operations and Development
Reporting Period: December 2023
Report Date: January 15, 2023

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Breast Cancer Screening rates improved from 58.6% to 69.5% compared to 2022.
- Provident Hospital and the Sengstacke Clinics completed their primary care medical home recertification successfully in December 2023 without any citations. The triennial hospital re-accreditation survey was also performed.



Health Equity, Community Health & Integration

- The Core Center held the annual World AIDS Day Awareness Event and celebrated Ruth M. Rothstein CORE Center 25th year anniversary.
- This month, 87 individuals in the community received a rapid test through targeted HIV screening.
- Through the community vaccine program, ACHN continues to provide COVID-19 vaccination to the community and patients. This month, there was a total of 2,558 patients vaccinated however there were no mobile events during the month. In addition, the CORE Center location is offering the MPox testing, vaccination, and treatment to patients and the community and a total of 2 patients were vaccinated for MPox. The ACHN clinics also continue to provide available testing to employees, patients, and the community at both Stroger and Provident hospitals. This month, there were also 243 tests completed at the Stroger tent and 54 at the Provident tent.
- Women and children services received positive feedback from the Illinois Department of Human Services (DHS) after the Women Infant and Children's (WIC) site audit. DHS submitted a success story on CCH's WIC visit to the DHS central office.
- To support patient access to care, the Patient Support Center answered more than 46,400 patient calls with an average answer speed of under sixty seconds. The Central Triage Call Center answered more than 3,500 patient calls with an average answer speed of thirty seconds.
- The new HealthViewX referral platform has been live for over a month now servicing our CCH partner referrals to refer specialty and diagnostic patients to CCH along with receiving referral results back on their



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

patients. This web-based platform resulted in over 300 active users and over 2,300 referral orders placed by CCH partners. Currently we are working on the second phase of the roll out to automate appointment status updates and results.

- The Cancer Center Service Line implemented Palliative Psychiatry services and launched the Palm Vein Project. This new technology is an optional resource that helps patients to check-in to their doctor's appointments faster and more securely.
- This month, the New Arrivals Clinic saw a total of 2,611 visits including: 1,924 new patients for medical intakes and 687 additional visits for follow up treatments. The first floor of Belmont Cragin was opened to increase Saturday capacity by forty additional slots. The next step is to expand hours of operations for January 2024.
- ACHN has deployed mobile care teams (MCTs) to complete onsite medical intake assessments. An MCT comprises 2 nurses and 2 residential aides along with 3 virtual providers. The team completes an intake screening to assess the needs for follow up to be seen at Belmont Cragin New Arrival clinic with a scheduled appointment and transportation; set up for a virtual visit on same day with provider; sent to the Emergency Department for immediate evaluation; or the patient is healthy and will call for appointment as needed.



Patient Experience & Employee Engagement

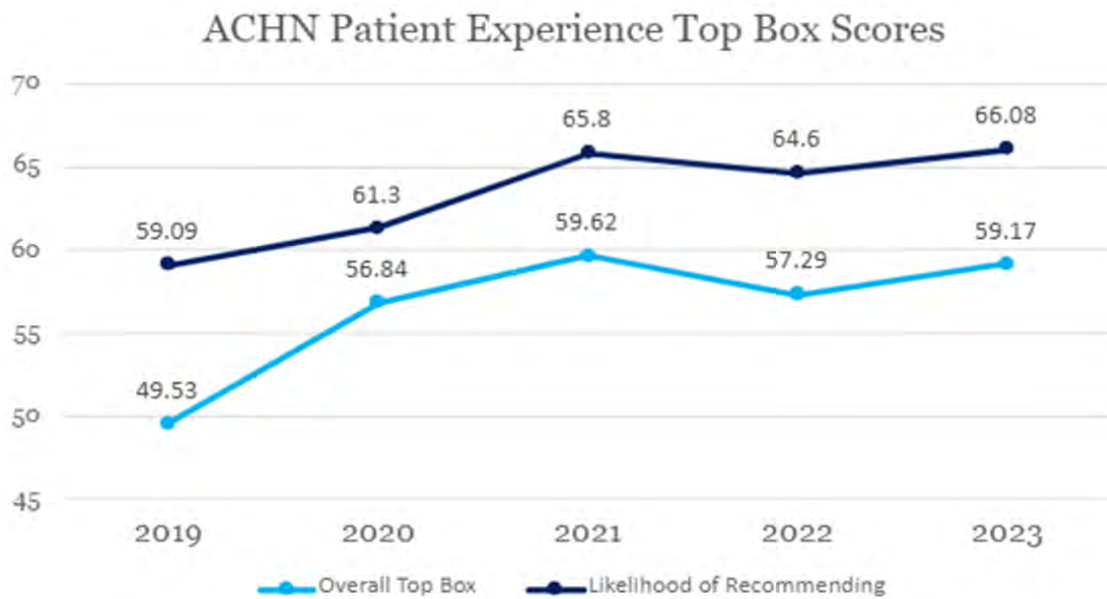
- ACHN closes the year with the following 2023 highlights:
 - Increased number of survey responses by **4,184 surveys** vs 2022
 - Increased Overall Top Box score by **1.88%**
 - Increased Likelihood to Recommend by **1.48%**
 - Reached an **all-time high** for "Likelihood to Recommend"
 - Trained 850+ ACHN team members in C-I-CARE and PX Data Literacy
- Our overarching patient experience goal for 2024 is to reach a Likelihood to Recommend score of: 68.35%, up from 66.08%.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



- Our ACHN clinics have also received their new Patient Experience Goal Tracker Posters to track their progress toward their 2024 patient experience goals. These posters can be found on the walls of all ACHN clinics. Leaders are encouraged to stop by to see their progress!



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



Growth Innovation & Transformation

- The Neurosciences ICU opened on Monday, December 4, 2023.
- The mobile care team launched this month gaining more staff to support providing access to refugees for medical access. The staff has also been helping connect city shelter residents for Express Care visits for acute medical needs. They are leveraging this new service to pilot virtual care with our New Arrivals population. Since the launch, 647 patients were registered, screened, assessed for follow up needs, and scheduled appointments to be seen.



Optimization, Systemization & Performance Improvement

- The Behavioral Health Team met with the superintendent of police and security to arrange for crisis prevention trainings for the Licensed Clinical Social Worker (LCSW) providers. The training is targeted for January and February 2024. In addition, the team finalized the group psychotherapy note for Cerner to be used as the standard group note for behavior health therapist.
- Primary care has seen improvements in three sites exceeding their year-end goal with the change to the new metric for patient experience of 'Likelihood to Recommend'.
- CORE Operations Committee coined "Level Up Teams" to align with four strategic categories: Health Equity, Patient Satisfaction, Compliance, and Staff Engagement. The groups are participating in friendly competition to develop innovative activities which will improve clinical services and patient engagement in care.



Workforce: Talent & Teams

- ACHN has a total of 418 requests to hire in recruitment (15 currently posted; 25 to be posted; 56 validations in progress; 56 interviews in progress; 20 decision-to-hire packets; 19 offers accepted). The remaining are the number of people hired since the dashboard went live. However, updates to the HR Dashboard will commence in February to distinguish those hired in each fiscal year.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



Fiscal Resilience

- Primary Care: ACHN is below budgeted volumes for December by 2,310 visits and 9.2% below budget year to date totaling 15,205 visits in FY2024.
- Specialty Care: ACHN is below budgeted volumes for November by 1,729 visits and 7% budgeted volumes year to date totaling 24,330 visits in FY2024.
- Primary and Specialty Care saw a decrease in show rates with providers being out for vacation this month however they are continuing to meet with site leadership to help close the gap.
- As of the end of December 2023, ACHN is slightly over, having expended 9% of the budget.

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4893 - Ambulatory & Community Health Network of Cook						
Grand Total	103,137,013	7,023,975	2,636,773	9,660,748	93,476,265	9%

- We have four non-personnel contracts for \$500k or more. Two contracts are expired with amendments in process and no gaps in service.

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H17-25-064	Medspeed	\$ 2,674,854.30	11/30/2023	Lab is taking the lead on the amendment. User is partnering with Supply Chain for next steps.
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	ACHN Plant Ops will lead amendment submission process. Targeting Jan for submission.
H20-25-033	The Chicago Lighthouse	\$ 4,480,000.00	2/28/2024	Patient Support Services is spearheading amendment. Target Jan CCH Finance committee meeting.
H21-25-012	Dayspring Janitorial	\$ 2,300,000.00	11/30/2023	Amendment request submitted. User is partnering with Supply Chain for next steps.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Lead Executive: Jesus “Manny” Estrada, Chief Operating Officer, Cermak Health Services
Reporting Period: December, 2023
Report Date: January 19, 2023

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Cermak formally received accreditation from the National Commission on Correctional Healthcare, NCCHC. Re-accreditation is scheduled for March 2026.
- The goal for 2024 is to apply and receive accreditation from the National Commission on Correctional Healthcare for Mental Health.



Health Equity, Community Health & Integration

- Cermak completed an alternate staffing matrix for mental health services. The new staffing matrix will increase the number of patient programming hours while allowing for better oversight to clinical practice.



Growth Innovation & Transformation

- Cermak is currently rolling out its tele-health initiative. The final phase, which entails access to telehealth in all 10 living units, is scheduled to be complete in June 2024.
- Cermak is in process of finalizing the realigned service line dashboards and KPIs. These tools are used by the respective service lines to measure daily activities and outcomes. Once finalized, the metrics will be reported to System Quality Assurance.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

- Cermak has fully implemented the Cepheid Platform. This technology allows for on-site Point of Care Testing for COVID, Influenza and RSV. Cermak is currently at a 5.3% COVID positively rate.

Optimization, Systemization & Performance Improvement



- Cermak has developed and rolled out institutional Dashboards. Dashboards are utilized in conjunction with our Key Performance Indicators through our Quality Improvement Program.

Workforce: Talent & Teams



- Cermak continues with hiring initiatives to support the continued patient care and mental health activity.

Fiscal Resilience



- Cermak continues Medicaid enrollment for patients entering the facility. In line with the potential to leverage proposed Re-entry Section 1115 Waiver which will potentially allow for the generation of revenues for returning residents 90 days ahead of discharge.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Budget to Actual –

Overall, across all accounts, Cermak is on track and JTDC is lower than budgeted expectation through the end of December 2023.

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO)	Funds Availabl	% Expend
4240 - Cermak Health Services of Cook County					
10155 - Administration (41195.4240.10155) Total	12,449,230	371,436	0	12,077,794	3%
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	133,858	2,648	2,625,954	5%
13945 - Finance (41195.4240.13945) Total	243,273	13,379	0	229,894	5%
14915 - Human Resources (41195.4240.14915) Total	263,532	8,901	0	254,631	3%
15050 - Information Technology (41195.4240.15050) Total	231,171	12,004	0	219,167	5%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	25,224	0	616,426	4%
15805 - Material Management (41195.4240.15805) Total	462,003	11,604	53	450,346	3%
15895 - Medical Administration (41195.4240.15895) Total	10,760,199	418,625	70,863	10,270,710	5%
17015 - Oral Health (41195.4240.17015) Total	2,496,986	97,325	0	2,399,661	4%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	1,449,686	-142,374	45,172,746	3%
17395 - PCS - Emergency Services (41195.4240.17395) Total	0	0	0	0	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	145,732	259,847	9,433,254	4%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	40,986	0	735,345	5%
18485 - Radiology (41195.4240.18485) Total	845,217	42,180	1,000	802,036	5%
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	0	49,319	0	-49,319	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	18,994	0	403,742	4%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	651,101	0	16,606,917	4%
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	1,151	59,334	211,202	22%
Grand Total	106,203,386	3,491,505	251,371	102,460,509	4%

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO)	Funds Availabl	% Expend
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	40,825	0	1,000,990	4%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	35,013	0	696,718	5%
17015 - Oral Health (41197.4241.17015) Total	309,492	16,471	0	293,021	5%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	154,725	0	3,474,777	4%
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	158,896	0	3,812,208	4%
Grand Total	9,683,643	405,929	0	9,277,714	4%



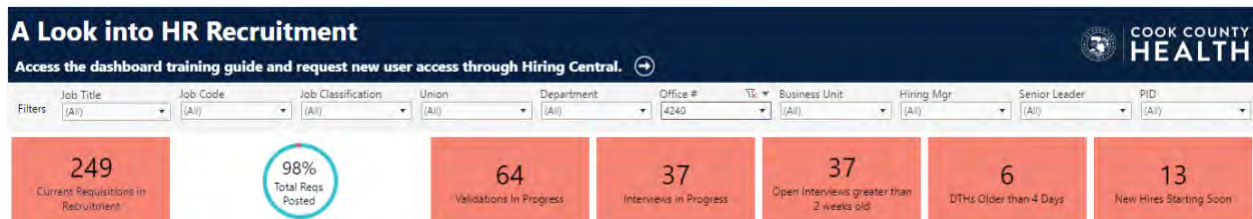
COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

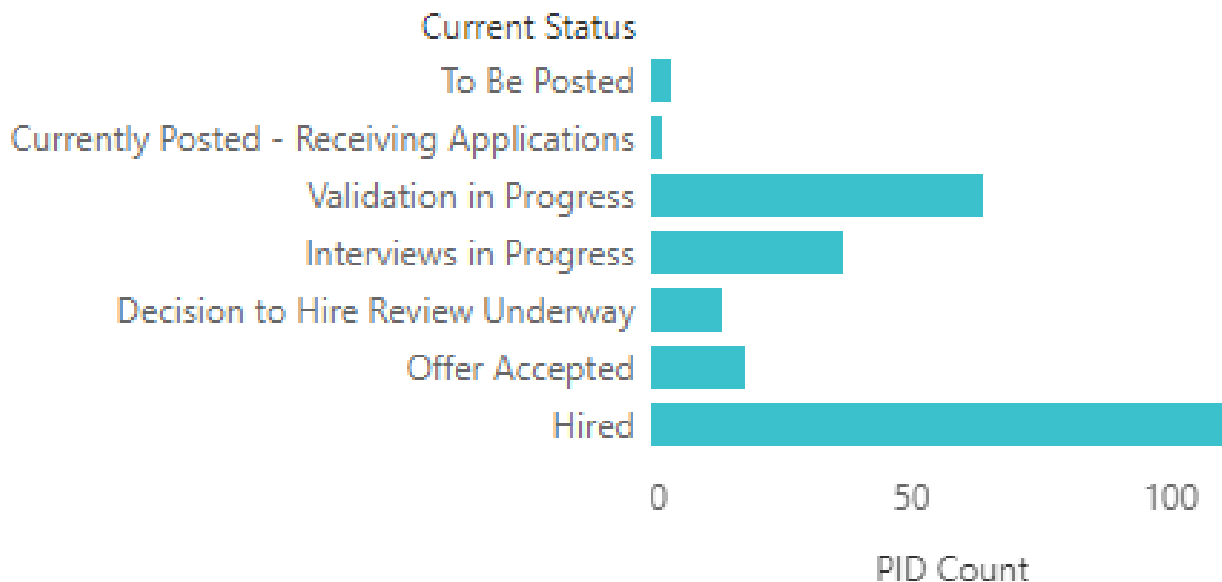
CERMAK HEALTH SERVICES

Staffing

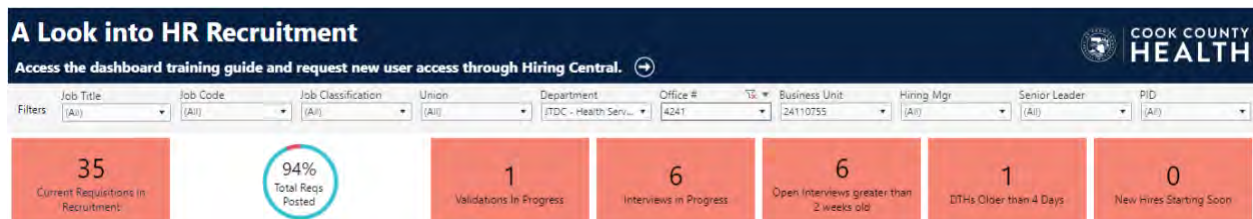
CERMAK STAFFING / VACANCY and HR ACTIVITY STATUS



What Stage are my Current Requisitions?



JTDC



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Procurement --

The following contracts for \$500K or more and are set to expire in the next 9 months.

