

Minutes of the Meeting of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held on Friday, May 31, 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 Robert Currie; Raul Garza; Joseph M. Harrington; Robert G. Reiter, Jr.; Sam A Robinson, III, PhD; and Mia Webster Cross, MSN, RN (7)
- Remotely Present: Director Jay Bhatt, DO, MPH, MPA (1)
- Absent: Vice Chair Hon. Dr. Dennis Deer, LCPC, CCFC and Director Tanya R. Sorrell, PhD, PMHNP-BC (2)

Director Garza, seconded by Director Harrington, moved to allow Director Bhatt to remotely participate as a voting member in this meeting. THE MOTION CARRIED UNANIMOUSLY.

Additional attendees and/or presenters were:

- | | |
|---|--|
| Aaron Galeener – Chief Administrative Officer, Health Plan Services | Alisha Patel – Assistant General Counsel |
| Andrea M. Gibson – Chief Strategy Officer | Beena Peters, DNP – Chief Nursing Executive |
| Jeff McCutchan – General Counsel | Carrie Pramuk-Volk – Interim Chief Human Resources Officer |
| Erik Mikaitis, MD – Interim Chief Executive Officer | Deborah Santana – Secretary to the Board |
| Angela O’Banion – Chief Information Officer | Craig Williams – Chief Administrative Officer |

The next regular meeting of the Board of Directors is scheduled for Friday, June 28, 2024 at 9:00 A.M.

II. Employee Recognition (details included in Attachment #1)

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

III. Public Speaker Testimony

The following individuals presented public testimony.

1. Tina Montanez – NNOC
2. Brenda Langford – NNOC

IV. Board and Committee Reports

A. Board of Directors Meeting Minutes, April 26, 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 April 26, 2024. THE MOTION CARRIED UNANIMOUSLY.

IV. Board and Committee Reports (continued)

B. Human Resources Committee Meeting, May 20, 2024

i. Meeting Minutes

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

Director Garza, seconded by Director Harrington, moved to approve Item IV(B) the May 20, 2024 Minutes of the Human Resources Committee Meeting, THE MOTION CARRIED UNANIMOUSLY.

C. Quality and Patient Safety Committee Meeting, May 20, 2024

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

- One (1) Stroger Hospital Department Chair Initial Appointment
- 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 Webster Cross, moved to approve Item IV(C) the Minutes of the Quality and Patient Safety Committee Meeting of May 20, 2024, which include the approval of one (1) Stroger Hospital Department Chair Initial Appointment, and approval of the Stroger and Provident Hospital Medical Staff appointments / reappointments / changes. THE MOTION CARRIED UNANIMOUSLY.

D. Finance Committee Meeting, May 20, 2024

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

- Proposed Real Estate-Related Item – request to enter into a lease agreement for use of approximately 15,850 square feet of warehouse space in a building located at 2101-2171 West 22nd Street (Cermak Road), Broadview, Illinois
- Contracts and Procurement Items
- Receive and file Grant Award-Related Items
- Receive and file Transfer of Funds

Director Reiter provided an overview of the Meeting Minutes. He noted that request numbers 4, 5, 6, 17, 18, 22, 27, 28, 30 and 38 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(D) the Minutes of the Finance Committee Meeting of May 20, 2024, which include approval of a proposed real estate item for use of space in a building located at 2101-2171 West 22nd Street in Broadview, Illinois, approval of the Contracts and Procurement Items, and receiving and filing of the Grant Award-Related Items and Transfer of Funds. THE MOTION CARRIED UNANIMOUSLY.

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 and IX

VI. Report from Chair of the Board

Chair Taylor indicated that he did not have anything additional to report.

VII. Report from Interim Chief Executive Officer (Attachment #1)

Dr. Erik Mikaitis, Interim Chief Executive Officer, provided an introduction to the reports and presenters listed below. Also included for the Board's information were the Divisional Executive Summaries (included in Attachment #1.)

A. Nurses Week Update – reviewed by Dr. Beena Peters, Chief Nursing Executive

During the review of the update, the Board discussed several matters including clarification of tuition reimbursement and retro pay policy/processes for nurses. Chair Taylor asked that the administration provide information on the average time it takes for a nurse to get retro/back pay. Because this is frequently brought up as an issue during public testimony, the Board needs a more comprehensive understanding of this subject.

B. CCH Value Based Care – reviewed by Andrea Gibson, Chief Strategy Officer and Aaron Galeener, Chief Administrative Officer, Health Plan Services

C. Update on Strategic Initiatives – reviewed by Andrea Gibson, Chief Strategy Officer

During the review of the Update, the following requests for additional information or follow-up were made. Director Harrington asked for confirmation of top languages spoken by patients. Director Reiter asked who is the ambulance partner for the Emergency Medical Technician (EMT) program? Director Harrington requested information on the community areas that the EMT applicants are coming from. Director Robinson requested that CCH start providing a monthly update on ARPA hiring as part of the monthly Human Resources report. Director Harrington requested that the Managed Care Committee receive information at a future meeting on the impact of Lyft on CountyCare member utilization and access. Ms. Gibson indicated that she will follow up and provide responses to the requests.

VIII. Informational Reports

The following informational report was reviewed and discussed.

A. Managed Care Committee Metrics (Attachment #2) - reviewed by Aaron Galeener, Chief Administrative Officer, Health Plan Services

IX. Closed Meeting Items

- A. Claims and Litigation**
- B. Discussion of personnel matters**
- C. Update on Labor Negotiations**

Director Reiter, seconded by Director Garza, 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 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” 5 ILCS 120/2(c)(12), regarding “the establishment of reserves or settlement of claims as provided in the Local Governmental and Governmental Employees Tort Immunity Act, if otherwise the disposition of a claim or potential claim might be prejudiced, or the review or discussion of claims, loss or risk management information, records, data, advice or communications from or with respect to any insurer of the public body or any intergovernmental risk management association or self insurance pool of which the public body is a member,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals, or for the discussion of matters protected under the federal Patient Safety and Quality Improvement Act of 2005, and the regulations promulgated thereunder, including 42 C.F.R. Part 3 (73 FR 70732), or the federal Health Insurance Portability and Accountability Act of 1996, and the regulations promulgated thereunder, including 45 C.F.R. Parts 160, 162, and 164, by a hospital, or other institution providing medical care, that is operated by the public body.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call vote was taken, the votes of yeas and nays being as follows:

Yeas: Chair Taylor and Directors Currie, Garza, Harrington, Reiter, Robinson and Webster Cross (7)

Nays: None (0)

Absent: Vice Chair Deer and Directors Bhatt and Sorrell (3)

THE MOTION CARRIED UNANIMOUSLY and the Board convened into a closed meeting.

Chair Taylor declared that the closed meeting was adjourned. The Board reconvened into the open meeting.

X. Adjourn

As the agenda was exhausted, Chair Taylor declared that THE MEETING WAS ADJOURNED.

Respectfully submitted,
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Lyndon Taylor, Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Requests/Follow-up:

Request: During the review of Item VII(A), Nurses Week Update

- Chair Taylor asked that the administration provide information on the average time it takes for a nurse to get retro/back pay.

Requests: During the review of Item VII(C), Update on Strategic Initiatives

- Director Harrington asked for confirmation of top languages spoken by patients.
- Director Reiter asked who is the ambulance partner for the EMT program?
- Director Harrington requested information on the community areas that the EMT applicants are coming from.
- Director Robinson requested that CCH start providing a monthly update on ARPA hiring as part of the monthly Human Resources report (at the Human Resources Committee, and at the Board when the Human Resources Committee does not meet that month).
- Director Harrington requested that the Managed Care Committee receive information at a future meeting on the impact of Lyft on CountyCare member utilization and access.

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
May 31, 2024

ATTACHMENT #1

COOK COUNTY
HEALTH

CEO Report



Dr. Erik Mikaitis, Interim CEO

May 31, 2024



COOK COUNTY
HEALTH

New Hires and Promotions



COOK COUNTY
HEALTH

Welcome

New Hires

Emma Misra, Executive Director of Quality Assurance - Care Management

JoCathy Roberts, Chief of Police and Public Safety

Manuela Salinas, Clinical Laboratory Quality Manager

Chamille Johnson, Grant Administration Manager, Public Health

Jennifer Duran, Manager Of Community Based Trauma Programming

Nakelia Franklin, Manager Of Complex Care Coordination, Managed Care

Rashid Mohamoud, Manager Of Emergency Operations, Public Health

Dana Miller, Manager Of Population Health And Performance Improvement, CountyCare

Idessa Butler, Senior Project Manager, Strategic Planning and Implementation

Welcome

New Hires

Samantha Shuflin, Program Manager - CountyCare Operations

Omar Sheriff, Business Manager III, Plant Operations

Manasi Bohra, Physical Therapy Associate Manager

Antonio Wheeler, Supervisor Of Trauma Intervention & Peer Programming



Congratulations

Promotions

Marlon Garcia, Medical Division Chair, Post Grad Education

Shane Pino, Senior Manager of Delegation and Vendor Oversight, CountyCare

Marla Blanton, Manager Of Public Health Workforce Strategy

Angela Whitiker, Nurse Coordinator II, Cermak



Recognition



COOK COUNTY
HEALTH

Leapfrog Hospital Safety Grade

John H. Stroger, Jr. Hospital of Cook County

Cook County Health's Stroger Hospital has maintained its grade of "B" from Leapfrog in the most recent grading period.

The Leapfrog Hospital Safety Grade is the only hospital rating focused exclusively on hospital safety and ranks nearly 3,000 hospitals.

Our work continues to establish high reliability practices across the health system and achieve the highest quality ratings available.