Number	Supplier	Description	Expires On
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	7/31/2023
77000107994	MAXIM HEALTHCARE SERVICES INC	H22-25-052_ Services_Locum Tenens and AP Staffing	8/14/2023
77000102155	BLACKHAWK MEDICAL TRANSPORTATION SERVICES	H21-25-114 - SERVICE, AMBULANCE SERVICES WITH ADVANCED AND BASIC LIFE SUPPORT SERVICES	8/31/2023
77000064455	ODP BUSINESS SOLUTIONS LLC	H19-25-077 - Supplies and Services, Office Supplies	11/21/2023
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	11/30/2023
H18-25-114	KORE SAE, LLC	H18-25-114 - Service, Temporary Staffing	11/30/2023
77000081265	VAYA WORKFORCE SOLUTIONS, LLC	H20-25-024 - SERVICE, CONTRACT LABOR MANAGEMENT FOR NURSE REGISTRY	12/31/2023
77000091769	QUEST DIAGNOSTICS INC	H21-25-034_ SERVICE, REFERENCE LABORATORY TESTING	12/31/2023
77000063015	ALLIED WASTE TRANSPORTATION, INC.	H19-25-103 - Service, Waste Removal Services Throughout CCH	12/31/2023
77000054363	LINCOLN PARK DIALYSIS SERVICES INC	H19-25-046 - SERVICES, LINCOLN PARK DIALYSIS SERVICES INC DBA DAVITA INC	2/29/2024
77000075883	STERICYCLE, INC	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	3/31/2024
H16-72-052	LINDE GAS & EQUIPMENT DIV LINDE N	H16-72-052 - Service, Certification, Maintenance, and Repair of Medical Gas Systems	3/31/2024
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	5/31/2024



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: December, 2023
Report Date: January 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Health Equity, Community Health & Integration

- CCDPH met with Harris County and Wayne County staff to discuss collaboration opportunities to reduce black maternal mortality and morbidity rates.
- CCDPH met with the 'Food Is Medicine' working group convened by Commissioner Deer to discuss potential activities and timeline in support of this initiative.
- CCDPH collaborated with tobacco subject matter experts to draft a Letter to the Editor for the Chicago Tribune in support of federal rules prohibiting the sale of flavored tobacco.
- The Chronic Disease Prevention & Control Unit presented an update on the Good Food Purchasing Initiative to the Cook County Board of Commissioners.
- Regulatory Programs and Nursing presented a poster discussing an overview of Tuberculosis Clinical Services at the Arlington Heights Health Center open house.



Optimization, Systemization, & Performance Improvement

- The Executive Team discussed potential policy initiatives for CCDPH 2024 quarterly reports based on the Association of State and Territorial Health Officials 'Top 10 Policy Initiatives for 2024'.
- The Emergency Preparedness & Response unit is working with Integrated Solutions to implement an Incident Command System (ICS) workshop for general staff and leadership.
- CCDPH is pursuing a lease for a warehouse for vaccine distribution and personal protective equipment storage.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH



Workforce: Talent & Teams

- CCH Workforce Development, CCDPH Workforce Development team, and CCDPH Quality & Accreditation team partnered on a working session for performance management to refine CCDPH's performance management plan. Pilot cohort to be completed in Q1.



Patient Safety, Clinical Excellence & Quality

- The CCDPH Nursing and Emergency Preparedness teams attended the measles after-action review meeting to discuss strengths and opportunities for improvement to inform preparation for future command center activation events.
- The CCDPH Nursing Team completed 4 walk-in Flu and COVID vaccine clinics. 108 Flu vaccines and 153 COVID vaccines were administered.



Fiscal Resilience

- Continuing to engage in ARPA sustainability planning and encumbrance activities for 2024.

Budget to Actual

Budget to Actual File: FY24 CCH Budget to Actual January 5, 2024

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended	Actual Expenses - % Expended
4895 - DPH Total	4,185,252	114,398	26,787	141,185	4,044.067	3%	N/A

Staffing

As of December 2023, CCDPH had 80 vacant positions year to date. A total of 23 Request for Hires for the month have been submitted, 2 of which are awaiting budget approval or to be posted/reposted. The remaining positions are being actively recruited (see table below). During this month, no vacancies were filled.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

FY24 metrics Snapshot, as of December 2023

RTHs Submitted MTD YTD	Budget Approved	Posted	Postings Closed	ARP Received	Referred for Interview	Interviews Completed	e-DTH submitted	Candidate Offers	Vacancies Filled
23/80	2	10	6	5	5	2	8	1	2

Procurement

The following contracts for \$500K or more are set to expire in the next 9 months.

Contract #	Vendor or Subgrantee Name	Expires On
H22-25-221	RTI* (contract expired, new solicitation is required)	12/31/23
H22-25-078	CIMPAR** (not renewed after 12/31/2023)	12/31/23
H21-25-093	Integrated Solutions (contract expired, new solicitation is required)	12/31/23
H21-25-129	AgeOptions	5/31/24
H22-25-154	Flowers Communications Group	5/31/24
H21-25-138	Housing Helpers / Proviso Partners for Health	5/31/24
H21-25-140	Illinois Board of Trustees / UIC School of Public Health	5/31/24
H21-25-139	Raise the Floor Alliance	5/31/24
H21-25-182	United Way of Metropolitan Chicago	5/31/24

*There is a correction to the contract number for RTI. It is H22-25-221; H22-25-013 was written in reports prior to May 2023. Amendment 2 that increased funds and extended the contract to 12/31/23 was executed in May 2023.

** Expiration date is pending amendment getting executed. Current execution is 11/30/23.

*** 5 new hires started in December 2023

**** Month to date (MTD) - Year to date (YTD)



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer

Reporting Period: December, 2023

Report Date: January 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

FoodCare

In alignment with Cook County's goals to improve health equity, to address health related social needs, and the *Food Is Medicine* resolution, CountyCare provides:

- **Emergency home delivered meals.** In January 2023, CountyCare relaunched its Emergency Home Delivered Meals program which provides any member with 14 meals when referred by their care coordinator.
- **Rewards, education, and support.** In April 2023, CountyCare rolled out the second phase of its FoodCare program allowing all members to receive \$25 towards food, have access to a registered dietician, receive support to apply for the Supplemental Nutrition Assistance Program (SNAP), and have food delivered to their home.
- **Medically tailored meals.** In the third phase of the FoodCare initiative that went live in June 2023, members with specific conditions are eligible for medically tailored meals that meet their needs.

As of December 2023, **27,468 members were enrolled in CountyCare's FoodCare program and 629 members were enrolled in medically tailored meals.** In the month of December, over 8,400 appointments were completed with a registered dietitian and 55 members received emergency meals.



Health Equity, Community Health, & Integration

CountyCare Access: Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS)

On January 1, CountyCare successfully welcomed over 9,000 members of the Health Benefits for Immigrant Adults (HBIA) and Health Benefits for Immigrant Seniors (HBIS) programs into a new program called *CountyCare Access*. The state of Illinois' Health Benefits for Immigrant Adults (HBIA) and Health Benefits for Immigrant Seniors (HBIS)



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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

programs provide Medicaid-like coverage for people who are 42 years old or older, meet income guidelines, and are not eligible for traditional Medicaid due to immigration status. There are over 60,000 program members state-wide and over 40,000 in Cook County.

- **Members in both programs residing in Cook County are being auto-assigned by the Illinois Department of Health & Family Services (HFS) into CountyCare, representing approximately 40,000 members that will transition into the plan between January and April 2024.** New enrollments into HBIA and HBIS are currently on hold in Illinois.
- During this implementation, CountyCare assembled a monthly Community Stakeholder Workgroup to understand 1) the community's experiences as part of the Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS) program, 2) how to best connect and communicate with the HBIA/HBIS population, and 3) opportunities to address health equity. This Community Stakeholder Workgroup developed member-facing materials and discussed critical policies with a focus on health equity and language access.
- CountyCare and Cook County Health made the decision to fully waive cost-sharing for CountyCare Access members.



Member Experience

Brand awareness and marketing in 2023

In 2023, Cook County Health and CountyCare made an investment in marketing to ensure that current and potential members are aware of available benefits and rewards, and information regarding redetermination.

- CountyCare held two major campaigns in 2023, including "There's A Plan for That" and "Bring on the Benefits."
- **During 2023, marketing for CountyCare generated a total of 625.4 million impressions.**
- Out-of-home assets from the "There's A Plan for That" campaign ran until



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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

the end of April 2023, generating 226.2 million impressions. The digital campaign, including organic and paid social, generated a total of 36.6 million impressions, 241,400 clicks, and 15,370 thousand calls to the call center.

- **From the official launch of “Bring on the Benefits” on October 1, 2023 through December 31, 2023, the campaign has generated 500 million impressions.**
- In 2023, CountyCare earned four awards for exceptional work on the “CountyCare is There” (2022 campaign) and “There’s A Plan for That,” including two Aster Awards, a Healthcare Advertising Award, and a Healthcare Digital Marketing Award. The recognition heightened the visibility of the CountyCare brand and distinguished it from competitors.



Growth Innovation & Transformation

Redetermination strategy

In December, CountyCare continued to execute a comprehensive member education and outreach strategy to support members with redetermination, including a communications campaign through mail, text, phone, email, the CountyCare website, social media, and community events.

- **CountyCare has consistently shown a higher than expected retention rate of 85% month over month.**
- As of November, CountyCare had mailed over 809,000 reminder postcards, sent over 250,000 text messages, received over 61,000 calls to the Redetermination Hotline Call Center, and had over 7.5 million total digital impressions on the CountyCare website and social media.
- **As of November, CountyCare had hosted over 120 redetermination events with an attendance of over 3,600 individuals.**
- **As part of its FoodCare program (described above), during these events, CountyCare distributed over 1,900 food boxes.**



Optimization, Systemization & Performance Improvement

Provider network management improvement

At the start of 2023, CountyCare decided to develop an internal team of Provider Relations Representatives that would support provider engagement, remediation of



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

payment issues, and strategic partnerships for health care quality improvement. CountyCare now has a team of full time Provider Relations Representatives that support the CountyCare provider network. In 2024, CountyCare will continue its focus on improvements to its provider network management department:

- In November, CountyCare launched an initiative to make improvements to provider contract management processes, provider data management quality, and the CountyCare provider directory.
- This key initiative will improve members' experience by ensuring they have better information regarding CountyCare in-network providers. It will also strengthen CountyCare's relationships with its provider network as improved provider data will lead more successful claims adjudication and processing.



Fiscal Resilience

Medical cost action plans

As of December 2023, CountyCare implemented several key cost savings initiatives, or Medical Cost Action Plans, that will continue to generate savings in 2024. Under its Medical Cost Action Plan structure, **CountyCare executed projects that will save Cook County Health over \$40 million each year.** The most critical initiatives included:

- Implementation of a new pharmacy benefits manager, with an estimated annual savings of \$25M.
- A value-based program for members with Chronic Kidney Disease, with annual savings of approximately \$4.9M.
- An increase in investment earnings by \$17M.

In 2024, CountyCare plans to focus on value-based contracting and risk adjustment strategies to continue to improve quality care and reduce unnecessary healthcare costs.



Workforce: Talent & Teams

Staff Townhall and holiday celebration

In December, the Health Plan Services' Staff Engagement Committee hosted a holiday breakfast with games and prizes at the Cook County Health professional building. Following the breakfast, CountyCare held an All Staff Virtual Townhall to thank the team,



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

provide an overview of the health plan's 2023 successes, and solicit feedback on key initiatives planned in 2024.

Budget to Actual Through December 2023

CountyCare's December membership of almost 427,000 members was higher than the monthly average budgeted projection of 391,000. The net impact of revenue and expenses remains balanced and within budget.

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended	Actual Expenses - % Expended
4896 - Health Plan Services							
CONTRACTUAL SERVICE Total	2,592,994,050	150,575,003	159,109,343	309,684,346	2,283,309,704	12%	6%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%	72%
PERSONAL SERVICES Total	46,126,643	434,393	-	434,393	45,692,249	1%	1%
4896 - Health Plan Services Total	2,524,770,165	151,014,969	159,109,343	310,124,311	2,214,645,853	12%	6%
Grand Total	2,524,770,165	151,014,969	159,109,343	310,124,311	2,214,645,853	12%	6%

Staffing

CountyCare continues to hire fiscal year 2023 (FY23) approved positions. **Out of the 300 positions in recruitment since the beginning of FY23, 98% of requisitions have been posted, 238 have been hired (79%), and 9 new hires to are on track to start in the coming weeks.** CountyCare is continuing to prioritize staff recruitment to ensure the continued success of the plan.



Procurement

The following contracts for \$500,000 or more and are set to expire in the next 9 months.

Service	Vendor	Description	Type of contract	Contract end date
Non-emergency medical transportation	Transdev (formerly First Transit)	Provides Medicaid-covered non-emergency medical transportation.	Extension	08/31/2024



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, MD, Chief Hospital Executive Provident

Reporting Period: December, 2023

Report Date: January 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates

Patient Safety, Clinical Excellence & Quality



- Provident Hospital had its triannual Joint Commission accreditation survey on December 5-8, 2023 and retained the accreditation. There were only sixteen findings, none of which were conditional level findings
- On December 8, 2023, the Sengstacke Primary Care Clinic had its Joint Commission survey for the Primary Care Medical Home certification. It retained the accreditation with no findings.



Health Equity, Community Health & Integration

- In 2023, 2,912 screening mammograms were performed at Provident. This was a 10% increase above the 2022 volume.

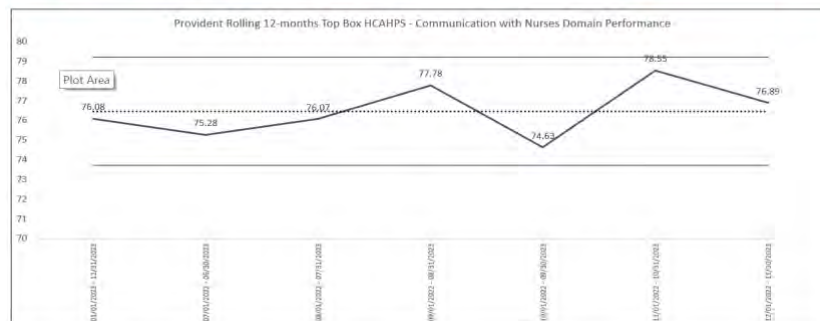


Patient Experience

- The Communication with Nursing Domain exceeded the stretch goal of 77.0

HCAHPS Measures

Rolling 12-months HCAHPS Top Box Score for Communication with Nursing Domain



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS



Growth Innovation & Transformation

- Plans to bring bariatric surgery to Provident are progressing. The surgery team met with the OR nursing leadership to discuss equipment and surgical trays. Dr. Kristine Makiewicz met with the Provident Dietary Department to review post-op diets.
- The projects that were paused for the Joint Commission survey have resumed. These include the installation of the nurse call system and the development of the observation unit.



Optimization, Systemization & Performance Improvement

- The value stream analysis examining surgery operations at Provident is underway. The analysis will include surgery operations, patient flow, and all surgery services; however, it will focus on GI services first.



Workforce: Talent & Teams

- The Provident CNO and the Chief Behavioral Health Officer interviewed APNs for the Crisis Treatment and Stabilization Center that is scheduled to open later in 2024.
- Provident welcomed an interim Associate Chief Hospital Executive.
- The Provident mammography technologist won the Good Catch Award for December 2023.



COOK COUNTY
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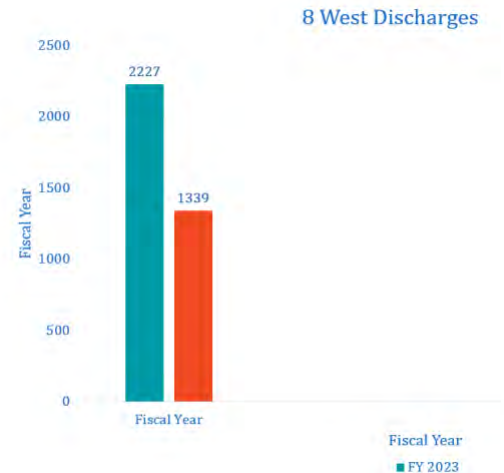
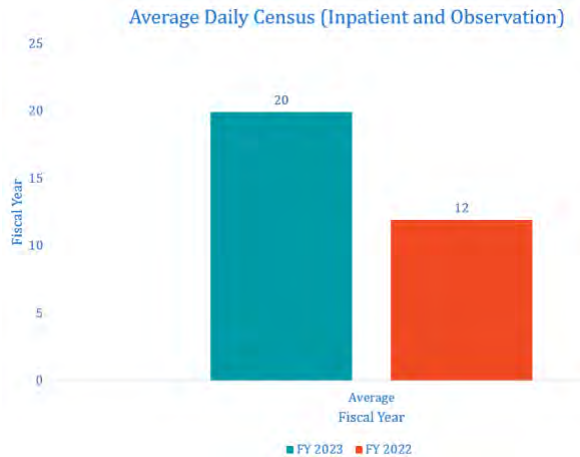
DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS



Fiscal Resilience

- 8 West Average Daily Census



Budget to Actual

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Personnel	20,252,670	1,690,341	-	1,690,341	18,562,329	8.35%
Non- Personnel	19,669,531	(10,862)	683,790	672,927	18,996,603	3.42%
4891 - Provident Hospital of Cook County Total	39,922,201	1,679,479	683,790	2,363,269	37,558,932	5.92%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Staffing



Procurement

- The following contracts for \$500K or more and are set to expire in the next 9 months.

Contract #	Vendor Name	Expires
H22-25-090	Dialysis Care Center Management, LLC	05/22/2024
H22-25-166	Daniel & Yeager, LLC	12/30/2023
H22-25-187	ADT Commercial, LLC	Ext in progress
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: December, 2023
Report Date: January 19, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- In collaboration with the Interventional Radiology, Laboratory and Medical Staff, the chain of custody workflow was redesigned. The revised workflow incorporates a collaborative team approach to help close potential gaps in the process and communication.
- The Physical Therapy Manager is developing a staff training program for clinicians on vestibular rehabilitation techniques.
- The lab completed the self-inspection report required by The College of American Pathologists (CAP) for Stroger Laboratory which is required to maintain accreditation.
- In December, the Emergency Department continued CPI training for all staff.
- The fall rate for Med/Surg was 1.09 for December, better than state and national benchmark.



Health Equity, Community Health & Integration

- Patient integration from the Rehabilitation Department into the High-Risk clinic is nearly complete. They have finalized building scheduling and initiated training of high-risk clinic staff on rehab services procedures.
- Stroger hosted a Blood Drive at Stroger that was held on December 5, 2023. Blood collected from 28 donors which results in up to 81 patients who could receive a lifesaving product. Plans are underway to host several blood drives in 2024.
- The Emergency Department established weekly Department of Correction's meetings with Cermak Administration to better care for this population.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Patient Experience

- In rehabilitation services, shoulder education classes resumed this month to improve access to care for chronic shoulder pain patients.



Growth Innovation & Transformation

- In Radiology, the location for the CT scanner was identified for Arlington Heights' Urgent Care. Request for information (RFI) specifications were submitted to procurement on Dec. 1, 2023.
- In Radiology, Interventional Room replacement. RFI specifications were submitted to procurement on Dec. 1, 2023.
- Plans are underway to reopen Outpatient Pediatric Speech Therapy in 2024.
- Planning has begun in the Laboratory to upgrade Hematology CBC analyzers. Upgraded equipment will allow the lab to provide a new marker, monocyte distribution width which can help detect sepsis in ED (Emergency Department) patients.
- The Neuroscience Intensive Care Unit opened on Dec. 4, 2023. They are treating patients with serious neurological/neurosurgical conditions.



Optimization, Systemization & Performance Improvement

- Interventional Radiology workflow redesign is currently in process. Scheduling and redefining staff responsibilities are a part of this redesign.
- Improved resources for Video Telehealth (VTH) program provided to rehab staff to improve utilization of telehealth which leads to improved access to care for patients.
- Partnering with Med/Surg RN Leaders and physicians to discuss phlebotomy taking over routine venous blood gas draws.
- The Laboratory is partnering with physician leaders to discuss how to improve phlebotomy morning draws on the 8th floor.
- The Emergency Department is reinforcing a new hand-off report with Telemetry/Med-Surg Department.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Workforce: Talent & Teams

- Radiology vacancies are challenging, resulting in a continuous need for agency support staff. The compensation division has completed a Market Assessment, and the results indicate there is a need for a salary increase.
- Radiology Ultrasound Supervisor, MRI Supervisor and Nuclear Medicine Supervisor continue to be hard to fill positions.
- The Rehabilitation Department is pursuing additional agency staff for pediatric Occupational Therapy and Inpatient Acute Care based on increased demand for services.
- The Laboratory continues to work with Human Resources to improve employee experience and create highly engaged teams in the department. A fourth round of mandatory workgroups with inpatient phlebotomy team members were completed.
- There is continued collaboration with Human Resources on comprehensive review of Lab positions, job descriptions, market evaluations and Implementation of CBA Language regarding upgrading qualified individuals to the Medical Laboratory Scientist (MLS) title.
- The Laboratory celebrated the retirements of several long-term employees from Chemistry, Phlebotomy, and Immunology.
- Stroger has onboarded a substantial number of nurses; 14 new critical care RN's, 5 new RNs (Registered Nurse) in Maternal Child Health and one RN coordinator in Patient Flow.



Fiscal Resilience

- The Rehabilitation Department has been meeting with Business Intelligence on building reports for billed CPT (Current Procedural Terminology) units.
- Laboratory leaders have met with Revenue Cycle to discuss non-compliance with billing and CPT Codes for the liver profile test that was identified during an internal audit. Changes have been proposed, and HIS (Health Information Systems) will help modify the Cerner orders.



COOK COUNTY
HEALTH

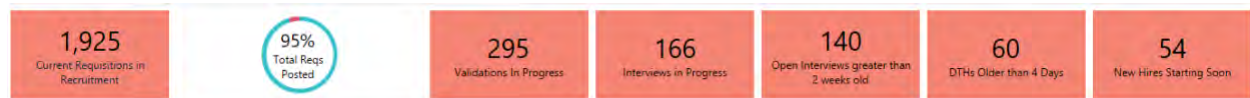
DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Stroger Budget

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County	1,095,487,228	60,855,377	16,059,875	76,915,252	1,018,571,975	7.02%

Stroger Hiring Dashboard



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Lead Executive: Craig Williams, Chief Administrative Officer, Operations and Development
Reporting Period: January, 2024
Report Date: February 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The population health/value-based team convened a work group including clinicians, quality leaders, managed care leaders, and IT experts to tabulate the top pay for performance (P4P) metrics across our top 5 Managed Care Organizations (by member volume). After the work group completes their work by end of February, ACHN sites will begin to integrate outreach efforts and clinical pathways to support the interventions needed to meet those identified P4P targets.
- Most ACHN clinics had a Mock Primary Care Medical Home (PCMH) Survey early January. The report is currently being finalized.



Health Equity, Community Health & Integration

- The Core Center and CCH leadership are working on transition plans for Hektoen grants and staffing. Biweekly meetings are held with funders to assure continuity of care is prioritized.
- CORE/Cook County HIV Integrated Programs (CCHIP) expanded culturally competent medical services to the Austin clinic through a Wednesday ambulatory clinic session. This bilingual clinic is staffed by the CCHIP Medical Providers and Ryan White multidisciplinary care team providing wraparound services: mental health, case management, psychosocial support, and peer navigation. Many of the patients linked were referred from the Belmont Cragin New Arrival Clinic.
- This month 231 individuals in the community received a rapid test through targeted HIV screening.
- Through the community vaccine program, ACHN continues to provide COVID-19 vaccination to the community and patients. This month, there was a total of 2,152 patients vaccinated. In addition, the CORE Center location is offering the Mpox testing, vaccination, and treatment to patients and the community and a total of 2 patients were vaccinated for Monkeypox. The ACHN clinics also continue to provide available testing to employees, patients, and the community at both Stroger and



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Provident hospitals. This month, there were also 218 tests completed at the Stroger tent and 41 at the Provident tent. The tents are expected to close March 1, 2024.

- Three of the Primary Care sites have exceeded their year-end Press Ganey Likelihood to Recommend thanks to the remapping of the clinics. There was a project late last year to update the district codes so that revenue could be mapped to the correct locations. When this was done, it impacted the Press Ganey reports causing a lower number of surveys to be reported. We had to remap the new locations to the Press Ganey reports. The effective date for the changes to take place was February 1st. This correction should provide higher response rates in the coming months.
- To support patient access to care, the Patient Support Center answered more than 58,000 patient calls with an average answer speed of under 71 seconds. There were over 4,200 Nurse Triage calls answered this month, which was a 20% increase from last month.
- This month, the HealthviewX referral platform resulted in 349 active users and over 3,900 referral orders placed by CCH partners. Currently ophthalmology is the most requested specialty and ultrasound is the most requested diagnostic. The second phase of the roll-out to automate appointment status updates and results is currently still underway.
- The Cancer Center Service Line developed and implemented a new oncology palliative psychiatry template. In addition, they onboarded a dedicated phlebotomist to reduce laboratory wait times and improve clinic throughput and workflow.
- This month, the New Arrival Health Center's weekly capacity increased from 480 patients/week to 780 patients/week.
- Seven Mobile Care Teams were assembled and deployed between 9 City Shelters throughout the month of January providing care to approximately 3,000 patients. Patients were assessed for immediate needs and scheduled for follow-up appointments with our New Arrival Health Center. Patients were also offered virtual visits with providers for any needs that were appropriate, and others were sent for in-person evaluations in the emergency department.
- The Mobile Care Team also provided follow-up appointments for our established patients and were able to deliver pending lab results from past visits. The Mobile Care teams include 2 residential aids and 2 registered nurses who worked daily with the shelter staff and residents to offer services and ensure they received transportation to take them to their visits.
- We continue to decrease the backlog of residents in city shelters that have not been seen by CCH. In January we went down from 7500 to 4900, this number includes daily influx of new arrivals in the shelters.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

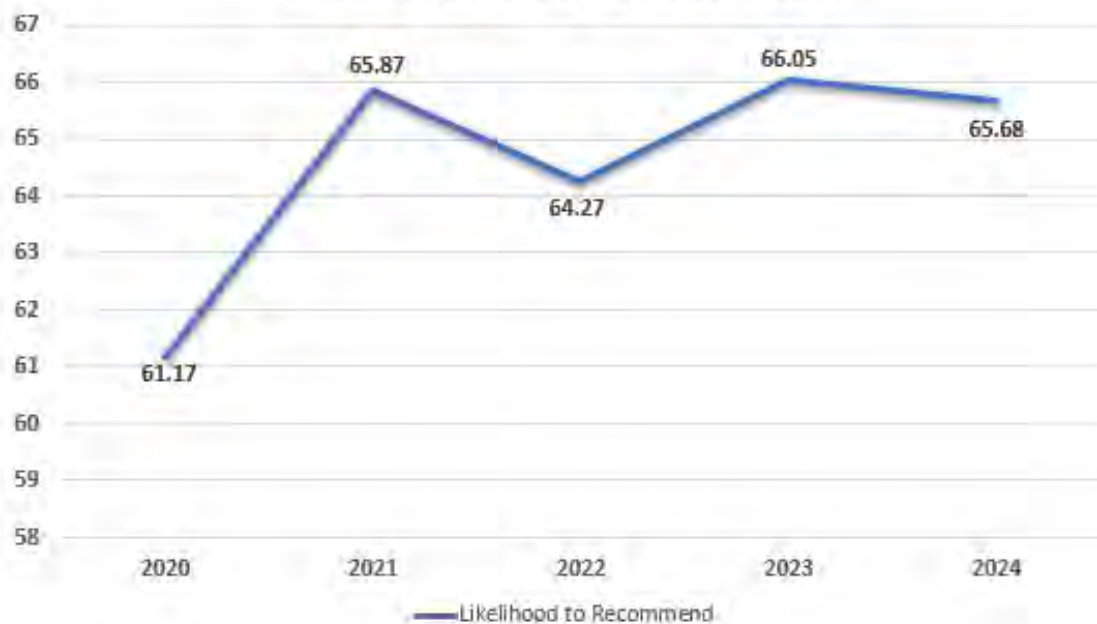
AMBULATORY SERVICES



Patient Experience & Employee Engagement

- ACHN's patient experience score year-to-date shows a slight decline by 0.37% as our overall "Likelihood to Recommend" score is 65.68%. However, this month we saw a 0.52% increase from the previous month bringing us closer toward our end-of-year goal.

ACHN Patient Experience Score



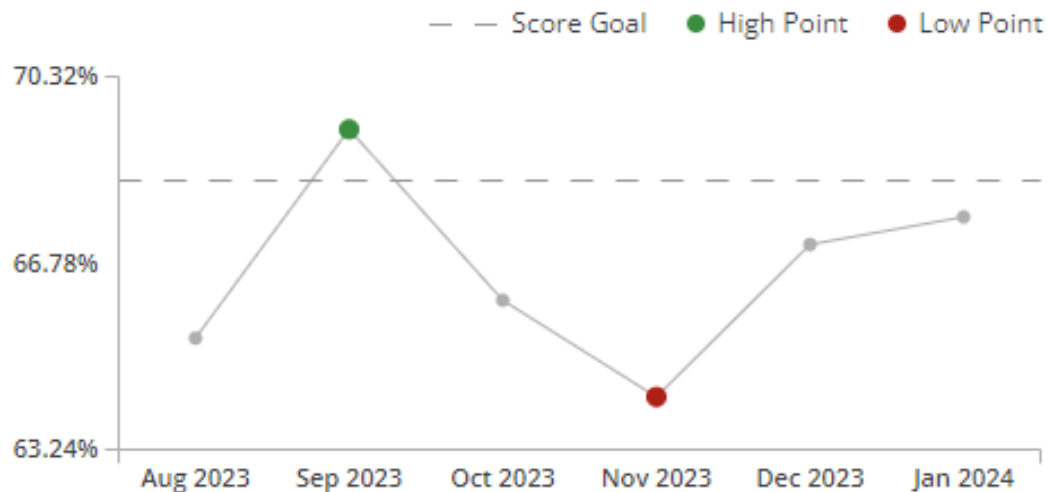
- With the implementation of the new Patient Experience Goal Tracker Posters, Our ACHN clinics hope to continue this upward trend by making sure everyone is trained in C-I-CARE, patient experience data literacy, and the compassionate journey.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



- Our top five sites that are leading this month's scores are:
 - Provident Behavioral Health
 - Robbins Health Center
 - Stroger Pediatric Specialties
 - Blue Island Primary Care
 - Endocrinology/Diabetes Clinic



Growth Innovation & Transformation

- On January 8, 2024, hours of operation were expanded at the New Arrival Health Center located at Belmont Cragin 2nd floor to the following: Monday through Friday: 9am – 9 pm and Saturday 9 am – 5 pm.
- Planning for the implementation of the UniteUs Platform was initiated with a go live date of March 19, 2024. UniteUs is a coordinated care network of health and social care providers. Partners in the network are connected through a shared technology platform, UniteUs, which enables them to send and receive electronic referrals, address people's social care needs, and improve health across communities.
- Express Care is now available via the mobile app and the patient portal. The team is now meeting to discuss how to incorporate Registered Nurses (RNs) into the workflow to help triage patients before



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

they speak with a provider. The future state will include expanded hours and increased outward marketing to drive patient volume.

- CORE received approval from the Project Review Board to establish an Anal Dysplasia Clinic. This new service would offer access to screenings for anal cancer among high-risk patients. Plans for implementation and funding with key stakeholders will be discussed during future meetings.



Optimization, Systemization & Performance Improvement

- The immediate care project team continues to meet to discuss the implementation of services at the Arlington Heights location. Current discussions are underway regarding space within this facility.
- CORE Nurses and Medical Assistants were trained on the Cepheid Point of Care Testing Unit for in-house screening of Covid-19, RSV, and Influenza A & B.
- The CORE Cabenuva program's injectable anti-retroviral for HIV treatment has increased to 339 patients who initiated treatment. Furthermore, the Aprelude Injectable PrEP program for HIV prevention, has increased to 77 active patients.
- The Neurosciences ICU went well this month and census is high. In addition, the Neurology clinic at Sengstacke continues to exceed budgeted volumes and is growing.



Workforce: Talent & Teams

- ACHN has a total of 428 requests to hire in recruitment (3 currently posted; 35 to be posted; 68 validations in progress; 55 interviews in progress; 14 decision-to-hire packets; 13 offers accepted). The remaining are the number of people hired since the dashboard went live.



Fiscal Resilience

- Primary Care: ACHN is below budgeted volumes for January by 621 visits and 7.4% below budget year-to-date totaling 32,426 visits in FY2024.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

- Specialty Care: ACHN is below budgeted volumes for January by 39 visits and 3% below budgeted volumes year-to-date totaling 50,208 visits in FY2024.
- As of the end of January 2024, ACHN is on track overall on expenses, having expended 14% of the budget.

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4893 - Ambulatory & Community Health Network of Cook						
Grand Total	102,652,013	10,583,222	4,267,283	14,850,506	87,801,507	14

- We have three non-personnel contracts for \$500k or more. One contract is expired with amendments in process and no gaps in service.

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H17-25-064	Medspeed	\$ 2,674,854.30	11/30/2023	Lab is taking the lead on the amendment. No gaps in service.
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	RFP will go out for new HVAC contract.
H20-25-033	The Chicago Lighthouse	\$ 4,480,000.00	2/28/2024	Patient Support Services is spearheading amendment process. No gaps in service



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Lead Executive: Jesus “Manny” Estrada, Chief Operating Officer, Cermak Health Services

Reporting Period: January, 2024

Report Date: February 16, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Cermak formally received accreditation from the National Commission on Correctional Healthcare, NCHC. The next re-accreditation is scheduled for March 2026.



Health Equity, Community Health & Integration

Cermak completed an alternate staffing matrix for mental health services. The new staffing matrix will increase the number of patient programming hours while allowing for better oversight to clinical practice.

Cermak is currently recruiting for Mental Health Leadership, Chief of Psychology, Chief of Psychiatry and Director of Mental Health.



Growth Innovation & Transformation

Cermak is targeting the roll out for Phase 2 of our tele-health initiative, which entails access to telehealth in all 10 living units, in June 2024.

Cermak is in the process of finalizing realigned service line dashboards and KPIs. These tools are used by the respective service lines to measure daily activities and outcomes. Once finalized, the metrics will be reported to System Quality Assurance.