The logo for Leapfrog Hospital Safety Grade. It features the word "LEAPFROG" in a light green, sans-serif font at the top. Below it, the word "HOSPITAL" is written in a large, bold, black, sans-serif font. At the bottom, the words "SAFETY GRADE" are written in a bold, black, sans-serif font, with the letter "A" in "GRADE" highlighted in a green square.

LEAPFROG
HOSPITAL
SAFETY GRADE

Neurocritical ICU Ribbon Cutting

John H. Stroger, Jr. Hospital of Cook County

On May 28, Cook County Health leaders were joined by President Preckwinkle to celebrate the opening of the new Neurocritical ICU at Stroger Hospital.

The new unit is staffed by Board-certified neurocritical physicians and specialized APNs and includes state-of-the-art equipment to provide advanced care to patients with complex neurological conditions and injuries.



Nursing Excellence Award Ceremony

Congratulations to all nurses who were nominated for the 2024 Nursing Excellence Awards!
The 2024 Award Recipients are:



- **Arahany Villasenor:** Nurse of the Year
- **Aiesha Meghie:** Rising Star
- **Sherrie Spencer:** Leadership
- **Jeelan McCray:** Correctional Health
- **Rosa Rodriguez:** Community Care
- **Jarretha McColmeyer:** Clinical Nursing
- **Rhodelyn Bedford:** Education and Mentorship
- **Cristina Guerrero:** Excellence in Public Health Care
- **Linda Lui:** Volunteerism
- **Justin Robinson:** Patient Care Support
- **Thomas Liss:** Partners in Nursing

Leadership Awards

Dr. Claudia Fegan

On May 16, Dr. Claudia Fegan, Chief Medical Officer, was honored with the Lifetime Achievement Award in Social Justice and Healthcare Equity and Reform by the I Am Able Foundation at the annual Chicago Health Medical and Law Careers Citywide Student Conference. The theme of this year's event was "On the Shoulders of Giants".

Dr. Fegan was also recently named to Becker's Hospital Review list of Black Healthcare Leaders to know.

Congratulations!



Wrigley Field Hero

Justin Mis

On April 25, Justin Mis, Stroger Hospital Trauma Program Coordinator, was walking home from a Cubs game when he noticed a family in distress with an unresponsive baby. Justin sprang into action and performed compressions on the infant before paramedics arrived. The baby is doing well after being treated for cardiac arrest.

Lurie Children's Hospital and the Chicago Fire Department honored Justin for his heroic actions at a press conference last week. He was also able to video chat with the family. We are honored to have Justin as part of the CCH family!



DAISY Award Winner

Muna Yousuf

Congratulations to Muna Yousuf, 7 East Med Surg Unit, Stroger Hospital, for being recognized as this month's DAISY Award honoree!

The DAISY Award is a recognition program to celebrate and recognize nurses by collecting nominations from patients, families, and co-workers.



Mural Paint Parties

Paint parties were held at Austin Health Center and Cottage Grove Health Center this month. Staff, patients, and community members contributed their artistic talents to painting panels that will be installed as part of new murals at the health centers. Four murals are being installed at CCH sites this summer, thanks in part to support from the Cook County Health Foundation.



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NEWS

New mural at Austin Health Center celebrates healthcare workers

Artist Robert Valadez is painting the mural with help from staff members

by Jessica Mordacz May 9, 2024

Robert Valadez stands in front of his mural, "Adelante," in Sterling, Illinois. | [HOLA America News](#)

The Cook County Health Austin Health Center is getting a new mural in its main waiting room to celebrate healthcare workers. Full-time artist Robert Valadez is painting the mural, which will be completed June 12.

"I wanted to tell a story about how important healthcare workers are to everyone's daily life," Valadez said.

The Cook County Health Foundation put out an [open call](#) late last year for muralists to create public art at four of their health centers, including Austin Health Center, 4800 W. Chicago Ave. The foundation also paid three muralists last year to decorate [Cook County health centers](#).

"Over the last two years, we've been focusing on beautifying our clinical spaces and creating art that's not only for our space, but reflective of our communities and the patients that we serve," said Alexandra Normington, Cook County Health's associate chief communications and marketing officer.

Cook County Health held community engagement meetings with local residents and Austin Health Center staff so they could share their thoughts on the mural.

Local news, straight to your inbox!

Sign up for our free newsletter to get latest news and updates on Austin.

Our new way to make news

Raby's valedictorian Jayveon Edmonds is 'ready for it'

The long hot summer

Memorial Day celebrations come to Austin

2022-23 Choice Campaign Awards

“There’s a Plan for That”

The CountyCare 2022-23 Choice Campaign, “There’s a Plan for That”, recently won several Aster Awards, honoring excellence in healthcare advertising, including:

1. *Judge’s Choice Award for Total Advertising Campaign*
 - The campaign received a perfect score by the judging panel!
2. *Gold for Multilingual Advertising*
3. *Bronze for TV/Video Advertising*

This campaign has won a total of 7 industry awards.



JUDGE'S CHOICE

Judge's Choice trophies are presented to winners receiving a perfect score from the judges.

Total Advertising Campaign

GOLD

Multilingual Advertising

BRONZE

TV/Video Advertising Campaign – Series
May 2024



BRONZE
Total Advertising Campaign
May 2024



GOLD

Total Digital Marketing Campaign

January 2023



PLATINUM

Marketing Campaign
Social Media Marketing Campaign

November 2023



Nursing Report

Beena S Peters, DNP, RN, FACHE

Chief Nursing Executive



COOK COUNTY
HEALTH

Nursing Report

Advancing Nursing Excellence at CCH

A remarkable milestone for Cook County Health's Nursing Excellence Journey!

- The nursing report is designed to highlight a few of the many accomplishments and showcase the exceptional work of our nurses that demonstrate their commitment to our mission.
- This report demonstrates how our nurses embrace our values of Innovation, Compassion, Accountability, Respect, Excellence, & Education.

ADVANCING
NURSING EXCELLENCE
AT COOK COUNTY HEALTH

NURSING REPORT
2019-2023

COOK COUNTY
HEALTH

Content

ADVANCING NURSING EXCELLENCE AT COOK COUNTY HEALTH

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A MESSAGE FROM OUR INTERIM CHIEF EXECUTIVE OFFICER

A MESSAGE FROM OUR CHIEF NURSING EXECUTIVE

MISSION, VISION, STRATEGY

A STRONG FOUNDATION

NURSING CARE ACROSS THE CONTINUUM

NURSING WORKFORCE

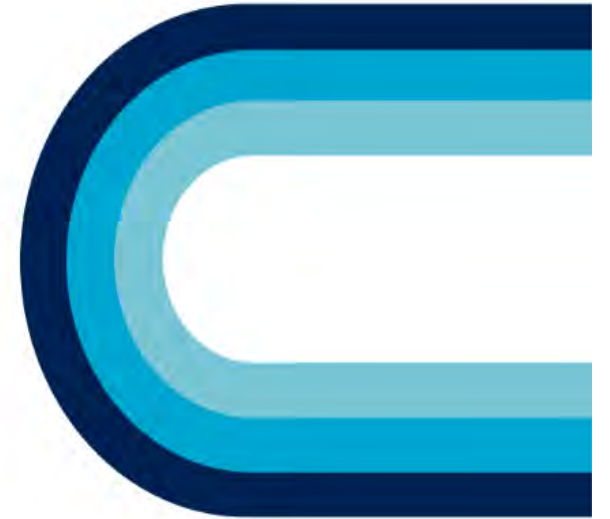
EXCELLENCE IN NURSING CARE

EXEMPLARY PROFESSIONAL PRACTICE

WORKFORCE DEVELOPMENT AND WELL-BEING

RECOGNITION OF NURSING EXCELLENCE

BUILDING OUR FUTURE



COOK COUNTY
HEALTH

A Story from 2019 to 2023

ADVANCING NURSING EXCELLENCE AT COOK COUNTY HEALTH

A STRONG FOUNDATION

2019 - 2020 - Using Data to Provide Safe, Effective Care: Leveraging information Technology, lean principles and predictive analytics helps achieve results!

Dashboards and various data driven tools are used to promote sound decision making and improve adherence to evidence-based practice guidelines. The ability to capture and utilize data is critical for evaluation of specific actions taken and to promote ownership and pride in performance.

In partnership with Nursing Business Operations, CCH Business Intelligence and Human Resources, multiple dashboards and tools are now readily available and used by CCH Nursing teams to evaluate and drive improvements in patient care, access and predict workforce needs.

Setting Our Priorities

In 2019 we identified Priorities for nursing at CCH, based on patient safety, quality, high reliability and just culture. Many of our accomplishments that we will highlight reflect the impact nursing has made in these strategic priorities.



2021-2023 Nursing Structure Development

With close to 2000 nurses and ancillary staff working in inpatient, outpatient, public health and correctional health settings, nursing is the largest caregiver group within Cook County Health. Nursing has become a structured, unified organizational component of the health system. The Nursing leadership structure has been redesigned to elevate and support all clinical nursing areas, with Chief Nursing Officers (CNOs) for each entity and new nursing leadership roles, including directors, associate directors, and clinical nurse leaders to support our staff and lead our initiatives.

The CCH Nursing Structure has developed robust support systems that enable our strategy for patient safety, nursing excellence, quality, high reliability and just culture to move forward. Nursing Support departments include:

- Nursing Business Operations & Finance
- Staffing & Workforce Management
- Nursing Quality, Professional Development & Clinical Excellence
- Nursing Innovation & Research

Building Our Future

From our humble beginnings as the Cook County Health Nurses School of Nursing, 1918, CCH Nursing will continue the journey to Nursing Excellence. With the establishment of a strong Quality and Safety program, based on highly reliable processes and creating a just culture, Cook County Health will soon participate in the ANCC Pathway to Excellence Program. This program recognizes the organization's commitment to creating a positive practice environment that empowers and engages staff. By investing in the optimum workplace for nurses, organizations demonstrate a culture of sustained excellence in patient care, resulting in the successful recruitment of top candidates and staff retention through job satisfaction.