Cermak is currently recruiting for the Director of Quality.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Optimization, Systemization & Performance Improvement



Cermak rolled out the format/process collecting and reporting standing Environment of Care Rounding Process. Process codifies standardized and organized method rounding and analysis of administrative rounds.

Workforce: Talent & Teams



Cermak continues with hiring initiatives to support the continues patient care activity.

Fiscal Resilience



Cermak continues Medicaid enrollment for patients entering the facility. In line with potential to leverage proposed Reentry Section 1115 Waiver which will potentially allow for the generation of revenues for returning residents 90-days ahead of discharge.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Budget to Actual –

Overall, across all accounts, Cermak is on track and JTDC is lower than budgeted expectation through the end of JANUARY 2024

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expended
4240 - Cermak Health Services of Cook County					
10155 - Administration (41195.4240.10155) Total	12,449,230	606,411	5,000,914	6,841,905	45%
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	426,340	2,761	2,333,359	16%
13945 - Finance (41195.4240.13945) Total	243,273	36,574	-	206,699	15%
14915 - Human Resources (41195.4240.14915) Total	263,532	25,111	-	238,422	10%
15050 - Information Technology (41195.4240.15050) Total	231,171	33,752	-	197,419	15%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	74,190	-	567,460	12%
15805 - Material Management (41195.4240.15805) Total	462,003	48,558	5,929	407,515	12%
15895 - Medical Administration (41195.4240.15895) Total	10,760,199	1,194,576	60,263	9,505,359	12%
17015 - Oral Health (41195.4240.17015) Total	2,496,986	267,791	-	2,229,195	11%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	4,143,435	(142,374)	42,478,997	9%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	0	-	(0)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	420,148	251,054	9,167,632	7%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	115,091	-	661,240	15%
18485 - Radiology (41195.4240.18485) Total	845,217	124,979	-	720,238	15%
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	87,684	-	(87,684)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	53,646	-	369,090	13%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	1,879,294	-	15,378,724	11%
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	20,179	82,206	169,303	38%
Grand Total	\$106,203,385.62	\$ 9,557,759.73	\$ 5,260,753.48	\$ 91,384,872.41	14%

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expended
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	60,060	-	981,755	6%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	95,891	-	635,840	13%
17015 - Oral Health (41197.4241.17015) Total	309,492	46,005	-	263,486	15%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	430,753	623	3,198,126	12%
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	442,309	-	3,528,795	11%
Grand Total	\$ 9,683,642.94	\$ 1,075,017.49	\$ 623.06	\$ 8,608,002.39	11%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Staffing

CERMAK STAFFING / VACANCY and HR ACTIVITY STATUS



COOK COUNTY
HEALTH

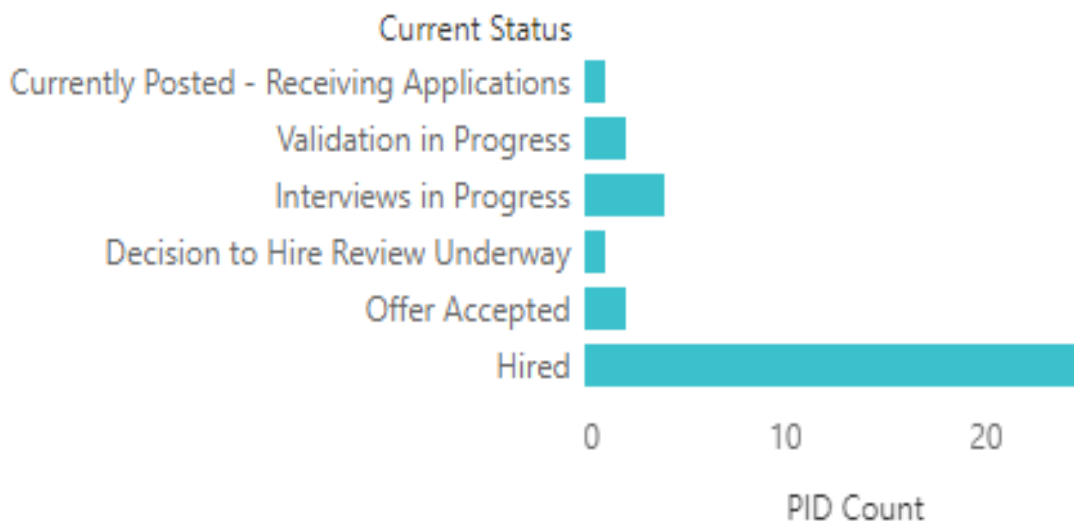
DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

JTDC STAFFING / VACANCY and HR ACTIVITY STATUS



What Stage are my Current Requisitions?



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Procurement --

The following contracts for \$500K or more and are set to expire in the next 9 months.

Number	Supplier	Description	Expires On
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	7/31/2023
77000064455	ODP BUSINESS SOLUTIONS LLC	H19-25-077 - Supplies and Services, Office Supplies	11/21/2023
77000102155	BLACKHAWK MEDICAL TRANSPORTATION, INC, DBA ATI	H21-25-114 - SERVICE, AMBULANCE SERVICES WITH ADVANCED AND BASIC LIFE SUPPORT SERVICES	2/29/2024
77000054363	LINCOLN PARK DIALYSIS SERVICES INC	H19-25-046 - SERVICES, LINCOLN PARK DIALYSIS SERVICES INC DBA DAVITA INC	2/29/2024
H16-72-052	LINDE GAS & EQUIPMENT DIV LINDE NORTH AMERICA,	H16-72-052 - Service, Certification, Maintenance, and Repair of Medical Gas Systems	3/31/2024
77000075883	STERICYCLE INC	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	3/31/2024
H18-25-114	KORE SAE, LLC	H18-25-114 - Service, Temporary Staffing	5/31/2024
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	5/31/2024
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	5/31/2024
77000107994	MAXIM HEALTHCARE SERVICES INC	H22-25-052_ Services_Locum Tenens and AP Staffing	8/14/2024
77000133454	AB STAFFING SOLUTIONS LLC	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	9/25/2024



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: January, 2024
Report Date: February 7, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Health Equity, Community Health & Integration

- The Director of Public Health Policy participated in a meeting with Speaker Welch and the Illinois Public Health Institute to advocate for school meal funding in the FY25 budget, during which funding to support *Healthy School Meals for All* was requested. If approved, this funding would provide increased reimbursements to schools that provide free meals to all students while maximizing federal reimbursements.
- A review of resources and services provided through the opioid and substance use programs from April through November 2023 showed:
 - 537 naloxone kits distributed
 - 483 naloxone training sessions performed
 - 950 harm reduction and safe use supplies distributed
 - 605 individuals received harm reduction counseling
 - 508 clients referred to additional support services
- A review of resources and services provided through the mental health and positive youth development programs from April through November 2023 showed:
 - 7,035 people were served
 - 368 schools reached
 - 1,998 clients referred to additional support services



Optimization, Systemization, & Performance Improvement

- CCDPH is working with staff from the Department of Environment and Sustainability (DES) to draft a resolution and presentation highlighting the work of the Healthy Homes for Healthy Families program, an ARPA-funded initiative led by DES. The program provides health and energy assessments and upgrades to qualifying residential homes in suburban Cook County. CCDPH is helping with program implementation and client recruitment.
- The formal Letter of Intent (LOI) was issued to prospective landlord for the Broadview warehouse. This warehouse acquisition, if successful, will replace



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

our Oak Forest facility, which is due for demolition in the Autumn (approximately, late Q3).

- CCDPH Emergency Preparedness & Response Unit has been working with CCH legal, HR and policy to discuss volunteer recruitment and retention options for the CCDPH Medical Reserve Corps volunteers.



Workforce: Talent & Teams

- The Department of Public Health Wellness Initiative has gone live! This program empowers volunteer staff to lead daily wellness activities such as meditation and mindfulness exercises.



Patient Safety, Clinical Excellence & Quality

- CCDPH Nursing Team has completed 6 walk-in Flu and COVID vaccine clinics to date. Total vaccines administered tallies to 175 Flu vaccines and 324 COVID vaccines.



Fiscal Resilience

- Continuing to partner with CCH Finance to validate ARPA sustainability planning and encumbrance activities for 2024.

Budget to Actual

Budget to Actual File: FY24 CCH Budget to Actual January 29, 2024

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended	Actual Expenses - % Expended
4895 - DPH Total	21,992,570	1,786,781	73,721	1,860,502	20,132,068	8%	N/A



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Staffing

As of January 2024, CCDPH had 55 vacant positions to date. 22 Request for Hires (RTH) are awaiting budget approval or to be posted/reposted. The remaining positions are being actively recruited (see table below). During January, 2 positions vacancies were filled.

FY24 metrics Snapshot, as of January 2024

RTHs Submitted MTD YTD	Budget Approved	Posted	Postings Closed	ARP Received	Referred for Interview	Interviews Completed	e-DTH submitted	Candidate Offers	Vacancies Filled
22/55	2	11	6	5	5	5	1	2	1

Procurement

The following contracts for \$500K or more are set to expire in the next 9 months.

Contract #	Vendor or Subgrantee Name	Expires On
H21-25-129	AgeOptions	5/31/24
H22-25-154	Flowers Communications Group	5/31/24
H21-25-138	Housing Helpers / Proviso Partners for Health	5/31/24
H21-25-140	Illinois Board of Trustees / UIC School of Public Health	5/31/24
H21-25-139	Raise the Floor Alliance	5/31/24
H21-25-182	United Way of Metropolitan Chicago	5/31/24

**** Month to date (MTD) - Year to date (YTD)



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer

Reporting Period: January, 2024

Report Date: February 9, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Renewed focus on maternal and child health

Last June, CountyCare was awarded a National Association of Counties (NACo) Award for its Brighter Beginnings Program. [CountyCare's Brighter Beginnings program is the Health Plan's maternal and child health \(MCH\) program](#) uniquely designed to reach, educate, and support CountyCare's MCH population through connections to community resources, a vast network of MCH providers, care management services, benefits and rewards, and access to actionable information. CountyCare provides:

- [Supplemental benefits and rewards](#), like a book club, diapers, sleep safe kits, breast pumps, car seats, and Visa gift card rewards for attending prenatal and postpartum visits. In 2023, CountyCare distributed over 3,600 books, 1,300 sleep safe kits, 5,300 car seats, and 221,000 diaper coupons.
- **Medically tailored meals** for pregnant members with gestational diabetes or hypertension.
- **A dedicated care management team** focusing on MCH population.
- **Member education and support**, including information on how to find a midwife.

In 2024, CountyCare will have a renewed focus on supporting the MCH population, focusing on prenatal and post-partum care (PPC) timeliness, including:

- **Additional communications to members** regarding services that are available to them via text message.
- **Incorporation of PPC as quality measures of focus in CountyCare's value-based agreements.**
- **Launching of new Medicaid covered provider types**, including doulas, lactation consultants, and home visitors.
- **Continuous improvements to the provider network to increase access.**



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- **Collaborations with community-based workgroups** supporting the MCH population.
- **Monthly measurement of outcomes with a focus on reducing health inequities.**



Health Equity, Community Health, & Integration

CountyCare Access: Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS)

On January 1, CountyCare successfully welcomed over 9,000 members of the Health Benefits for Immigrant Adults (HBIA) and Health Benefits for Immigrant Seniors (HBIS) programs into a new program called *CountyCare Access*. CountyCare welcomed an additional 7,500 members in February. The state of Illinois' Health Benefits for Immigrant Adults (HBIA) and Health Benefits for Immigrant Seniors (HBIS) programs provide Medicaid-like coverage for people who are 42 years old or older, meet income guidelines, and are not eligible for traditional Medicaid due to immigration status. There are over 60,000 program members state-wide and over 40,000 in Cook County.

- **Members in both programs residing in Cook County are being auto assigned by the Illinois Department of Health & Family Services (HFS) into CountyCare, representing approximately 40,000 members that will transition into the plan between January and April 2024.** New enrollments into HBIA and HBIS are currently on hold in Illinois.
- During this implementation, CountyCare assembled a monthly Community Stakeholder Workgroup to understand 1) the community's experiences as part of the Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS) program, 2) how to best connect and communicate with the HBIA/HBIS population, and 3) opportunities to address health equity. This Community Stakeholder Workgroup developed member-facing materials and discussed critical policies with a focus on health equity and language access.
- CountyCare and Cook County Health made the decision to fully waive cost-sharing for CountyCare Access members.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Member Experience

Satisfaction with CountyCare

Every other month since May 2022, CountyCare conducts "Pulse Surveys," telephone interviews with 100 members with a mix of core and topical questions regarding specific issues at the time. Interviews are conducted in English or Spanish and the latest round was completed between January 12-18, 2024.

- The goals of the latest Pulse Survey were to track 1) key metrics of satisfaction, loyalty to CountyCare, and perceptions of benefits and rewards, and 2) awareness of the most recent "Bring on the Benefits" marketing campaign.
- Overall, in January, CountyCare experienced a reported increase in member satisfaction from 63% in November to 82% in January.
- 90% of members reported that they would likely continue with CountyCare and 84% stated that they would recommend CountyCare to a friend or family member.

CountyCare uses the results of these Pulse Surveys, including the qualitative responses, to develop action plans to improve members' experience.



Growth Innovation & Transformation

HealthChoice Illinois Request for Proposals

The Illinois Department of Healthcare and Family Services (HFS) will release a new a Request for Proposals (RFP) for Medicaid contracts to be awarded in the 2026 plan year.

- In 2017, the Illinois Department of Healthcare and Family Services (HFS) posted an RFP for Managed Care Organizations (MCOs) to enter into risk-based contracts.
- CountyCare was awarded a contract for period of 2018-2022, and later received a contract extension through the end of the 2025 plan year.
- CountyCare must submit a new proposal to act as Managed Care Community Network (MCCN) beyond 2025.
- **While the RFP has not yet been released, CountyCare has completed a draft in advance of the release of the RFP and has engaged a consultant partner to support the plan with finalizing the technical proposal once the RFP is released.**



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Optimization, Systemization & Performance Improvement

Care management system enhancements in alignment with NCQA requirements

System enhancements were made to CountyCare's care management system, CMIS, to tailor its functionality to National Committee on Quality Assurance (NCQA) requirements. Thanks to the Health Research Solutions Unit and CountyCare's project team, these enhancements were completed on January 12. Additionally, to ensure that these changes are fully utilized:

- **Training:** Four training sessions were conducted for care managers.
- **Ongoing chart audits:** Following finalization of updates, member records will be audited to ensure that all new functionality has been fully incorporated into team workflows.



Fiscal Resilience

Medical cost action plans

In 2023, CountyCare implemented several key cost savings initiatives, or Medical Cost Action Plans, that will continue to generate savings in 2024. Under its Medical Cost Action Plan structure, **CountyCare executed projects that will save Cook County Health over \$40 million each year.** The most critical initiatives included:

- Implementation of a new pharmacy benefits manager, with an estimated annual savings of \$25M.
- A value-based program for members with Chronic Kidney Disease, with annual savings of approximately \$4.9M.
- An increase in investment earnings by \$17M.

In 2024, CountyCare plans to focus on value-based contracting and risk adjustment strategies to continue to improve quality care and reduce unnecessary healthcare costs.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Workforce: Talent & Teams

Professional development

CountyCare has created a new policy and budget for Health Plan Services professional development. The objective of this policy is to ensure that team members have 1) the necessary skills and knowledge to perform their current jobs, and 2) opportunities to develop and grow skills and knowledge beyond their current role based on the future needs of the health plan. The professional development budget will be allocated fairly and equitably and administered using a standard procedure for all Health Plan Services employees.

Budget to Actual Through January 2024

CountyCare's January membership of almost 432,800 members was higher than the monthly average budgeted projection of 391,000. The net impact of revenue and expenses remains balanced and within budget.

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4896 - Health Plan Services						
CONTRACTUAL SERVICE Total	2,592,978,050	485,203,265	58,365,527	543,568,792	2,049,409,258	21%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,142,643	5,360,949	-	5,360,949	40,781,694	12%
4896 - Health Plan Services Total	2,524,770,165	490,569,786	58,365,527	548,935,313	1,975,834,852	22%
Grand Total	2,524,770,165	490,569,786	58,365,527	548,935,313	1,975,834,852	22%

Staffing

CountyCare continues to hire fiscal year 2023 (FY23) approved positions. **Out of the 304 positions in recruitment since the beginning of FY23, 97% of requisitions have been posted, 236 have been hired (77%), and 7 new hires to are on track to start in the coming weeks.** CountyCare is continuing to prioritize staff recruitment to ensure the continued success of the plan.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Procurement

The following contracts for \$500,000 or more and are set to expire in the next 9 months.