CCH has begun its journey to nursing excellence with a vision of achieving Pathway to Excellence or Magnet designations from American Nurses Credentialing Center. The Pathway to Excellence designation recognizes healthcare organizations that demonstrate a commitment to establishing a healthy workplace for staff. The six standards of Pathway are shared decision-making, leadership, safety, quality, well-being, and professional development. Cook County Health entities started their journey of nursing excellence to achieve Pathway to Excellence or Magnet designation by ANCC.

- John H. Stroger, Jr. Hospital-Pathway to Excellence or Magnet
- Provident Hospital-Pathway to Excellence
- Correctional Health-Pathway to Excellence
- Ambulatory Services (ACHN)-Pathway to Excellence
- Cook County Dept. of Public Health-Pathway to Excellence



*"As we look ahead, it is important to pause and reflect on what we have overcome in the past few years. As we continue to settle into a new sense of normalcy, these times can feel overwhelming, but can also serve as a catalyst for redefining the future of healthcare."
Dr. Beena Peters*



Annual Nursing Report

Advancing Nursing Excellence at CCH

- One of the Magnet requirements
- Goal to publish annually
- Will be posted on CCH Intranet

ADVANCING
NURSING EXCELLENCE
AT COOK COUNTY HEALTH

NURSING REPORT
2019-2023

COOK COUNTY
HEALTH



CountyCare's Value-Based Care Strategy

May 31, 2024



COOK COUNTY
HEALTH

Executive Summary

- **CountyCare's value-based care (VBC) strategy is designed to improve quality, enhance member experience, and promote equity while ensuring financial sustainability**
- **CountyCare is a leader nationally and locally in terms of annual medical spend in alternative payment models**
 - Early VBC efforts focused on building robust primary care partnerships, including delegated care management
 - More recently, CountyCare has expanded its portfolio to include a variety of novel, specialty care-focused VBC programs
- **VBC delivers differentiated outcomes for our members and providers across Cook County**
 - Moreover, as a provider-led plan embedded in the safety net, CountyCare is committing to supporting provider groups on the path value
- **Looking ahead, CountyCare is committed to continued growth and innovation in the VBC space**

Value-based care aligns with CCH's strategic objectives



Improve quality and clinical outcomes



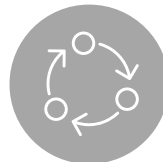
Enhance member experience



Ensure fiscal resilience



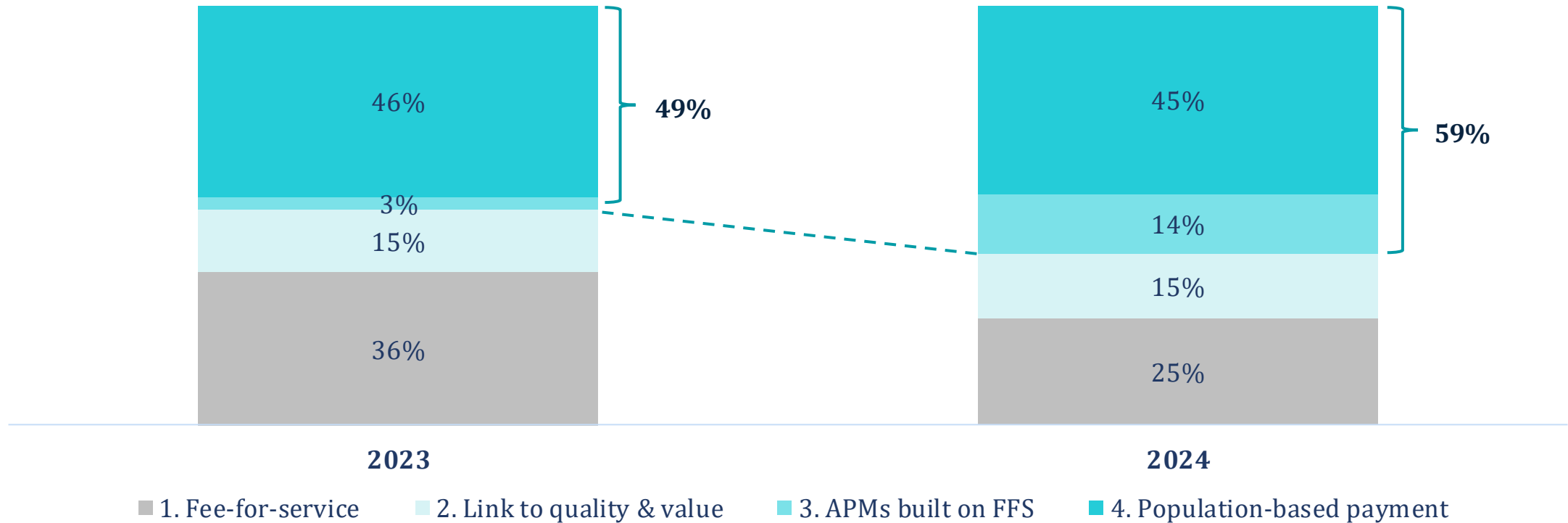
Promote health equity



Operate sustainably

Category 3-4 APMs projected to account for nearly 60% of CountyCare medical spend in 2024

CountyCare medical spend (estimate)



CountyCare performance exceeds HCP-LAN's goal of shifting 30% of Medicaid spend to Category 3-4 APMs by 2025



CountyCare's robust, value-based primary care partnerships benefit providers...

*"CountyCare has been a leader among the MCOs in investing in Cook County's robust community health system and in their willingness to delegate Care Management so it is fully integrated into the primary care medical home. Through MHN ACO, **CountyCare has become an economic engine for job creation and reinvestment of earned value-based dollars back into our services and into our communities for 16 Cook County safety net organizations.** In addition to the industry-leading Care Management services we provide to CountyCare, **our value-based arrangement allows us to retain and grow our staff, better serve uninsured and under-insured members, and to create more vibrant economies in many of the State's most disproportionately impacted area (DIA) zip codes.** We are grateful to the Cook County HHS and CountyCare leadership for their vision and partnership."*

– Lee Francis, MD, CEO, Erie Family Health

"CountyCare is one of our best health plan partners to work with in value-based care and delegated care coordination. CountyCare's leadership team is organized, consistent, and collaborative with ACCESS' leadership with mutual goals to improve our patients' health outcomes."

– Anh Reiland, APN, MBA, VP of Population Health & Quality, ACCESS



...as well as our members

Primary care partners in value-based arrangements outperform on key quality measures

		Measurement Year 2022 HEDIS performance		
Clinical area	Measure	CountyCare	VBC partner 1	VBC partner 2
Equity	Adults' Access to Preventive / Ambulatory Health Services	69.56%	76.25%*	75.49%*
	Breast Cancer Screening	53.00%	51.95%	57.80%*
	Cervical Cancer Screening	53.56%	59.38%*	69.89%*
Maternal & child health	Prenatal & Postpartum Care – Prenatal	75.37%	80.78%*	87.20%*
	Prenatal & Postpartum Care – Postpartum	75.88%	76.45%*	74.39%
	Childhood Immunization Status – Combo 10	27.93%	34.87%*	37.61%*
	Childhood Immunization Status – Combo 3	56.86%	63.59%*	65.60%*
Behavioral health	Follow-up After Hospitalization for Mental Illness – 30 day	40.44%	39.85%	48.62%*
	Follow-up After Emergency Department Visit for Mental Illness – 30 day	50.70%	50.38%	57.72%*

***Performance exceeds overall CountyCare rate**



CountyCare's VBC portfolio also spans specialty care

Specialty-focused initiatives are designed to achieve clinical objectives



Kidney care program focused on improving outcomes for members with CKD and ESRD



Behavioral health partnership aimed at increasing access with focus on HEDIS measures for follow-up after hospitalizations and emergency department visits for mental illness



Oncology & cardiology intervention to promote evidence-based treatment pathways



Orthopedics partnership to ensure timely access for urgent and nonurgent appointments

VBC goals for 2024 and beyond

- **Executing new value-based agreements**
 - Continue supporting primary care providers on path from FFS to shared savings and/or global risk
 - Explore alternative payment models with new provider types, such as home health agencies and waiver providers
- **Enhancing core capabilities**
 - Standardize and scale infrastructure to support value-based provider partners
 - Build more robust data exchange and analytics capabilities
 - Rigorously evaluate provider performance and adjust agreement terms, as needed
- **Aligning value to equity**
 - Measure and incentivize equity-related outcomes
 - Grow value-based partnerships among safety net providers
 - Expand the collection and utilization of social determinants of health-related data

In 2024, CountyCare and Cook County Health entered into new value-based payment arrangement

In addition to traditional fee-for-service payment and care coordination fees, CCH will be eligible for:

✓ **Pay-for-performance incentives tied to key quality outcomes**





- Adults' Access to Preventive/Ambulatory Health Services
- Cervical Cancer Screening
- Hemoglobin A1c Control for Patients with Diabetes
- Prenatal & Postpartum Care – Timeliness of Prenatal Care
- Prenatal & Postpartum Care – Postpartum Visit
- Childhood Immunization Status – Combo 10
- Follow-up After Emergency Department Visit for Mental Illness
- Colorectal Cancer Screening

✓ **Shared savings opportunity based on risk-adjusted total cost of care**

Annual quality and cost performance will be assessed for
~38,000 members empaneled to CCH primary care providers



HCP-LAN Alternative Payment Model Categories

			
CATEGORY 1 FEE FOR SERVICE – NO LINK TO QUALITY & VALUE	CATEGORY 2 FEE FOR SERVICE – LINK TO QUALITY & VALUE	CATEGORY 3 APMS BUILT ON FEE-FOR-SERVICE ARCHITECTURE	CATEGORY 4 POPULATION – BASED PAYMENT
	A Foundational Payments for Infrastructure & Operations (e.g., care coordination fees and payments for HIT investments)	A APMs with Shared Savings (e.g., shared savings with upside risk only)	A Condition-Specific Population-Based Payment (e.g., per member per month payments, payments for specialty services, such as oncology or mental health)
	B Pay for Reporting (e.g., bonuses for reporting data or penalties for not reporting data)	B APMs with Shared Savings and Downside Risk (e.g., episode-based payments for procedures and comprehensive payments with upside and downside risk)	B Comprehensive Population-Based Payment (e.g., global budgets or full/percent of premium payments)
	C Pay-for-Performance (e.g., bonuses for quality performance)		C Integrated Finance & Delivery Systems (e.g., global budgets or full/percent of premium payments in integrated systems)
		3N Risk Based Payments NOT Linked to Quality	4N Capitated Payments NOT Linked to Quality





CCH Value-Based Care Strategy

CCH, as a Provider of Care

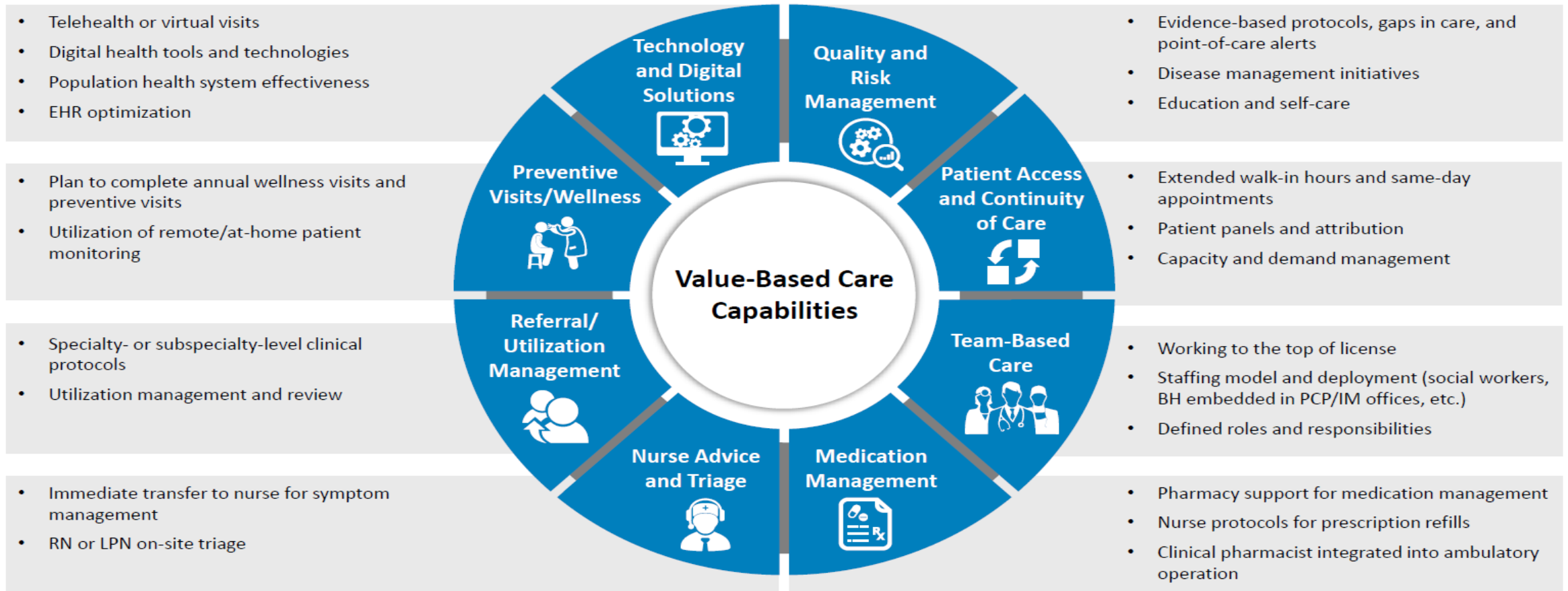
May 31, 2024



COOK COUNTY
HEALTH

Components Driving Value-Based Care

Further, certain core capabilities must be established among ambulatory groups pursuing value-based care strategies.



CCH Readiness

Cook County Health Value-Based Care Goal

The purpose of this initiative is to develop a VBC system at CCH that addresses the health of our population, reduces healthcare costs, and enhances the quality of care delivered.

Insurance Plan VBC evaluation approach:

- Typically, MCOs set thresholds for Medical Loss Ratios between 88% and 90%
- For some of our MCO agreements we are already performing better than their threshold

CCH Readiness – Next Steps

Created Six Subgroups with Objectives

Subgroup	Overall Objectives of SubGroup
Care Coordination and Integration	Seamless connection of patient care through CCH system
Panel Management and Risk Stratification	Identify patient population and their complexity
Data/IT	Provide visibility on patient population to allow data driven decisions for patient care
Contracting and Rev Cycle	Align contracts and rev cycle activity with operations
Clinical Operations and Medical Management	Develop tools and processes for best practice in patient care
Education: Clinical and Front-Line Operations	Educate front line teams

Value-Based Care Agreements

- ✓ CountyCare
 - ✓ Entered into a value-based care agreement April 30, 2024
 - ✓ Review occurs at monthly Provider/Plan Alignment meetings
- Two additional agreements expected this summer

OKR	Baseline (MY2023)	Q2 Goal	Q3 Goal	Q4 Goal
Increase cervical cancer screening from 39.02% to 57.11%	39.02%	28.56%	42.84%	57.11%
Increase prenatal visit completion in the first trimester from 75.31% to 84.23%	75.31%	84.23%	84.23%	84.23%
Increase timely postpartum visit completion from 70.29% to 78.10%	70.29%	78.10%	78.10%	78.10%
Increase completion of childhood immunizations (CIS Combo 10) from 22.54% to 30.90%	22.54%	15.46%	23.19%	30.90%
Increase colorectal cancer screening from 35.54% to 50%	35.54%	25%	37.5%	50%

Next Steps

- Finalize additional VBC agreements
- Continue to build infrastructure to review metrics that drive value-based care

Strategy Planning



COOK COUNTY
HEALTH

Strategy Deployment

- In February, presentation to the board to focus on 27 main strategies
- Launched a new process to monitor progress of initiatives. Developed work plans and short-term goals

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.

Progress Made:

- ✓ Leapfrog score of B, Provident Hospital Joint Commission Reaccredited, Provident Primary Care Medical Home recertification, received Becker's recognition of the endocrinology service as a top US program, Cermak achieved the National Commission of Correctional Healthcare accreditation, full accreditation from the American College of Surgeons Commission on Cancer
- ✓ Improved sepsis compliance from 17% to 81%
- ✓ Provident decreased LWBS from 8% to 3.7%
- ✓ Expanded onsite services for Cermak and telemedicine
- ✓ Expanded services available at Provident
- ✓ New shared governance model introduced by nursing to achieve Magnet/Pathways to Excellence
- ✓ Established unit-level daily huddles and huddle boards
- ✓ Implemented robotics surgery

CCH Strategies FY2024

PATIENT SAFETY, CLINICAL EXCELLENCE & QUALITY

Maintain top quality outcomes for CountyCare members; Increase quality ratings to 4 stars



Progress Made:

- ✓ Launched primary care provider engagement strategy
- ✓ Implementation of maternal child health strategy
- ✓ Implement behavioral telehealth strategies
- ✓ Executed new VBC agreements

Invest in grant and research infrastructure with the goal of building transparent, sustainable and compliant operations within CCH

Progress Made:

- ✓ Building team to develop research infrastructure for compliance and impact at scale
- ✓ Signed contract with Hektoen to transition grants
- ✓ Launch of IRB toolkit to strengthen compliance
- ✓ Testing new processes to support clinical trials

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

Progress Made:

- ✓ CountyCare expanded access to eating disorder and root canal services
- ✓ Cermak awarded \$628K in Opioid Settlement Funds to support treatment for Cermak enrolled patients; Renewal of HRSA Health Start program for 5 years
- ✓ CCDPH mental health campaign "Here to Hear You"; Hosted 700 participants in the Cook County Behavioral Health Summit; Launched "open call" for \$44M in grants
- ✓ Held health education events related to cervical cancer, colon cancer and other health fairs
- ✓ Care Coordination earned a \$67K performance bonus for work on transformation project
- ✓ Established new dedicated CareLink program web page
- ✓ FoodSmart referrals for CountyCare members seen at CCH

CCH Strategies FY2024

HEALTH EQUITY, COMMUNITY HEALTH & INTEGRATION



Ensure access to healthcare information:

Further expand language access to ensure patients receive healthcare information in the language of their choice; advance mobility programs.