Service	Vendor	Description	Type of contract	Contract end date
Non-emergency medical transportation	Transdev (formerly First Transit)	Provides Medicaid-covered non-emergency medical transportation.	Extension	08/31/2024



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, MD

Reporting Period: January

Report Date: February 16, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Weekly meetings were established with the CCH Regulatory Department, and Ovation Healthcare to develop action plans address the findings during the Joint Commission survey. The plans include the data collection methods to monitor the compliance with the Joint Commission standards. Our response must be submitted to the Joint Commission by February 6, 2024.
- The additional server needed for the nurse call system installation was installed on January 19, 2024. Phase 1 resumed after the installation.



Health Equity, Community Health & Integration

- The addition of speech pathology to rehabilitative services at Provident provides access to this diagnostic service to our service community. This will allow patients with recently diagnosed strokes and other neurologic conditions receive speech therapy in their community.



Patient Experience

- At the Patient Choice Awards celebration, Sengstacke Primary Care Clinic, Sengstacke Specialty Clinic, and Sengstacke Behavioral Health Clinic received Patient Choice Awards. Dr. Chantal Tinfang, Family Medicine, and Joy Eneogwe, APN, Internal Medicine received one of the three awards given to providers.



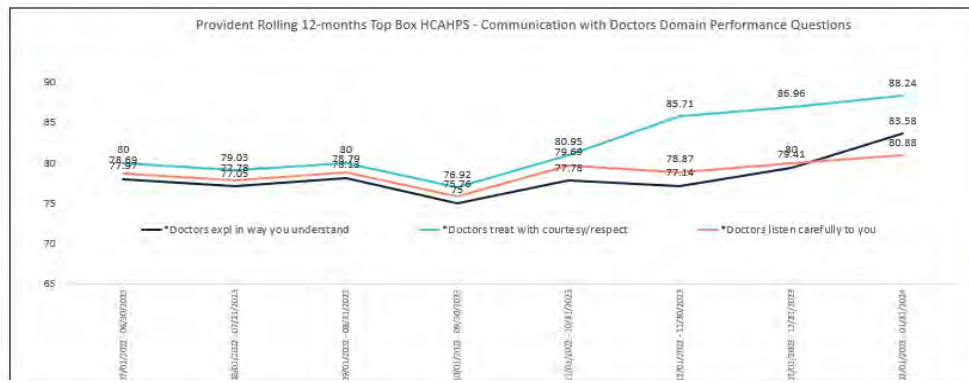
COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

HCAHPS Measures

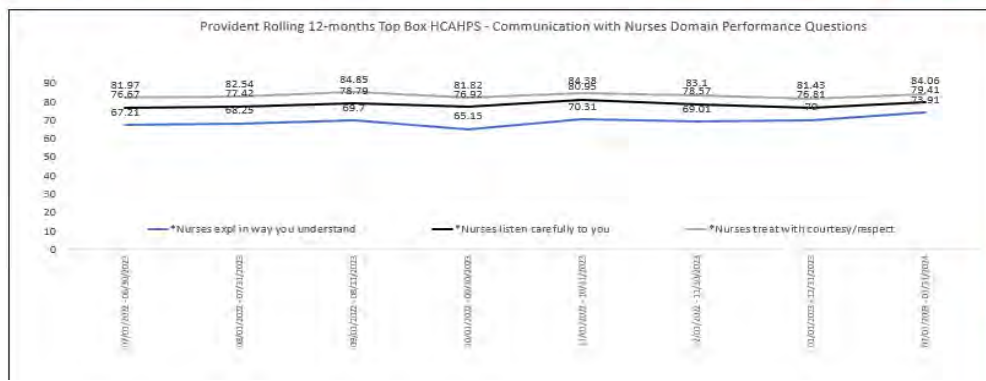
Rolling 12-months HCAHPS Top Box Score for Doctors Domain Questions



The goal is 81 percentile with a stretch goal of 85

HCAHPS Measures

Rolling 12-months HCAHPS Top Box Score for Communication with Nursing Domain Questions



The goal is the 80th percentile.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

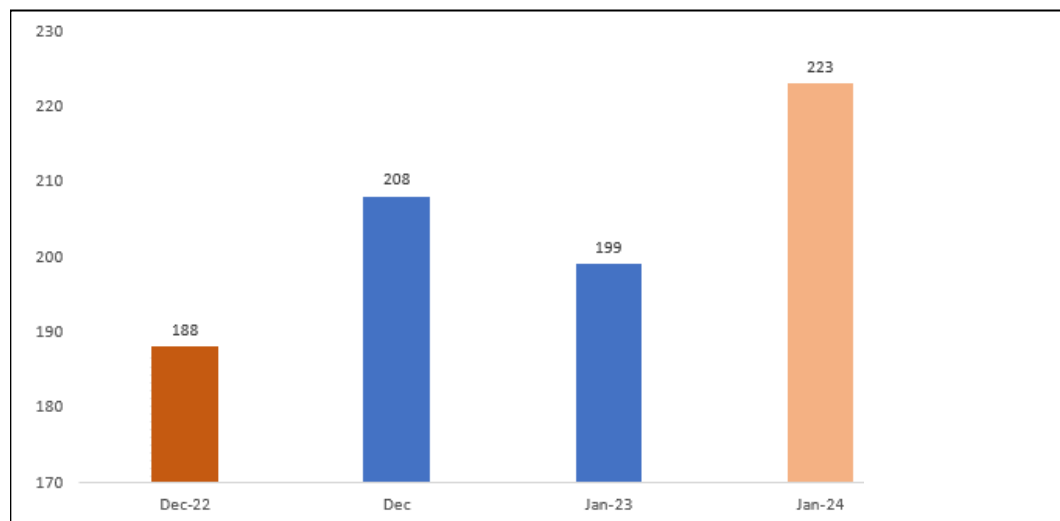
PROVIDENT OPERATIONS



Growth Innovation & Transformation

- On January 22, 2024, the first ever in the history of Provident Hospital Viedo Fluoroscopic Swallow Study was performed. The test is used to evaluate swallowing disorders that occur with neurologic conditions like a stroke.

8 West Discharges



Optimization, Systemization & Performance Improvement

- An instrument tracking system was installed at Provident.



Workforce: Talent & Teams

- Provident hired a new Emergency Department Manager and a surgical navigator.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- Offers were extended to 3 APN's for the Community Triage and Stabilization Center



Fiscal Resilience

- The Provident pharmacy had a HRSA 340B program audit on January 18-19, 2024.

Budget to Actual:

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Personnel	20,252,670	2,541,510	-	2,541,510	17,711,160	12.55%
Non- Personnel	19,669,531	383,650	1,240,810	1,624,460	18,045,070	8.26%
4891 - Provident Hospital of Cook County Total	39,922,201	2,925,160	1,240,810	4,165,971	35,756,230	10.44%

Actual spend should not exceed approximately 19.23% of the total budget thus far in the fiscal year.

Staffing:



What Stage are my Current Requisitions?



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Procurement:

- The following contracts for \$500K or more and are set to expire in the next 9 months.

Contract #	Vendor Name	Expires
H22-25-090	Dialysis Care Center Management, LLC	05/22/2024
H22-25-166	Daniel & Yeager, LLC	12/30/2023
H22-25-187	ADT Commercial, LLC	Ext In progress
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive Stroger Hospital

Reporting Period: January, 2023

Report Date: February 16, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Our blood culture vendor has been working closely with the Emergency Department, Phlebotomy and Nursing Education to assess our workflows and provide suggestions to help decrease the contamination rate. As a result, the blood culture contamination rate is now below the 3% benchmark for the first time.
- The Provident Hospital College of American Pathologist (CAP) accreditation response was approved, and full accreditation was received.
- Upgrades for the Audiology interface completed.
- Increased assigned time frame for videofluoroscopic swallowing study (VFSS) at Stroger to be 9 am to 12 pm from the original 8-10 am timeframe to allow for increased studies.
- The Passy Muir Valve (PMV) program is now live. We had three evaluations the first week, but no actual valves distributed yet as not appropriate.
- Three nurse leaders' Stroger abstracts were selected for the 16th annual Northwestern Medicine Academic Medical Center and Bronson Foundation Research Symposium.
- There were zero Hospital Acquired Pressure Injuries (HAPI) and 100% for sepsis bundle compliance in the month of January.



Health Equity, Community Health & Integration

- The laboratory helped resolve the new arrivals clinic workflow issues by creating manifests when sending out tests to Quest Laboratory. The manifest will now be printed out in the order of the specimens being scanned.
- The integration into High-Risk Clinic (HRC) complete and the first infant was seen with a new order, and was scheduled, registered, treated, and the associated documentation and billing for services completed. Continued training of HRC staff on



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

rehab services procedures underway to ensure all aware of the new process and service offered at HRC.

- Education Class sessions implemented at both Provident and Blue Island to improve access to care and address the waitlist at both locations.
- Multiple frostbite patients who are homeless and patients from shelters were seen and scheduled outpatient occupational therapy (OT) before getting discharged with collaboration from other service lines.



Patient Experience

- Multiple education classes at Harrison Square were delayed prioritizing much needed follow up appointments in its place and improve access to follow up appointments.
- Three complex custom splints were fabricated and fitted by our outpatient certified hand therapists (CHTs) to inpatients this week at short notice from Dr Lamberti. The patients had great things to say about the OT service provided and the doctor was appreciative of our efforts.



Growth Innovation & Transformation

- Stroger expanded the Emergency Department phlebotomy service hours to Monday through Friday, 7 am through 10:30 pm. Previously, the hours were Monday through Friday, 10 am through 6:00 pm.
- The outpatient pediatric OT and PT staff added an additional day of coverage due to increased demand.
- Obtained additional agency staff to address increased demands for PT services and needed follow-up appointments.
- Increasing delivery volume continues, over 100 deliveries for the first time in January in many years.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Optimization, Systemization & Performance Improvement

- Hospital Throughput Initiative – Phlebotomy AM draws to be completed by 7 am – 70% for January which is below the goal of 80%. The laboratory is currently reviewing data for improvement.
- The laboratory is working on a process improvement project to improve phlebotomy morning draws on the 8th floor. The agreed upon order changes were implemented on January 2, 2024, and will be monitored to ensure the expected service level is maintained.
- Instructed therapy staff on the process for managing patients with expired or soon to be expired prior authorization dates.



Workforce: Talent & Teams

- Welcomed a new Clinical Laboratory Assistant to replace agency staff.
- The lab continues to work with Human Resources on comprehensive review of lab positions, job descriptions, market evaluations, and implementation of Collective Bargaining Agreement (CBA) language regarding upgrading qualified individuals to the Medical Laboratory Scientist (MLS) title.
- Monthly staff meeting for all locations occurred at Harrison Square and via Microsoft Teams for off-site locations implemented on 2/14/24.



Fiscal Resilience

- Meeting with Business Intelligence (BI) on building reports for billed Current Procedural Terminology (CPT) units still in progress.
- New report developed with BI to identify rehab active Financial Identification Number (FIN) numbers that need to be discharged due to inactivity over 45 days.
- A focused effort is underway to review agency time reporting to ensure accuracy.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Budget

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,095,478,228	94,614,552	54,764,755	149,379,307	946,098,921	14%

Human Resources

1,973 Current Requisitions in Recruitment	95% Total Reqs Posted	353 Validations in Progress	158 Interviews in Progress	156 Open Interviews greater than 2 weeks old	62 DTHs Older than 4 Days	41 New Hires Starting Soon
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COOK COUNTY
HEALTH

Media Dashboard



Insights and Activity Report

January 15 – February 18, 2024



COOK COUNTY
HEALTH

Monthly Media Report

January 15 – February 18, 2024



COOK COUNTY
HEALTH

Earned Media Dashboard: January 15 – February 18, 2024



Total Media Placements

82



Total Reach

668.8 Million



Total Media Value

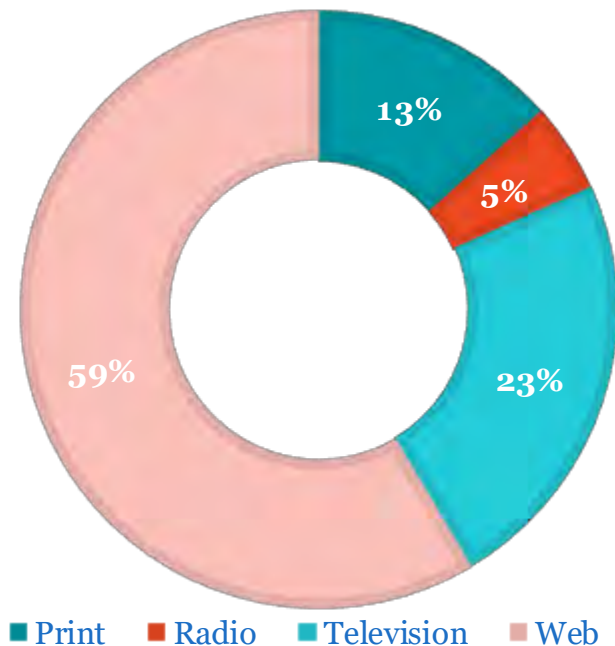
\$6.2 Million

Top 5 Local Media Outlets

1. *CBS Chicago*
2. *Chicago Tribune*
3. *WGN*
4. *ABC 7 Chicago*
5. *Chicago Defender*

Media Dashboard: January 15 – February 18, 2024

Media Outlet Type



Most Common Topics

1. New Arrivals healthcare
2. Provident Hospital History
3. COVID
4. Behavioral Health Summit

Top Headlines



Doctors Say We're Not in the Clear from COVID



Copays take effect for Illinois immigrant health programs as cost estimates decline



Chicago area hospitals maintain mask mandates amid spread of respiratory illnesses



36 hospitals and health systems with great diabetes and endocrinology programs | 2023



Covid-19 and flu cases surge locally, RSV on the decline



Crain's Chicago Business 2024 Who's Who



Health experts concerned that falling measles vaccination rates in Illinois and Chicago area schools may be putting students at risk

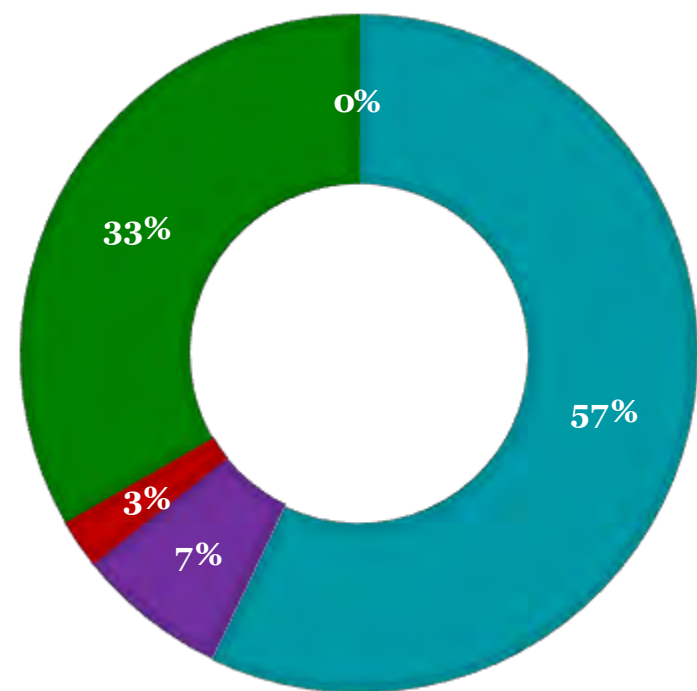


Cook County Leaders Gather to Discuss Behavioral Health Strategies



Media Benchmarking (Major Chicago Outlets)

Share of Media Voice (by Reach)



■ Cook County Health
■ U of Chicago
■ UIC
■ Northwestern
■ Rush

What is the top performing news content? ✎

Top Article by Reach ⓘ



CBS News • Tara Molina, Carol Thompson
Editorial | US | Jan 30 · 5:42 PM

Health experts concerned that falling measles vaccination rates in Illinois and Chicago area schools may be putting students at risk

... , or medical reason," said Dr. **LaMar Hasbrouck**, the **Cook County Department of Public Health** Chief Operating Officer, "and obviously, th...

Social Echo 8 5 0

43.8M Reach

Negative ○

Top Article by Reach and Volume ⓘ



Chicago Tribune • Kori Rumore
Editorial | US | Feb 15 · 8:00 AM

Vintage Chicago Tribune: Inventions and innovations by Black Chicagoans

... the first successful suture of a human heart and pericardium at **Provident Hospital** in Chicago. (Chicago Tribune archive) The patient wa...