Progress Made:

- ✓ Implemented new equipment for language services
- ✓ Hired and trained three full-time Spanish Interpreters
- ✓ Conducted system-wide training on how to identify the preferred language of the patient, access an interpreter, work effectively with an interpreter, and document the language services provided
- ✓ Improved a process for submitting an on-site interpreter request

Streamline the procurement process and improve MBE/WBE participation

Progress Made:

- ✓ Completed process enhancements to the Contract Oversight Committee (COC), and rolled out two new forms and 3 live training sessions for all user departments
- ✓ Created 15 education and training materials for user departments and for Supply Chain Management
- ✓ Using COC process to increase use of competitive sourcing overall with pre-established M/WBE goals and to identify Target Market Opportunities
- ✓ Launched Bonfire as a sourcing and bid evaluation system

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

Progress Made:

- ✓ Hired 130 net new positions since December 1, 2024
- ✓ Established programming aimed at retention
- ✓ Nursing: Trained over 250 nurses at nursing skills fair; ANCC reaccredited Advanced Practice Registered Nursing Fellowship Program; Second cohort of St. Xavier nursing students started 14-wk public health practicum
- ✓ Established an EMT apprenticeship program, with first cohort starting in August
- ✓ The Association of Chicagoland Externship and Practicum Training (ACEPT) has selected the JTDC as the 2024 Outstanding Training Site

CCH Strategies FY2024

HUMAN EXPERIENCE



Employee Wellness and Engagement Improvements

Wellness programs, employee engagement scores, Press Ganey micro survey

Progress Made:

- ✓ Hosted Patients Choice Award event
- ✓ Years of Service recognition 2023 & 2024 (participants doubled)
- ✓ Prepared to launch employee engagement survey in June

Patient Satisfaction

Patient navigation, nurse communication, Culture Code implementation, HCAHPS measures

Progress Made:

- ✓ CountyCare added Lyft options for members; CountyCare conducting surveys to measure satisfaction, loyalty and awareness with benefits
- ✓ Stroger and Provident improved HCAHPS score by providing inpatients with welcome packs to address noise complaints on the floors
- ✓ Wayfinding signage enhancement –Phase 1 implemented
- ✓ Outpatient and Ambulatory Surgery Consumer Assessment of Healthcare Providers and Systems survey launched
- ✓ “Yacker Trackers” Med Surg units expansion

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**

Progress Made:

- ✓ YTD revenue collection higher than budget reflecting the various workstreams in the revenue cycle turnaround project
- ✓ Established an approval process for agency staffing to control spend
- ✓ Established a review process to confirm clinical effort expectation for physicians

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

Progress Made:

- ✓ Value-based care: Signed a value-based care agreement between CountyCare and CCH
- ✓ Infrastructure and equipment: Finalized 2024 capital equipment and capital improvement plans; Cermak pharmacy equipment replacement, mobile MRI implementation
- ✓ Maximizing access: Launched Cook County Express Care; Implemented new referral management software to streamline referrals into the system; decreased wait times for specialty clinics by half and decreased external referrals by 26%; Implemented telehealth home visits for CCDPH nurses; Added new endoscopy capacity at Provident; Implemented tele-tracking features to improve patient throughput
- ✓ Increase surgical volumes: Updated process to ensure financial clearance prior to scheduled surgery; 20% reduction in cancellations at Provident

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

Progress Made:

- ✓ Expanded referral network by entering into agreements with St. Bernard, Humboldt Health University of Chicago
- ✓ Kicked-off long-term facility planning
- ✓ Service Lines and Marketing developed materials to share with partners; Launched first CCH podcast series; Launched Stroger to Provident transfers to optimize bed utilization; Expanded service line procedures in Cardiology (TAVR), Neurosciences (tele-Neurology, Neuro ICU), Provident performs first thyroid lobectomy
- ✓ Finalized a tool to evaluate affiliation agreements.

GROWTH, INNOVATION & TRANSFORMATION



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

Progress Made:

- ✓ CountyCare is streamlining application process for CareLink
- ✓ Started exploring potential new products within Health Plan Services
- ✓ ARPA: Spent \$40M out of \$170M; Obligated \$62M total; Finalized contracts and focused on hiring
- ✓ CCDPH Growth Plan: Initiated an assessment on using the "Foundational Public Health Services" (FPHS) framework to review CCDPH gaps, capabilities, and staffing to meet the minimum requirements of a FPHS
- ✓ Kicked off project for 1115 Waiver readiness for justice-involved population

Thank You



COOK COUNTY
HEALTH



COOK COUNTY HEALTH

DR. ERIK MIKAITIS
INTERIM CHIEF EXECUTIVE OFFICER
REPORT TO THE BOARD OF DIRECTORS
MAY 31, 2024

Employee Recognition

Stroger Hospital was awarded a **“B” safety grade by The Leapfrog Group**. The Leapfrog Hospital Safety Grade is the only hospital rating focused exclusively on hospital safety and ranks nearly 3,000 hospitals. Its grades are a quick way for consumers to choose the safest hospital to seek care. Our work continues to establish high reliability practices across the health system and, of course, to achieve the highest quality ratings available.

Congratulations to all nurses who were nominated for the **2024 Nursing Excellence Awards!** The 2024 Award Recipients are:

- **Arahany Villasenor:** Nurse of the Year
- **Aiesha Meghie:** Rising Star
- **Sherrie Spencer:** Leadership
- **Jeelan McCray:** Correctional Health
- **Rosa Rodriguez:** Community Care
- **Jarretha McColmeyer:** Clinical Nursing
- **Rhodelyn Bedford:** Education and Mentorship
- **Cristina Guerrero:** Excellence in Public Health Care
- **Linda Lui:** Volunteerism
- **Justin Robinson:** Patient Care Support
- **Thomas Liss:** Partners in Nursing

Congratulations to **Muna Yousuf**, 7 East Med Surg Unit, Stroger Hospital, for being recognized as a DAISY Award honoree! The DAISY Award is a recognition program to celebrate and recognize nurses by collecting nominations from patients, families, and co-workers.

On May 16, **Dr. Claudia Fegan**, Chief Medical Officer, was honored with the Lifetime Achievement Award in Social Justice and Healthcare Equity and Reform by the I Am Able Foundation at the annual Chicago Health Medical and Law Careers Citywide Student Conference. The theme of this year's event was "On the Shoulders of Giants". Dr. Fegan was also recently named to Becker's Hospital Review list of Black Healthcare Leaders to know.

On April 25, **Justin Mis**, Stroger Hospital Trauma Program Coordinator, was walking home from a Cubs game when he noticed a family in distress with an unresponsive baby. Justin sprang into action and performed compressions on the infant before paramedics arrived. The baby is doing well after being treated for cardiac arrest. Lurie Children's Hospital and the Chicago Fire Department honored Justin for his heroic actions at a press conference last week.

The **CountyCare 2022-23 Choice Campaign**, "There's a Plan for That", recently won several Aster Awards, honoring excellence in healthcare advertising, including: Judge's Choice Award for Total Advertising Campaign (receiving a perfect score by the judging panel), Gold for Multilingual Advertising and Bronze for TV/Video Advertising. This campaign has won a total of 7 industry awards.

Activities and Announcements

On May 28, Cook County Health leaders were joined by President Preckwinkle to celebrate the opening of the new **Neurocritical ICU at Stroger Hospital** with a **ribbon cutting**. The new unit is staffed by Board-certified neurocritical physicians and specialized APNs and includes state-of-the-art equipment to provide advanced care to patients with complex neurological conditions and injuries.

Congressman Raja Krishnamoorthi, President Toni Preckwinkle, Dr. Steve Aks, Chief Academic Affairs Officer, and Dr. LaMar Hasbrouck, Chief Operating Officer, CCDPH, and representatives of community-based organizations held a **press conference** on May 28 on the **fentanyl epidemic in Illinois**. During the press conference, Congressman Krishnamoorthi, the Ranking Member of the House Select Committee on the Strategic Competition Between the United States and the Chinese Communist Party (CCP), highlighted his Select Committee's recent investigation into the CCP's role in fueling the fentanyl crisis in America. CCH and CCDPH shared initiatives the health system has launched to address the epidemic regionally, and support individuals suffering from substance use disorder.

Paint parties were held at Austin Health Center and Cottage Grove Health Center this month. Staff, patients, and community members contributed their artistic talents to painting panels that will be installed as part of new murals at the health centers. Four murals are being installed at CCH sites this summer, thanks in part to support from the Cook County Health Foundation.

In honor of **Mental Health Month**, Cook County Health held a **Facebook Live event** on managing anxiety. Several CCH clinicians discussed the factors that cause anxiety and how one can help manage anxiety individually or with the help of a provider. The event reached more than 5,400 individuals and earned more than 300 clicks.

Legislative Updates

Local

- Cook County Health's work to address food insecurity began in 2015 with a two-question food insecurity screening, which was later adopted by all CCH primary care sites and incorporated into the CountyCare health risk screening tool. CCH patients who screened positive received a voucher to access fresh produce from the Greater Chicago Food Depository's (GCFD) Fresh Truck.

Since its inception, CCH's Fresh Truck partnership with GCFD has resulted in more than 500 visits to CCH health centers providing fresh fruits and vegetables, as well as some shelf stable items during the COVID-19 pandemic, to over 50,000 households, representing more than 165,000 individuals.

Over the next several months, CCH and GCFD will be pivoting to a different model to connect patients with fresh and nutritious food. This includes piloting an onsite food pantry at Belmont Cragin Health Center and a medically-tailored meals program based initially at Provident Hospital that will further align the health conditions identified by CCH providers with food-related resources following a provider visit. These efforts are funded by an ARPA award to CCH from Cook County; these funds will also support a full-time Food Security Manager, based in the Office of Diversity, Equity, and Inclusion. We are also exploring other models that work best for our patients and look forward to sharing more when details are available.

- The week of May 12th, CCH leadership appeared before the following Cook County Board committees to provide testimony and respond to questions from Commissioners.
 - **Asset Management Committee** – Cook County Department of Asset Management leadership along with Adam Weber, CCH Executive Director of Special Operations participated in the meeting to respond to questions pertaining to contracts for the Stroger MEP Powerhouse, Stroger AE upgrades and the lease for CCH’s Austin Health Center.
 - **Finance Committee** – Pam Cassara, CCH CFO addressed questions related to the County’s Monthly Revenues and Expenses Report as well as CCH finances. CCH leadership was also available to respond to questions related to CCH’s Monthly Report which is a compilation of the metrics and presentations made to the CCH Board of Directors from the previous month.
 - **Health & Hospitals Committee**
 - **Meeting** – Dr. Thomas Nutter, CCH Chief Behavioral Health Officer presented the committee with an update on the Cook County Behavioral Health Summit in response to a Resolution sponsored by Commissioner Dennis Deer.
 - **Public Hearing** – Dr. LaMar Hasbrouck, Cook County Department of Public Health (CCDPH) Chief Operating Officer; Dr. Fidel Abrego, Chair of the Department of OB/GYNE; Dr. Priscilla Auguston-Ware, Chair of the Department of Correctional Health and Cermak Medical Director; and Dr. Yvonne Collins, Chief Medical Officer Managed Care presented the committee with an update on Maternal Health & Doulas in response to a Resolution sponsored by Commissioner Donna Miller.
 - **Legislation Committee** – CCH leadership was available to respond to questions related to a Resolution pertaining to Asian American Data Collection.
 - **Workforce Committee** – CCH leadership monitored the meeting related to BHR Hiring Timeline Reports.

State

- Despite their best intentions to adjourn by the self-imposed deadline of May 24, the Illinois House and Senate met through the weekend to wrap up passage of the FY25 budget ([SB251](#), [SA3](#)) and other legislation. The Senate stayed through Memorial Day and passed a balanced budget that includes new revenue; the House returns Tuesday and is expected to pass the bills without further amendments.

Contingent session days are scheduled through May 31, which is the deadline for a simple majority vote to pass legislation (including a budget) that would take effect prior to June 1 of the next calendar year. The state fiscal year ends June 30.

- Cook County Health’s 2024 state legislative priorities include:
 - Secure annual appropriations to fund the [Equity and Representation in Health Care Act](#), which provides loan repayment and scholarships to health care providers working at CCH facilities and at FQHCs.
 - Status: \$3M included in Governor’s proposed FY2025 budget for the Illinois Department of Public Health. This amount is included in the budget passed by the Senate.
 - Protect and strengthen Medicaid.
 - Status: The Governor’s proposed FY2025 budget included \$629M to continue Medicaid-like coverage (HBIA/S) for immigrant adults 42+ years, which would not

- allow for the lift of the enrollment freeze that has been in place since 2023. These funds remain in the budget passed by the Senate.
- Support legislation that promotes harm reduction and prioritizes treatment instead of only imposing criminal penalties.
 - Status: [HB2/SB78](#) would authorize an overdose prevention site in Chicago. [SB1830](#) would reclassify low-level possession of narcotics from a felony to a misdemeanor and offer access to treatment for those who need it. These bills did not advance in the 2024 spring session.
 - Advocate for increased funding to local health departments.
 - Status: [HB4823](#), HA1 would add \$10M to the local health protection grant line in the Illinois Department of Public Health, above the Governor’s proposed FY2025 budget. The FY25 budget passed by the Senate includes an additional \$5M on top of Governor’s proposed FY25 budget, which holds this line item flat compared to the FY24 budget.
- Other legislation of interest to Cook County Health:
 - [HB5395](#), also known as the Healthcare Protection Act (HPA), sponsored by [Representative Anna Moeller](#), prohibits prior authorization for inpatient mental health care, bans the use of “step therapy”, creates new standards for utilization review, and eliminates short-term limited duration or “junk plans” which have already been banned in 12 other states. The provisions apply broadly to private insurance plans regulated by the Illinois Department of Insurance, with some provisions applying to fee-for-service Medicaid and Medicaid MCOs. The HPA is a [legislative priority of Governor Pritzker](#). The bill passed the House and Senate and will be sent to the Governor for signature.
 - [HB5142](#), sponsored by [House Majority Leader Robyn Gabel](#), requires state-regulated private insurance plans to cover services provided by doulas, lactation consultants, and licensed certified professional midwives. The bill also expands the definition of postpartum coverage to 12 months and requires the coverage of breast pumps and breast pump supplies. The bill passed the House and Senate and will be sent to the Governor for signature.
 - [HB778](#), sponsored by [Representative Theresa Mah](#), establishes a new clinical readiness program to provide “direct services to international medical graduate physicians seeking to reestablish their medical careers and obtain residency” in Illinois. The effort would be a collaboration between the Governor’s Office of New Americans and the Illinois Department of Public Health. The bill passed the House and Senate and will be sent to the Governor for signature.

Additional details about legislative activity from the Spring 2024 session will be shared in subsequent reports.

Federal

- Congress is out of session this week for the Memorial Day recess, returning the week of June 3.
- **FY 2025 Budget and Appropriations Process**
 Congress has begun working on FY 2025 appropriations, which begins October 1. On May 23, the House Appropriations Committee approved “interim” subcommittee allocations which would increase funding for Defense and national security programs while cutting most non-defense domestic discretionary programs. The Labor-Health and Human Services-Education subcommittee would be allocated \$186 billion, which is between ten and eleven percent below the final enacted funding level for this fiscal year (FY 2024). Meanwhile the Senate appropriators are moving more

slowly, and Democratic leaders have indicated that they will continue to insist on parity between defense and domestic spending.

Most observers continue to believe that at least one continuing resolution will be required to extend current year funding past the November elections. Moreover, if Republicans win back the White House in November, they will have strong incentives to wait until after inauguration day to complete negotiations, in order to advance their priorities at the outset of a new Trump administration.

- **ARPA State and Local Fiscal Recovery Fund, Treasury Regulations**

On May 15 the Senate rejected a Congressional Review Act (CRA) joint resolution to overturn the Obligation Interim Final Rule (IFR) published by the U.S. Department of Treasury in November 2023 for the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Fund (SLFRF). Cook County advocated in support of these regulations and subsequent guidance which give SLFRF recipients essential flexibilities to obligate funds for appropriate purposes, including CCH initiatives. Defeating the resolution of disapproval was a key County priority.

- **Health Legislation**

On May 10, Sens. Cory Booker (D-NJ), Bob Casey (D-PA), and Elizabeth Warren (D-MA) introduced the Mamas First Act, which would expand Medicaid coverage to doula and midwifery care. A House version of the bill was introduced by Reps. Gwen Moore (D-WI), Ayanna Pressley (D-MA), Lauren Underwood (D-IL), Alma Adams (D-NC), and Debbie Dingell (D-NC).

On May 16, the House Energy & Commerce health subcommittee marked up several health bills including some that aim to reduce Medicaid payment improper payments. The “Leveraging Integrity and Verification of Eligibility for Beneficiaries Act,” which was approved without objection, would require states to verify that Medicaid recipients are not deceased and remove any deceased beneficiaries from their rolls by cross-checking with the Social Security Administration’s Death Master File database. Under other bills advanced by the subcommittee, MCOs would have to share beneficiary addresses with state Medicaid agencies and require the states to check a provider’s status in federal databases before enrolling or reenrolling them in Medicaid on a quarterly basis.

- **Biden-Harris Administration Action**

On April 22, the Centers for Medicare and Medicaid Services (CMS) finalized two major rules aimed at improving patient experience and transparency in Medicaid managed care plans.

Each year, the rule will require states and Medicaid Managed Care Organizations (MCOs) to report on state-directed payments to providers, their rates compared to Medicare rates, as well as to survey beneficiaries about their experience with the plans. States will also be required to set up publicly accessible websites to allow beneficiaries to compare MCO quality ratings. CMS also capped state-directed payments for services at academic medical centers to the average commercial rate.

On May 1, COVID-era hospital occupancy and other reporting requirements related to respiratory infections expired.

On May 3, CMS announced a rule that will permit active recipients of Deferred Action for Childhood Arrivals (DACA) to enroll in a qualified health plan or a basic health plan under the Affordable Care Act (ACA), and some forms of financial assistance. Previously, DACA recipients were not considered “lawfully present” under the terms of the ACA.

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.

- June 3 – **North Riverside Health Center** – 1800 S. Harlem Avenue, North Riverside, IL 60546
- June 5 – **Belmont Cragin Health Center** – 5501 W. Fullerton, Chicago, IL 60639
- June 6 – **Friend Health** – 5635 S. Pulaski, Chicago IL 60629
- June 8 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615
- June 10 – **Austin Health Center** – 4800 W. Chicago Avenue, Chicago, IL 60651
- June 11 – **Robbins Health Center** – 13450 S. Kedzie Ave Robbins, IL 60472
- June 12 – **Stroger Hospital** – 1969 W. Ogden, Chicago, IL 60612
- June 12 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615
- June 13 – **Alivio Health** - 2021 S Morgan St., Chicago, IL 60608
- June 14 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621
- June 18 – **Cottage Grove Health Center** – 1645 S. Cottage Grove Ave Ford Heights, IL 60411
- June 18 – **Esperanza Health Center** – 4700 S. California Ave Chicago, IL 60632
- June 20 – **Friend Health** – 5635 S. Pulaski, Chicago IL 60629
- June 20 – **Care for Friends** – 5749 N. Kenmore Avenue, Chicago, IL 60660
- June 21 – **Arlington Heights Health Center** – 3520 N. Arlington Heights Road, Arlington Heights, IL 60004
- June 22 – **Malcolm X College Juneteenth Event** – 1900 W. Jackson, Chicago, IL 60612
- June 24 – **Blue Island Health Center** – 12757 S. Western Avenue, Blue Island, IL 60406
- June 25 – **Lawndale Christian Health Center** – 3750 W. Ogden Ave., Chicago, IL 60623
- June 26 – **Primecare Health Center** – 5635 W. Belmont, Chicago, IL 60634
- June 26 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615
- June 27 – **Chicago Family Health Center** – 9119 S Exchange Ave Chicago, IL 60617
- June 28 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621