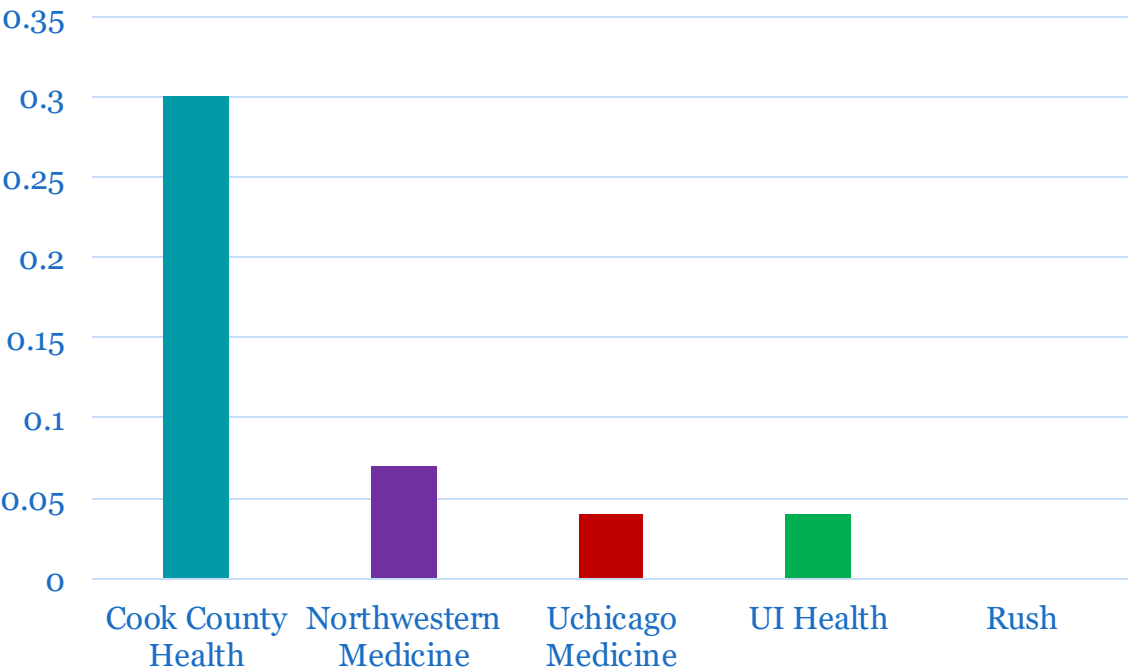
Social Echo 1 5 0

6.15M Reach

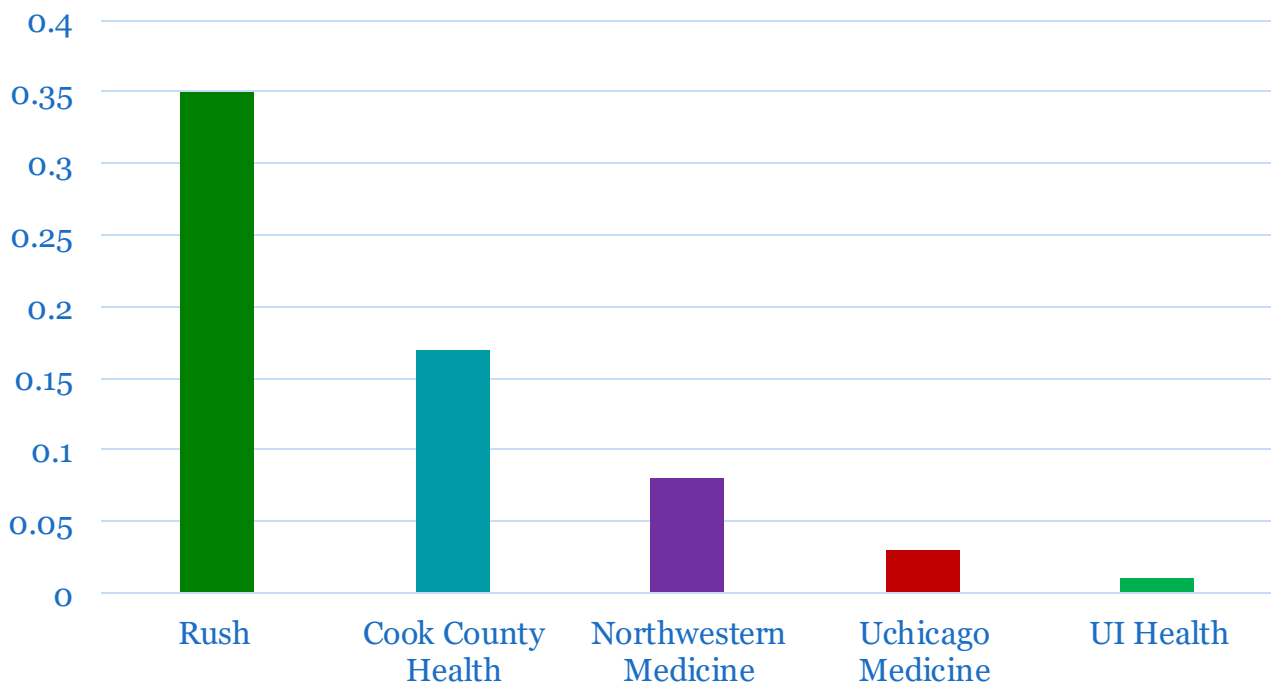
Neutral ○

Facebook Benchmarking

Fan Growth by Percentage



Engagement Rate per Post



Social Media Report

January 15 – February 18, 2024



COOK COUNTY
HEALTH

Social Media Summary

January – February Activity

During January 15 – February 18, 2024, the communications team posted content on Facebook, Twitter, Instagram and LinkedIn for Cook County Health.

Posts included content such as COVID-19, interviews with local media, recognition for physicians, staff and the hospital, and health tips.

Facebook – 64 posts

<https://www.facebook.com/Cookcountyhhs/>

Twitter – 71

<https://twitter.com/CookCtyHealth>

Instagram – 66 posts (includes stories and IGTV)

<https://www.instagram.com/cookcountyhealth/>

LinkedIn – 58 posts

<https://www.linkedin.com/company/cook-county-health/>

Social Media Summary

As of February 19

Twitter

- Impressions: **8.8K**
- Post Link Clicks: **21**
- Engagements: **114** (up **4%**)
- Followers: **4,742** (up **36**)

LinkedIn

- Impressions: **60.4K** (up **11%**)
- Page Views: **2.7K** (up **41%**)
- Engagements: **6.3K** (up **34%**)
- Followers: **12.8K** (up **251**)

Facebook

- Total impressions: **38.8K** (up **1%**)
- Post engagement: **2.8K** (up **9%**)
- Post reach: **10.1K** (up **12%**)
- Page followers: **8,659** (up **48**)

Instagram

- Impressions: **20.2K**
- Engagement: **663**
- Profile visits: **427**
- Followers: **3,361** (up **20**)

Facebook

January 15 – February 18, 2024




COOK COUNTY
HEALTH

Facebook Insights

January 15 – February 18, 2024

Top Performing Posts



Cook County Health







Published by Meltwater Engage · January 23 at 1:00 PM ·

Congratulations to CCH Interim CEO, Dr. Erik Mikaitis, for getting recognized by *Crain's Business* in their Who's Who list for 2024!

The list highlights those leaders who are influential in the Chicagoland area.

<https://www.chicagobusiness.com/.../erik-mikaitis-whos...>



GENERAL METRICS			
33	2	4	17.43%
Reactions	Comments	Shares	Eng. Rate
REACTIONS			
200	105	5	
 Like	 Love	 Wow	
0	0	1	
 Haha	 Sorry	 Angry	
REACH			
3,041	3,041	0	
Total	Organic	Paid	
IMPRESSIONS			
3,216	3,216	0	
Total	Organic	Paid	


Cook County Health


Published by Meltwater Engage · February 2 at 6:30 PM ·

In recognition of the importance of heart health, the first Friday of American Heart Month is National Wear Red Day. Cook County Health showed support and raised awareness for heart disease today!

[American Heart Association](#)
[American Heart Association - Illinois](#)






GENERAL METRICS		
33	0	5
Reactions	Comments	Shares
		25.68%
		Eng. Rate
REACTIONS		
30	14	0
 Like	 Love	 Wow
0	0	0
 Haha	 Sorry	 Angry
REACH		
1,628	1,628	0
Total	Organic	Paid
IMPRESSIONS		
1,681	1,681	0
Total	Organic	Paid

Twitter

January 15 – February 18, 2024



COOK COUNTY
HEALTH

Twitter Insights

January 15 – February 18, 2024

Top Performing Posts

Cook County Health

@CookCtyHealth

Promote

CCH's cardiology team is going red today to remind you about the importance of healthy hearts. One person dies every 33 seconds in the United States from cardiovascular disease. Make sure your heart is healthy. Talk to your doctor today about your risk factors.

[@American_Heart](#)



GENERAL METRICS

464	9	7
Impressions	Engagements	Likes
1	0	
Retweets	Replies	

Cook County Health

@CookCtyHealth

Promote

A big thank you to our entire staff who work hard, especially during this winter season, to ensure that those who need Cook County Health's care can receive it. Our mission continues - rain, snow or cold - because of them!



GENERAL METRICS

248	3	1
Impressions	Engagements	Likes
1	1	
Retweets	Replies	



COOK COUNTY
HEALTH

Instagram

January 15 – February 18, 2024



COOK COUNTY
HEALTH

Instagram Insights

January 15 – February 18, 2024

Top Performing Posts

Cook County Health Physicians Named in Chicago Magazine's Top Docs list

CARDIOVASCULAR DISEASE
Dr. Bosko Margeta (Stroger)

OPHTHALMOLOGY
Dr. Michael C. Giovino (Stroger)

OTHER SURGERY
Dr. Elizabeth A. Marcus (Stroger)

INFECTIOUS DISEASE
Dr. Sharon F. Welbel (Stroger)

**COOK COUNTY
HEALTH**

cookcountyhealth

4w

cookcountyhealth

Congratulations to all who were named in Chicago Magazine's Top Docs list, especially those from our CCH family!

The list included 1,399 area physicians, nominated by their peers as the best across 70 specialties. Check out the full list at the link in our bio.

osubuckeye415

4w

Bosko & Sharon!!

Reply



47 likes

January 19

Add a comment...

View insights

Boost post


GENERAL METRICS

47 Likes	1 Comments	6.19% Eng. Rate
---	1 Saves	
---	Video Views	

REACH & IMPRESSIONS

770 Reach	824 Impressions
--------------	--------------------



cookcountyhealth

2w

cookcountyhealth

Cook County Health's cardiology team is going red today to remind you about the importance of healthy hearts. One person dies every 33 seconds in the United States from cardiovascular disease. Make sure your heart is healthy. Talk to your doctor today about your risk factors.

cyimai70

2w




Great team!!

Reply

equalhope_ii

2w

Love the team spirit!



70 likes

February 2

View insights

Boost post

GENERAL METRICS

70 Likes	3 Comments	10.0% Eng. Rate
---	0 Saves	
---	Video Views	

REACH & IMPRESSIONS

656 Reach	790 Impressions
--------------	--------------------

COOK COUNTY
HEALTH

16

LinkedIn

January 15 – February 18, 2024



COOK COUNTY
HEALTH

LinkedIn Insights

January 15 – February 18, 2024

Top Performing Posts

Cook County Health

12,757 followers

2w • 🌐

Cook County Health's cardiology team is going red today to remind you about the importance of healthy hearts. One person dies every 33 seconds in the United States from cardiovascular disease. Make sure your heart is healthy. Talk to your doctor today about your risk factors.

[American Heart Association #WearRedDay](#)

GENERAL METRICS

140 Likes	8 Comments	1 Shares	861 Clicks
17.43% Engagement Rate		5,796 Impressions	

Cook County Health

12,757 followers

6d • 🌐

Today is the day and the time is now! We are kicking off the Cook County Behavioral Health Summit. More than 700 providers, social service agencies, community leaders and elected officials are gathered today to identify opportunities to create equitable access to comprehensive and culturally competent behavioral health care. We are [#strongertogether](#).

GENERAL METRICS

77 Likes	6 Comments	11 Shares	1,185 Clicks
33.07% Engagement Rate		3,867 Impressions	



Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
February 23, 2024

ATTACHMENT #5

Nursing Operations Update

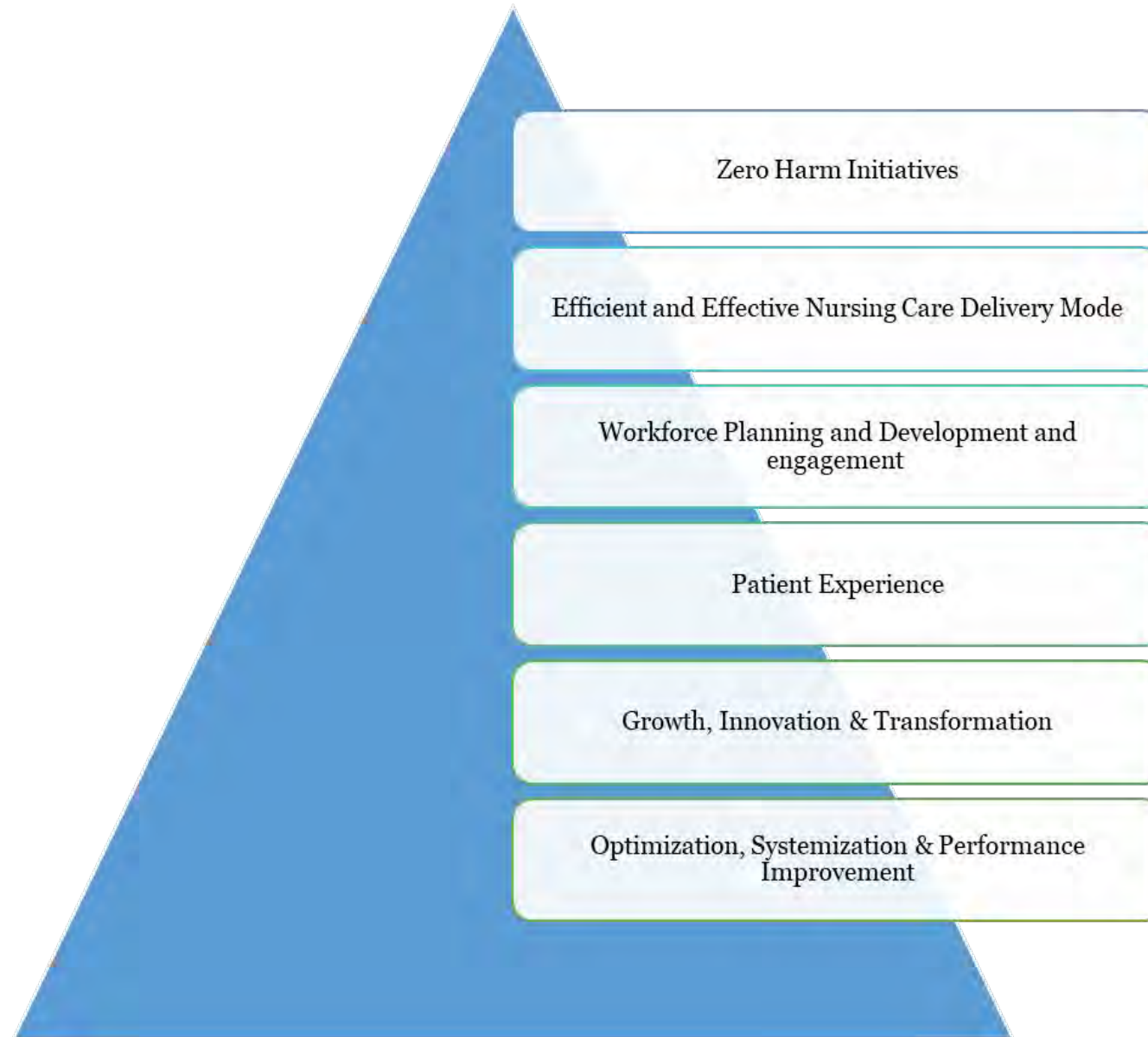
Beena Peters, DNP, MS, RN, FACHE, FABC
Chief Nursing Executive

February 2023



COOK COUNTY
HEALTH

Nursing Priorities 2022 - 2023



Patient Safety, Clinical Excellence & Quality



Acute Care- Nurse sensitive quality outcomes are the best measures of safe care and effectiveness Nursing

Nurse Sensitive Quality Indicators (2019-2023)	Outcome	Impact
HAPI	97% reduction	Top 95 th percentile performer nationally. Cost avoidance - ~ \$ 14 M
Falls with injury	56% reduction	Top 75 th percentile nationally Cost avoidance - ~ \$ 8.2 M
CLABSI	48% reduction	Below the national mean for 5 out of 8 quarter Cost avoidance ~ \$ 1.9
CAUTI	55% reduction	Below national mean – 4 out of 8 quarters Cost avoidance ~ \$ 400K
Restraint Utilization	Below national means – 7/8 quarter	Top 90 th Percentile performer
Nurse Communication domain	Need improvement	Need improvement
Medication scanning	Ongoing compliance based on goal	Leapfrog measure - B

NDNQI (National Benchmark) data shows worsening of CLABSI, falls, pressure injuries (7-8 %)

~ \$ 24.5 M

- Average cost per HAPI incident- ~ \$43,000/incident
- Average cost per falls with Injury ~ \$ 64, 500/incident
- Average cost per CLABSI - ~ \$ 48,000/incident
- Average cost per CAUTI - ~ \$ 13,800/incident



COOK COUNTY
HEALTH

Patient Safety, Clinical Excellence & Quality

Ambulatory Nursing



- Standardized Nursing Triage Process (409 calls using protocols)
- Completed staffing plans for 100% of ACHN clinics
- Started MA students in the clinics – have had a total of 10 students
- Started the MA Preceptor Program
- Implemented the RN triage and assessment program for the new arrival's clinics
- Through a partnership with the substance use program, implemented the protocol to distribute naloxone kits to patients
- Implemented Choric Care Management Visit Structure to allow for reimbursement
 - Average 90/week
 - 1-2 drop charges
 - Work in progress

Patient Safety, Clinical Excellence & Quality Cont'd

Correctional Health and CCDPH

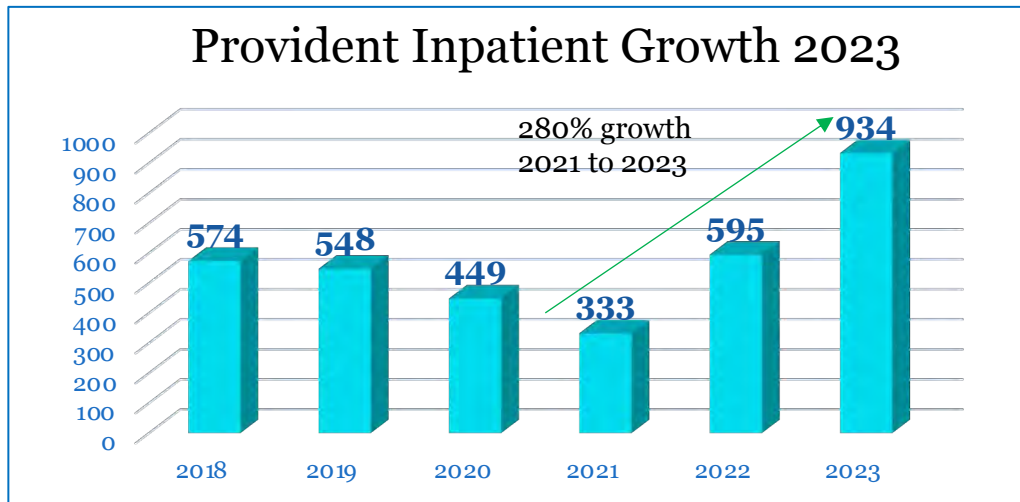


- Nurse driven protocols
- Nursing Video Home visit programs
- LPN Direct Observation Therapy (DOT)
- Community Health workers Integration to APORs follow up visit by Nurses
- Nursing Certification
- Leadership Development program
- Establishment of Correctional specific Nursing Quality programs

Key Initiatives Provident

Inpatient Growth

- Ambulance Run relaunch (11/23)
- Expansion of Services
- Strategic Partnerships
- Increase Intra-system transfers



*Source- Tableau Inpatient Discharges

Service Line Expansion

- Observation Unit Launch
- Behavioral Health Expansion
 - Crisis Treatment & Stabilization
 - New Outpatient Unit 31st Street
 - New Inpatient Unit (2024)
 - Peer Recovery Coach (pending)
- Surgical Growth
 - Bariatrics
 - Endoscopy

Infrastructure Improvements

- Approved SPD overhaul
- Call Light Project Underway
- Facility Improvements
 - HVAC
 - Ambulance Bay
 - Lobby

Journey to Workforce Planning & Development & Engagement

- Nurse Residency Program
- Nursing Leadership Academy
- Nursing externship Program
- ANCC APP Fellowship Accreditation
- Nursing Retention initiatives
- Nursing Preceptor training Program - over 200 staff
- Sexual Assault Nurse Examiner Training Program (HRSA funded)
- Nursing School Summit
- Nursing excellence awards
- Nursing best practice presentations and Recognition
- IONL Nurse manager fellowship Program

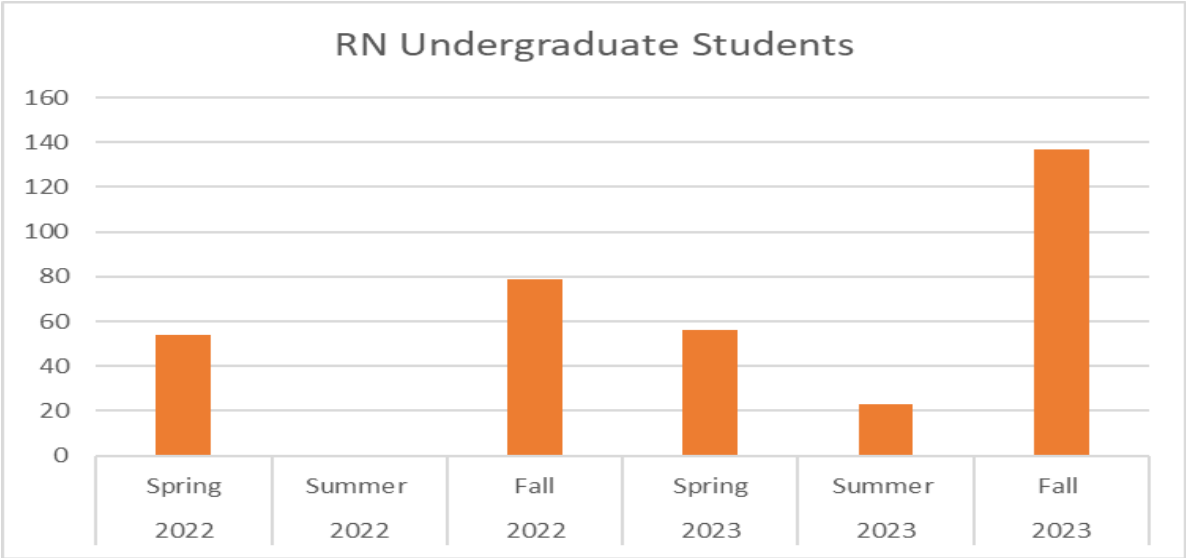


1st CCH Nursing School Summit

To Build The Future CCH Workforce

First ever CCH Nursing School Summit

Over 50 participants from 18 Healthcare education institutions/universities across Midwest



43% increase in
Nursing student
placement



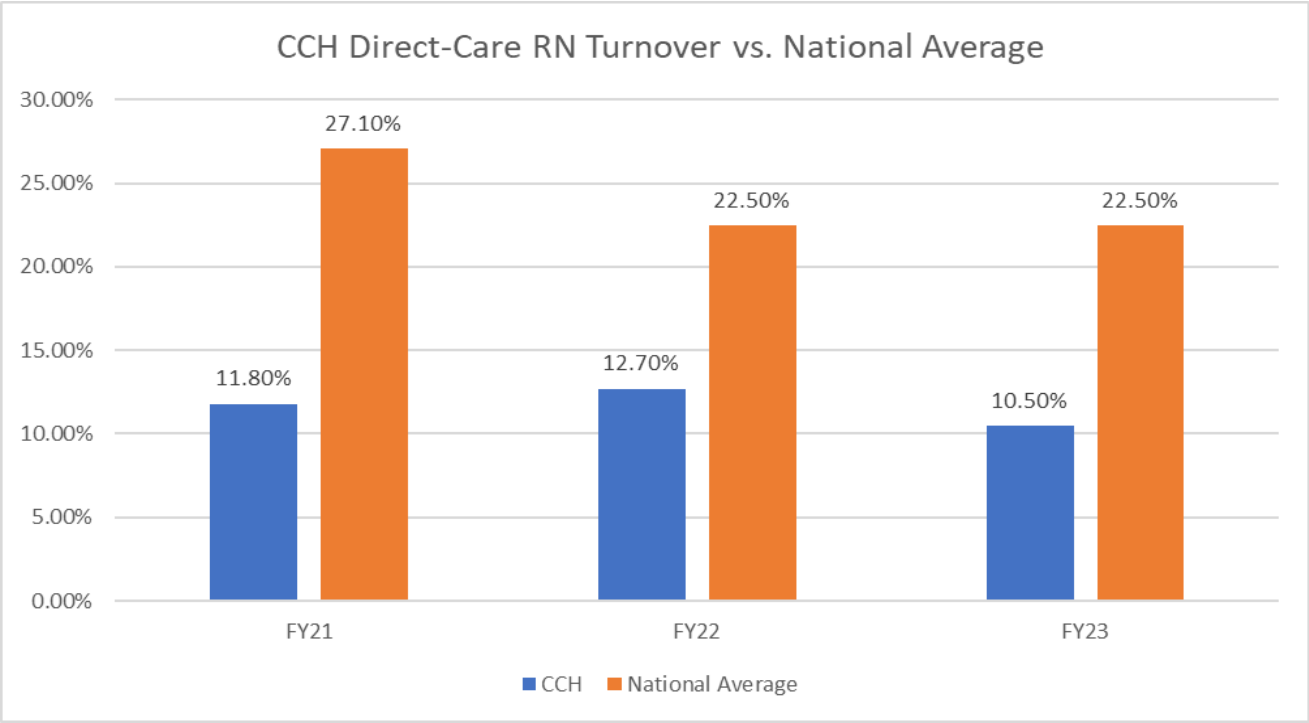
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Recognition and Leadership Development



CCH vs National Average

Direct-Care RN Annual Turnover Percentage



*** Note: 2023 Data used for National Average due to unavailable at time of presentation



Source: NSI National Healthcare Retention Report 2023

Nursing Workforce Management Initiatives

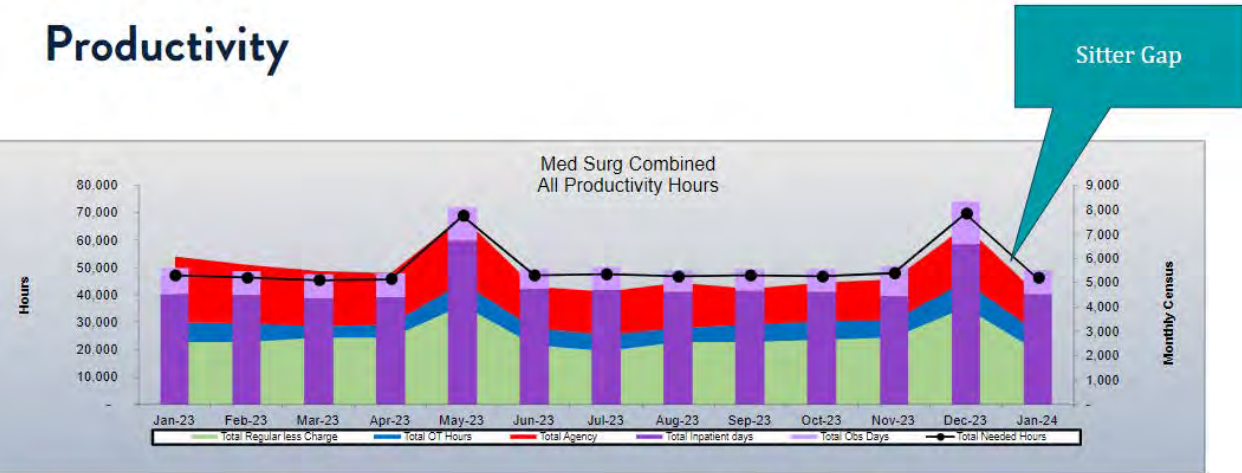
Nursing Leadership Training

Finance 101



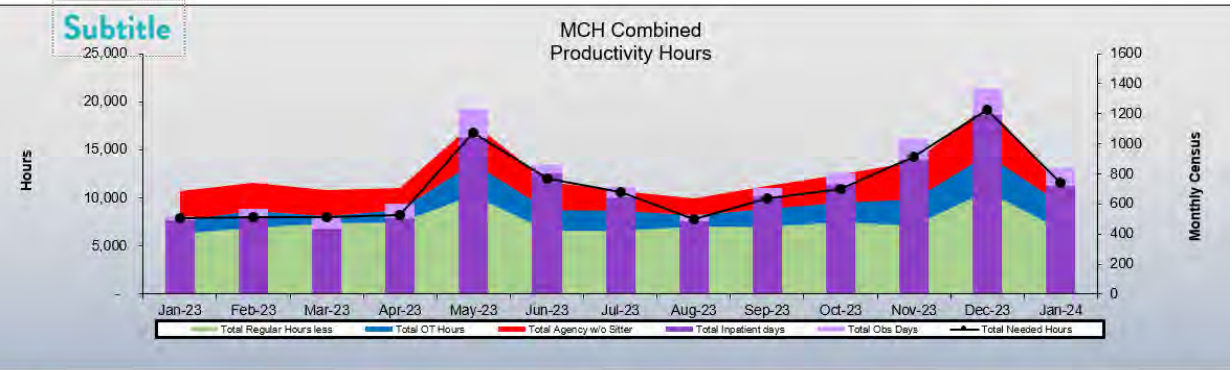
- Implementation of Nursing Productivity report based on Industry benchmarks
- Reduction in Agency Cost
- Streamline invoice payment processes

Productivity



\$ Cost Variance/FTE	N/A- understaffed by 26.4 FTE
Rationale if variance based on graph and cost	There is a team actively looking at sitter cases to ensure justification. Rolled out sitter justification forms. Delirium tool will be rolled out soon.

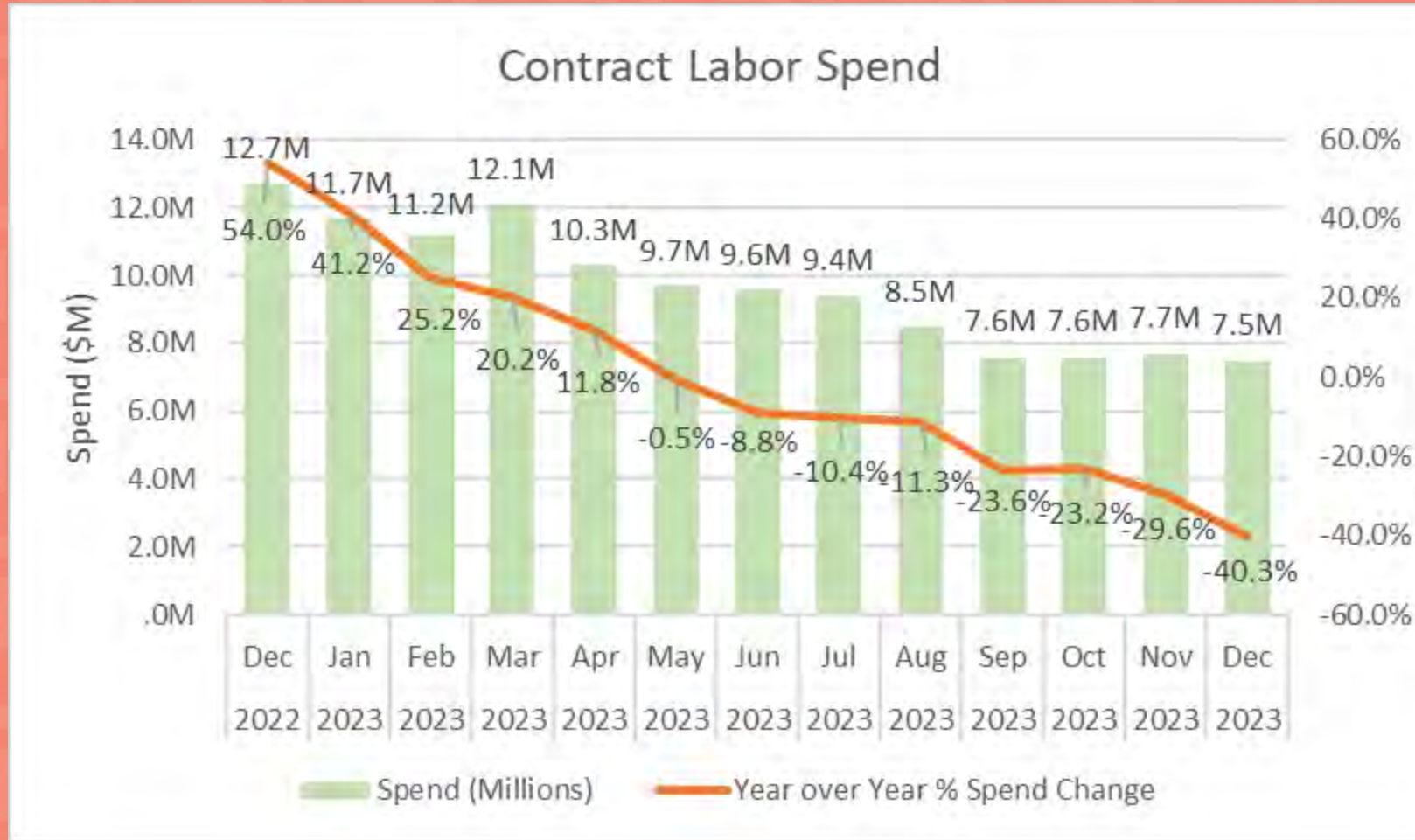
Productivity



\$ Cost Variance	N/A- understaffed by 2.0 FTE
Rationale if variance based on graph and cost	Received floats from CC and MS on high volume/short staffed shifts