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 Second Quarter topic presentations include 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: June 4, September 3, December 3
2424 S. Pulaski, Chicago, IL 60623
- Robbins: Tuesday at 1:00 PM: June 11, September 19, December 10
13450 S. Kedzie Road, Robbins, IL 60472
- North Riverside: Wednesday at 1:00 PM: June 12, September 11, December 11
1800 S. Harlem Avenue, North Riverside, IL 60546
- Englewood: Thursday at 1:00 PM - June 13, September 12, December 12
1135 W. 69th Street, Chicago, IL 60621
- Provident/Sengstacke: Wednesday at 9:00 AM: July 10, October 9
500 W. 51st Street, Chicago, IL 60609
- Cottage Grove: Tuesday at 1:00 PM: July 23, October 22
1645 S. Cottage Grove Avenue, Ford Heights, IL 60411
- Blue Island: Wednesday at 1:00 PM: August 14, November 13
12757 S. Western Ave., Blue Island, IL 60406
- Arlington Heights: Tuesday at 1:00 PM: August 20, November 19
3520 N. Arlington Heights Road, Arlington Heights, IL 60004

Event Participation in June:

Outreach staff will participate in the following events to promote both Cook County Health and CountyCare (especially Redetermination) to attendees.

- 1) June 1, 2024 – Participation in the **Liaisons In Care (LinC)'s 2nd Annual Resource Fair** will take place at the Shine Bright Community Center located at 8560 S. Cottage Grove in Chicago, IL 60619.
- 2) June 1, 2024 – Participation in the **Community Health Fair** which is hosted by the Top Teens of America, Top Ladies of Distinction and the Theta Omega Chapter of Alpha Kappa Alpha Sorority, Inc. and which will take place at the Akarama Community Service Center located at 6220 S. Ingleside in Chicago, IL 60637.
- 3) June 8, 2024 – Participation in **the 4 Men Only Health Fair** which is hosted by Provident Hospital and CountyCare and which will take place at Provident Hospital located at 500 E. 51st Street in Chicago, IL 60609. We will also do the first Walk With A Doctor “walk” at this event.

- 4) June 8, 2024 – Participation in **State Representative Brad Stephens Childrens Safety Expo** will take place at the St. Rosalies Church Parking Lot located at 6750 W Montrose Avenue in Harwood Heights, IL 60706.
- 5) June 8, 2024 – Participation in **Chicago Family Caregiver Expo** which is hosted Call for Caring and Bellevue Baptist Church and which will take place at the Bellevue Ministry Center located at 10715 S. Halsted in Chicago, IL 60628.
- 6) June 8, 2024 – Participation in the **2nd Annual Man Up - Chicago's Men's Lifestyle Expo** which is hosted by Imagen Marketing Consultants, and which will be held at the Instituto del Progreso Latino located at 2520 S. Western in Chicago, IL 60608.
- 7) June 8, 2024 – Participation in the **Men's Health Fair** which is hosted by Provident Hospital and CountyCare will be held Provident Hospital located at 500 E. 51st Street in Chicago, IL 60615.
- 8) June 8, 2024 – Participation in the **Summer Vibes, Peaceful Lives: A Community Convening** which is hosted by the Kenwood United Church of Christ and the Hyde Park and Kenwood Anti-Violence Task Force and which will be held at the Kenwood United Church of Christ located at 4600 S. Greenwood Ave. in Chicago, IL 60653.
- 9) June 8, 2024 – Participation in the **2024 Palooza Health Resources Fest** which is hosted by the CORE Center's CCHIP Program and which will be held at the Austin Health Center located at 4800 W Chicago Avenue in Chicago, IL 60651.
- 10) June 9, 2024 - Participation in the **National Kidney Foundation of Illinois Walk for Kidneys** which will be held at Diversey Harbor located at 2601 N Cannon Drive in Chicago, IL 6061.
- 11) June 12, 2024 - Participation in the **Community Mural Paint Party** which will take place at the Austin Health Center located at 4800 W Chicago Ave Ste 1 Chicago, IL 60651.
- 12) June 14, 2024 - Participation in the **Family Focus Englewood's Annual End of Year Community Celebration & Home Visiting Graduation** which will take place at their facility located at 6727 S. Western Avenue in Chicago IL 60636.
- 13) June 14, 2024 – Participation in the **2024 Palooza Health Resources Fest** which is hosted by the CORE Center's CCHIP Program, and which will be held at the Association House of Chicago located at 1115 N. Kedzie in Chicago, IL 60651.
- 14) June 15, 2024 – Participation in the **Homewood-Flossmoor Juneteenth Festival** which is hosted by You Matter 2 will take place at the Homewood-Flossmoor High School South Parking Lot located at 999 Kedzie Avenue in Flossmoor, IL 60422.
- 15) June 14, 2024 - Participation in the **Cook County Assessor's Office's Senior Resource Fair** which will take place at the Cook County Assessor's Office located at 118 N Clark St 3rd Floor Lobby in Chicago, IL 60602.
- 16) June 20, 2024 - Participation in the **Greater Auburn-Gresham Development Corporation's Health Fair on The Block** which will take place at the Former CVS Parking Lot located at 79th Street and Halsted in Chicago, IL 60620.

- 17) June 20, 2024 - Participation in the **Howard Brown Health Center's Juneteenth Health & Wellness Fair** which will take place at their clinic located at 641 W. 63rd St. in Chicago, IL 60621.
- 18) June 22, 2024 - Participation in the **Friend Health's Annual Men's Health Event** which will take place at their clinic located at 1522 E 63rd Street in Chicago, IL 60637.
- 19) June 27, 2024 - Participation in the **Healthy Relationships Matter Community Resource Event** which is hosted by the Center for Advancing Domestic Peace which will take place at Fernwood Park located at 10436 S. Wallace in Chicago, IL 60628.
- 20) June 27, 2024 - Participation in the **Provident Scholarship Awards Ceremony** which will take place at the CCH Professional Building located at 1950 W. Polk, Chicago, IL 60612.
- 21) June 29, 2024 - Participation in the **Pink Divas & Gents Breast Cancer Organization's 7th Annual Brastr Cancer Walk** which will take place at the Morton West High School located at 2400 Home Avenue in Berwyn, IL 60402.
- 22) June 29, 2024 - Participation in the **Cook County Bureau of Economic Development's Transforming Places Summer Kick-off Events** which will take place at Celebration Park located at 13800 Trumbull in Robbins, IL 60472.
- 23) June 30, 2024 - Participation in the **2024 Pride Parade** which will take place along Broadway and Halsted Avenues in Chicago. CCH will have a float and about 100 participant walkers in the parade.

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

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

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- CCH has been developing a proposal to start a renal transplant clinic at Stroger with a UI Health renal transplant specialist. This partnership with UI Health will allow patients to prepare for a transplant while continuing their care with CCH. This will provide easier access to this care for CCH patients.
- The Quality team met with Ambulatory leaders to confirm Patient Centered Medical Home (PCMH) system wide needs. In addition, they also met with Marketing regarding updated PCMH brochures and to create a template for standardized provider profiles posted at Primary Care site for patient information.
- The Quality team is also working to complete the PCMH Tracer tool at scheduled on-site Primary Care clinics to assess readiness. They plan to use iPads with downloaded Joint Commission PCMH Tracer tool during their on-site rounding.



Health Equity, Community Health & Integration

- CORE's leadership approved the annual Continuous Quality Improvement Plan for Ryan White programs. Activities may include low-barrier care initiatives to improve appointment adherence and engagement in care.
- On April 19th, CORE hosted an event for transgender women of color at the community venue, the *LUXUR*. The event provided HIV testing, PrEP screening, sexual health education and workforce development referrals.
- This month 262 individuals in the community received a rapid test through targeted HIV screening. Additionally, we identified 11 newly diagnosed clients through routine & rapid screening and 9 clients were linked to care.
- Through the community vaccine program, ACHN continues to provide COVID-19 vaccination to the community and patients. This month, there was a total of 1,196 patients vaccinated. In addition,



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

the CORE Center location is offering the Mpox testing, vaccination, and treatment to patients and the community and a total of 20 patients were vaccinated for Mpox.

- To support patient access to care, the Patient Support Center answered more than 58,000 patient calls with an average answer speed of under 60 seconds. In addition, there were over 3,500 nurse triage calls answered this month.
- This month, the HealthviewX referral platform for CCH partners to refer specialty and diagnostic patients hit another milestone. There are 427 active users and over 9,000 referral orders placed by CCH partners. Currently ophthalmology continues to be the most requested specialty and ultrasound continues to be the most requested diagnostic.
- The Cancer Center Service Line earned distinction as an American College of Surgeons (ACS) Surgical Quality Partner. This designation means CCH is dedicated to maintaining the highest standards in surgical care.
- As of April 2024, we have seen 26,784 new arrivals at the Belmont Cragin New Arrival Health Center and 7,250 new arrivals through the Mobile Care Team.
- The Immediate care project team continues to meet to discuss the implementation of services at the Arlington Heights location. Pharmacy and ACHN leadership have partnered to finalize a decision on whether to use the pharmacy space for the imaging suite or lease space adjacent to the clinic.