Contract Labor Spend



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HEALTH

Recent Accomplishments

The National Association of Counties (NACo) Award



CCH Culture of Excellence Journey

- CCH declared Magnet/Nursing excellence Journey in 2019
- Focus area – Stroger Nurse Sensitive quality indicators based on Magnet standards
- NDNQI metrics
- Nursing Structure
- Expansion of NDNQI to other locations
- External Consultant review and Recommendation (started 2/8/24)

National Nursing Current State

Future Challenges



- Average time new graduates spend at the bedside – Two years
- Top of license practice
 - 36% non- value-added workload
- Work life balance and flexibility
 - 96% of clinicians want work flexibility
- Increased PCT turnover- over 28% and Attractive non healthcare entry jobs
- Bedside Nurses salary
- Over reliance on Contract Labor
- Experience and care complexity gaps
 - Accelerated early retirement
- Changing workforce needs and expectations
- Staff burnout and unresolved structural issues



Estimated Vacancy, Agency & Overtime

Direct Patient Care RN & Support as of December 2023

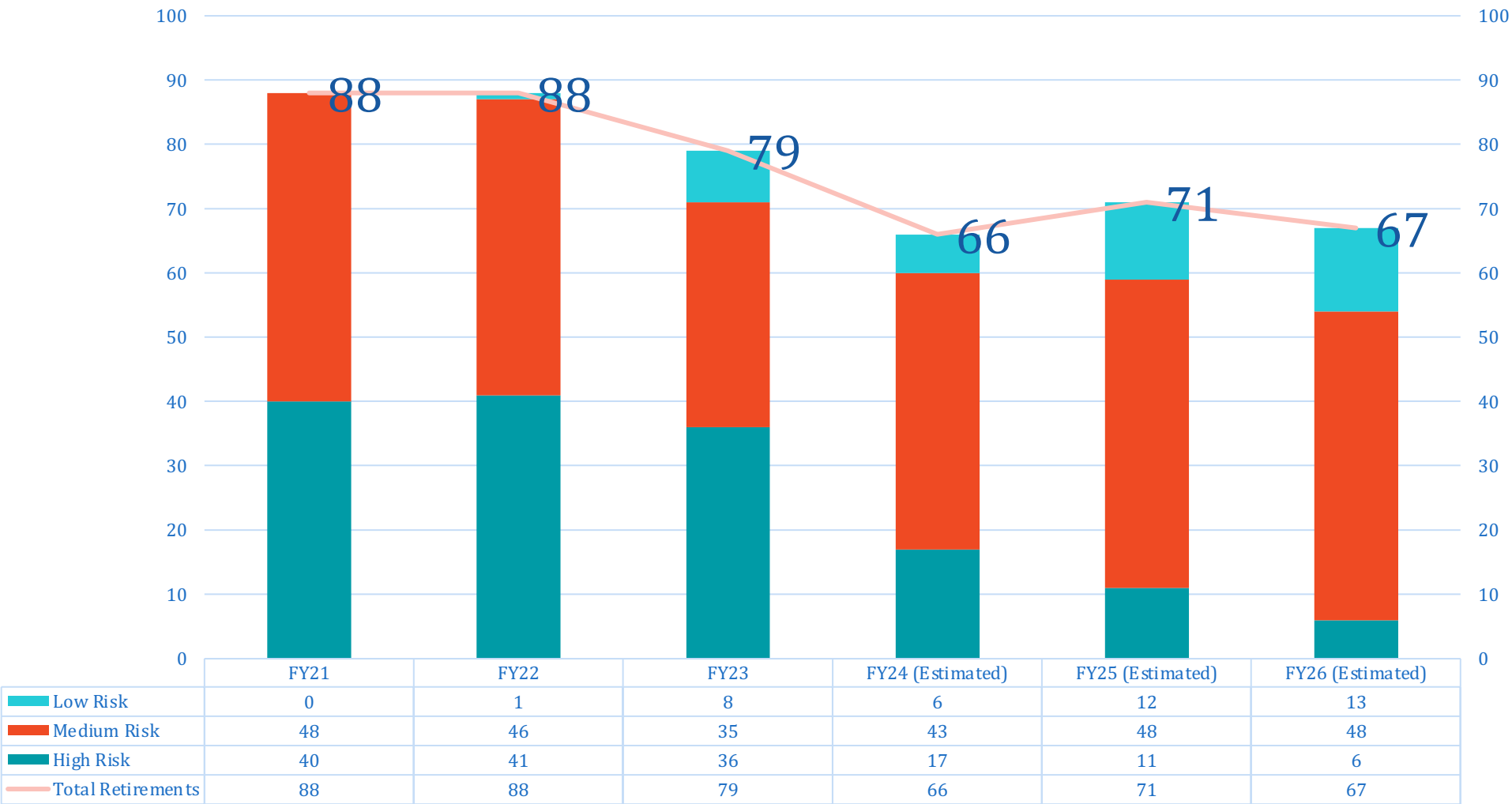
Projected FTE	Filled FTE	Vacant FTE	Vacancy %
2179	1282	896	41%

Vacancy FTE w/o Benefit Factor	Agency FTE (Vaya)	Overtime FTE
733	531	189

Projected Retirements

RN Workforce

RN Retirements by Year



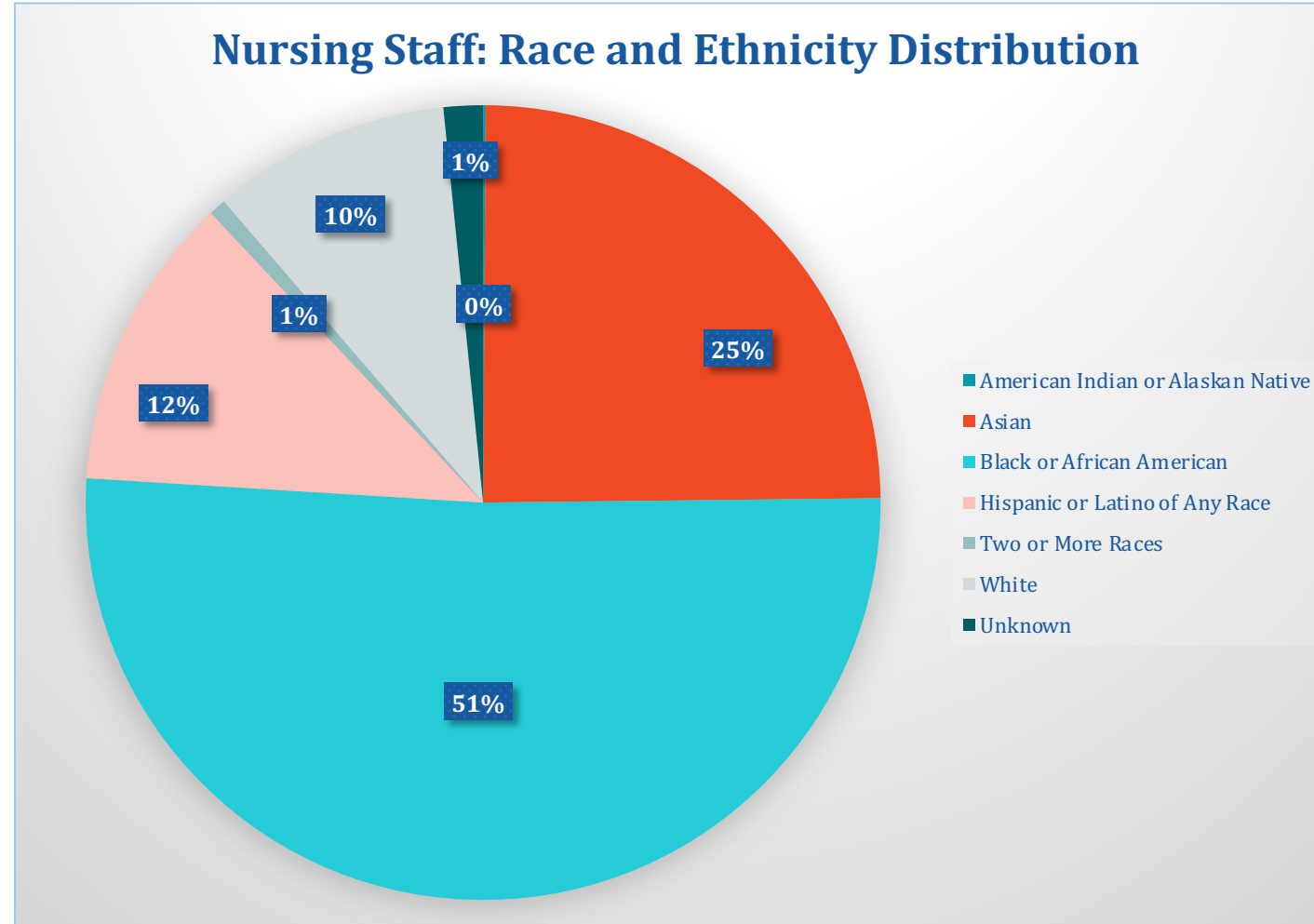
~ 17% of RNs are projected to retire in the next three years

High Risk Medium Risk Low Risk Total Retirements



Workforce Data

Nursing Staff Race & Ethnicity Distribution



Future Nursing Workforce Strategies

Workforce Well-being

Innovative Staffing Models

- Remove the scope of Practice Barriers

Mentorship/Professional Development Program

- Expand opportunities for nurses to collaborate and lead

Focus on Self Care & Personal Development

- Ensure that nurses engage in lifelong learning

System & Workflow Redesign

Virtual Nursing - Research & Evidence Based Practice

Transformational Leadership

- Pathway to Excellence/Magnet



CCH Nursing Priorities 2024 - 2025



Workforce Talent & Teams



- Hiring
- Pathway to practice programs
- Invest in PCT Pipeline (Community college partnership)
- Streamline hiring process
- Data definition and accuracy
- Grow your entry-level pipeline- Nursing School summit and partnership
- Wellness Program to support Frontline resilience
- Reduce early turnover through targeted retention programs
 - Transition to Practice Program (Residency)
- Expand structured pathways to advanced practice - clinical ladder programs

CCH Nursing Priorities 2024 – 2025 Cont'd

Workforce Talent & Teams



- Flexible workforce - Part- time positions
- Staffing model to support Top-of-license-practice
- Non-traditional shift length
- Assistive Personnel role to ease RN workload
- Establish Nursing Informatics Structure
- Augment staffing with virtual care technology
 - Virtual Nursing
 - Tele-sitters
 - Tele-ICUs
 - Documentation optimization

CCH Nursing Priorities 2024 – 2025 Cont'd

Workforce Talent & Teams



- Innovate on staffing model using predictive analytics
- Nursing workflow optimization by removing non-value-added workload
- Nursing Excellence Program to optimize Nursing Practice Environment
 - Pathway to Excellence/ Magnet Program
 - Shared Governance Structure and Councils
 - Leadership positions to support Pathway to Excellence/Magnet Structure
- Correctional Health Nursing Conference (planning phase)
- APRN practice structure development
- Mentorship programs
- Marketing efforts to recruit current agency personnel to permanent position

Nursing Mission Statement

***Building a high quality, patient-centered
and integrated health system that
maximizes resources to ensure the
greatest benefit for the patients and
communities we serve.***



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Thank you



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Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
February 23, 2024

ATTACHMENT #6



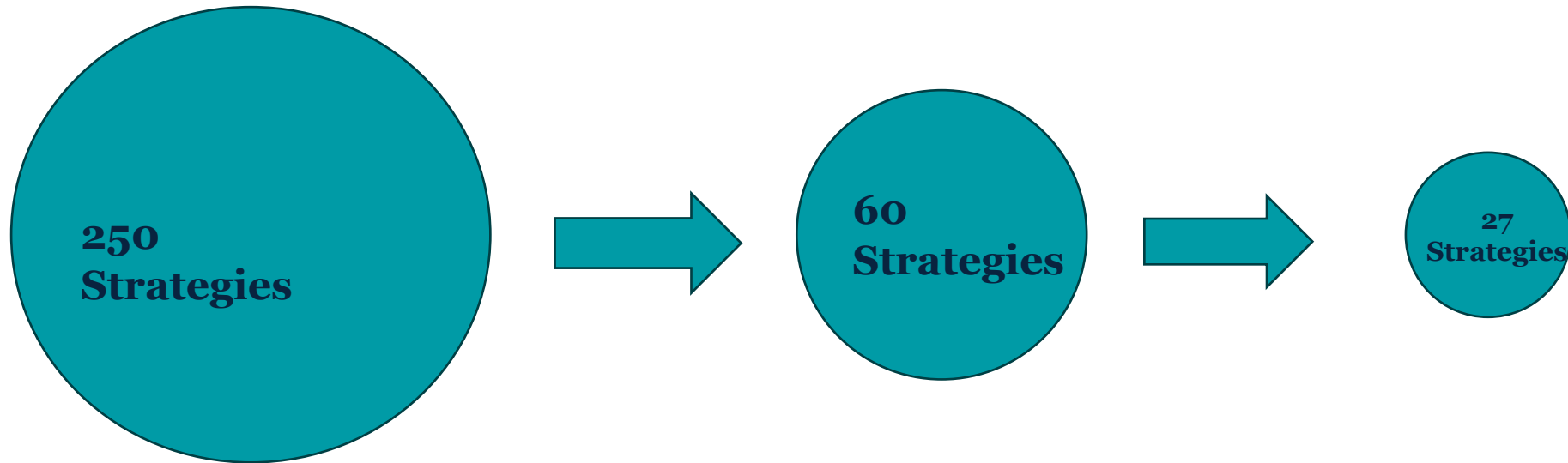
Strategy Planning



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Strategy Deployment

- Reduced nearly 250 strategies to 60 in January and further reduced to 27 to drive focus in FY2024



CCH Strategies FY2024

PATIENT SAFETY, CLINICAL EXCELLENCE & QUALITY



- **Continue improvement in quality metrics.** Initiate Leapfrog data submission for Provident; Launch programs to improve Left Without Being Seen (LWBS) in the Emergency Department, surgical site infections and Sepsis; Implement quality dashboards at the department/unit level; Progress in nursing pathway to excellence and Magnet® journey; Expand the National Database of Nursing Quality Indicators (NDNQI®) to Provident and ambulatory nursing; Execute daily Hospital Acquired Conditions compliance programs; Improve efficiency by accelerating throughput. Expedite testing and resulting to facilitate discharges. Provide ongoing clinical documentation education/training.
- **Maintain top quality outcomes for CountyCare members;** Increase quality ratings to 4 stars
- **Invest in grant and research infrastructure** with the goal of building transparent, sustainable and compliant operations within CCH

CCH Strategies FY2024



HEALTH EQUITY, COMMUNITY HEALTH & INTEGRATION

- **Increase access and improve outcomes in targeted areas.**
 - The Change Institute; premature mortality and morbidity; providing timely and universal access to advanced care services; Address gaps in access to behavioral health care; Create more care pathways for justice-involved individuals; improve population health; mitigate social risk factors; Develop and implement birth equity measures and metrics; establish a safe moms maternal/child program
- **Ensure access to healthcare information.** Further expand language access to ensure patients receive healthcare information in the language of their choice; advance mobility programs.
- **Streamline the procurement process;** improve MBE/WBE participation

CCH Strategies FY2024



WORKFORCE: TALENT & TEAMS

- **Increase Talent Acquisition**
 - Job fairs, flexible staffing pool, technology enhancements, hiring process improvements, hiring pipeline projects, employment plan amendment
- **Reduce turnover** through retention programs
- **Advance performance management and learning programs**

CCH Strategies FY2024



HUMAN EXPERIENCE

- **Employee Wellness and Engagement** Improvements
 - Wellness programs, employee engagement scores, Press Ganey micro survey
- **Patient Satisfaction**
 - Patient navigation, nurse communication, Culture Code implementation, HCAHPS measures

CCH Strategies FY2024



FISCAL RESILIENCE

- Further implementation of **revenue cycle turnaround plan**
- **Reduce reliance on agency and overtime**
- Drive **productivity to align with industry benchmarks**
- Streamline **invoice payment processes**

CCH Strategies FY2024



OPTIMIZATION, SYSTEMIZATION & PERFORMANCE IMPROVEMENT

- **Expand value-based care** and contracting. Improve and increase patient empanelment metrics at primary care clinics
- **Modernize infrastructure and equipment** – capital improvements, computer refresh and capital equipment
- **Maximize access** through scheduling, patient portal, virtual care, direct booking, provider/plan alignment, new care delivery models
- **Increase surgical volumes** at Stroger/Provident through process improvements to reduce cancellations

GROWTH, INNOVATION & TRANSFORMATION



- Further develop a **referral network** with hospitals and health centers
- Conduct **long-term programmatic facility planning**, including new ambulatory facility at Provident
- Continue ongoing **expansion of subspecialty service lines**, expand services at Provident
- **Renegotiate and restructure affiliation agreements**
- **CountyCare to evaluate various products** to support members throughout their lifecycle
- **Execute ARPA-funded projects**
- **Develop long-term growth plan for CCDPH**
- **Conduct 1115 Waiver readiness planning**

Thank You



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