COOK COUNTY
HEALTH

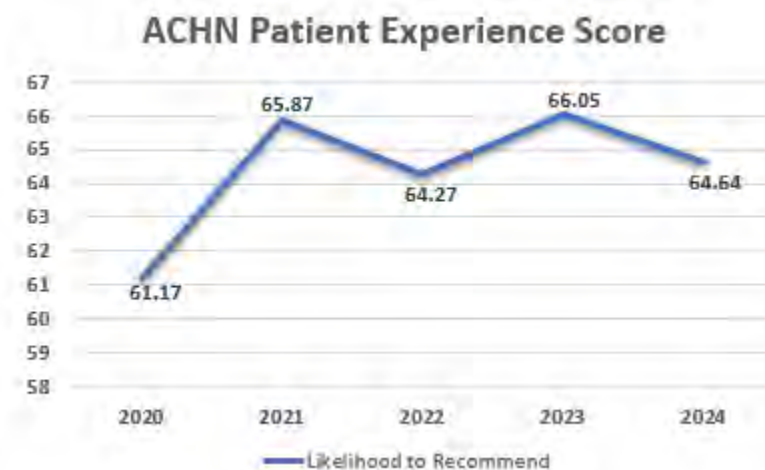
DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



Patient Experience & Employee Engagement

- This month, ACHN saw a 1.41% decrease in our overall “Likelihood to Recommend” score year-to-date bringing their score to 64.64%.



- The Specialty care team’s patient experience metric “Likelihood of Recommending” has significantly improved, with 65% of our distribution response landing in the “very good” category.
- ACHN recognizes Clinic C (Asthma/Allergy) as a “Clinic on the Rise” for having the highest top box score improvement this month by 6.86%. In addition, Arlington Heights exceeded the year-end-target for “likelihood to recommend” by 0.47%.
- The Women’s Health team took home 2 awards at the 2nd Annual CCH Patient Safety and Experience Week poster fair.
 - 2nd place for Best Research on “Stratification of Severe Maternal Morbidity and Mortality by Race and Ethnicity”
 - 1st place for Most Innovative on “Putting Women’s Health in the Hands of Women and Their Providers: Digital Solutions with Measurable and Meaningful Outcomes”.



Growth Innovation & Transformation

- The Women and Children Service Line received funding for next year for both WIC and the Breastfeeding Peer Counselor. In addition, CCH was re-awarded another 5-year cycle funding of \$5M (\$1M yearly for the next 5 years) for federally funded HRSA Healthy Start program. The



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Healthy Start Program will continue to strengthen support of the Cocoon Pregnancy Care Model within CCH.

- The Cancer Center Service Line implemented a workflow to accept external referrals to the surgical oncology service. In addition, they identified community partners to accept and treat Radiation Oncology patients during linear accelerator downtime.
- On April 8, 2024, CCH Mobile Care Coordination Team started vaccinating every new arrival at the Landing Zone. The team screens and vaccinates every new arrival measles (children and adults) and children are also vaccinated for varicella (chicken pox). Once the patients are registered and vaccinated, they are transported to the New Arrivals clinic at Belmont Cragin on the same day to complete their health screening. 2,092 patients have been registered, 1,499 vaccinated with MMR, and 500 with varicella.



Optimization, Systemization & Performance Improvement

- The Behavioral Health team met with potential vendors for upcoming professional development and training for the ambulatory social work department. In addition, they also met with our Business Intelligence (BI) department to review and revise case management statistics for social service coordinators to improve volume reports.
- Express Care (Virtual Care) team has seen close to 500 patients since January of this year with hours of operation on Monday through Friday from 11 am to 7 pm. The leadership team continues to work closely with our communications/marketing department and all CCH clinics to create awareness of the new clinic/program. A one-page flyer was developed for all clinics to share with their patients on how to connect with a provider in Express Care. An announcement was also added to the depart summary that is given at the end of all Ambulatory and emergency room visits to create awareness to our patients.
- The Primary Care team exceeded volume targets by 2.3% driven largely by sites in the South cluster. The notification of providers tactic on open notes continue to show progress toward improvement.
- The Specialty Care team had a remarkable month with 57% variance improvement compared to last month and they attributed this success to our leadership team's focus on improving access and show rates.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



Workforce: Talent & Teams

- ACHN has a total of 172 requests to hire in recruitment (2 on hold; 40 in pre-recruiting; 34 currently posted; 5 to be posted; 33 validations in progress; 33 interviews in progress; 37 decision-to-hire packets; 11 offers accepted, 5 hiring fairs underway). The remaining are the number of people hired this fiscal year.



Fiscal Resilience

- Primary Care: ACHN is above budgeted volumes for April by 436 visits and 3.5% below budget year-to-date totaling 86,174 visits in FY2024.
- Specialty Care: ACHN is above budgeted volumes for April by 1,502 visits and 1.2% below budgeted volumes year-to-date totaling 125,964 visits in FY2024.
- As of the end of April 2024, ACHN is on track overall on expenses having expended 42% 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	102,001,045	40,963,287	1,835,071	42,798,358	59,202,687	42%

- 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
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	COC approved. RFP will go out for new HVAC contract.
H20-25-033	The Chicago Lighthouse	\$ 4,480,000.00	2/28/2024	Amendment in process. No gaps in service
H21-25-012	DaySpring Janitorial Svcs	\$ 2,300,000.00	11/30/2024	RFP will go out for environmental services. Amendment requested to add new clinic at 467 E 31st St. Chicago.
H18-25-037	Alivio Medical Center	\$ 1,106,745.09	4/30/2024	No gaps in service. Six month extension in process. Contract extension are maxed. RFP will go out.



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

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

Reporting Period: April 2024

Report Date: May 20, 2024

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.
- A Cermak physician was accepted for appointment to the Medical Ethics Committee of John Stroger Hospital.
- A JTDC Psychologist and Clinical Supervisor, was nominated for 2024 Association of Chicagoland Externship and Practicum Training's (ACEPT) Outstanding Clinical Supervisor Award.



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.
- The Interim Chief Psychologist of Cermak Mental Health joined the Mental Health Network Committee "National Think Tank" for the National Institute of Corrections.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES



Growth Innovation & Transformation

- Cermak has rolled out Phase 1.5 of telehealth initiative. This phase included the retrofitting of two rooms in the specialty clinic area Phase 2, which entails access to telehealth in all 10 living units, is tentatively scheduled June 2024.
- Cermak presented service lines dashboards and KPIs System Quality Governance Committee on May 3, 2024.
- Cermak has created the “Cermak Change Management Group”. The genesis of the group was to efficiently receive and prioritize data/analytics requests from Cermak team members. All data/analytics requests are centrally entered via an Analytics Request Link on Cermak’s Intranet page. All requests require service line lead endorsement and will be prioritized to aligned with Key Performance Metrics and Process Improvement Initiatives.
- The Association of Chicagoland Externship and Practicum Training (ACEPT) has selected the JTDC as the 2024 ACEPT Outstanding Training Site. We commend Dr. Michele Henhapl, Director of Juvenile Justice Behavioral Health Training Programs for the leadership in achieving this honor.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Optimization, Systemization & Performance Improvement



- Cermak rolled out the format/process of reporting housekeeping/cleanliness issues in the Environment of Care process. This new process allows for electronic reporting of cleanliness status.
- Cermak, in collaboration with Health Information System, is introducing electronic signature technology. The goal is to introduce efficiencies into current processes while reducing the need to maintain paper documentation.

Workforce: Talent & Teams



- Cermak continues with hiring initiatives to support the continued patient care activity.
- Cermak Health Services leadership hosted our Indiana/Marion County custodial leadership partners at the Cook County Jail. The site visit was to showcase the system-leading practices of Cermak and help advise our custody partners on how to build up their own health system. Highlights included our intake/receiving areas, OTP/MAT/detox programs, behavioral health, medical specialty care, infection control, nursing, dental, and many specialties.

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.



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 April 2024

Office / Program / Account	FY24 Budget	Expense	Obligations (BPA's/PO's)	Funds Available	% Expend
4240 - Cermak Health Services of Cook County					
0 - DEFAULT (41195.4240.0) Total	-	1,953	-	(1,953)	No Budget
10155 - Administration (41195.4240.10155) Total	12,449,230	6,165,788	15,543	6,267,899	50%
10160 - Administration and Clerical (41195.4240.10160) Total	-	-	3,571	(3,571)	No Budget
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	1,106,823	16,901	1,638,737	41%
13945 - Finance (41195.4240.13945) Total	243,273	102,474	-	140,798	42%
14915 - Human Resources (41195.4240.14915) Total	263,532	96,110	-	167,422	36%
15050 - Information Technology (41195.4240.15050) Total	231,171	102,050	-	129,121	44%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	219,272	5,629	416,749	35%
15805 - Material Management (41195.4240.15805) Total	462,003	140,830	35,938	285,235	38%
15880 - Med/Surg - Administration (41195.4240.15880) Total	-	-	2,810	(2,810)	No Budget
15895 - Medical Administration (41195.4240.15895) Total	10,760,199	3,941,165	103,752	6,715,283	38%
16480 - Nursing - Administration (41195.4240.16480) Total	-	-	283	(283)	No Budget
17015 - Oral Health (41195.4240.17015) Total	2,496,986	895,235	-	1,601,751	36%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	14,475,094	1,044,428	30,960,537	33%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	0	-	(0)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	3,200,703	214,335	6,423,796	35%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	298,212	-	478,119	38%
18485 - Radiology (41195.4240.18485) Total	845,217	355,984	-	489,233	42%
19650 - Storerooms (41195.4240.19650) Total	-	-	18	(18)	No Budget
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	230,051	6,836	(236,888)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	172,460	-	250,276	41%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	5,836,847	63,922	11,357,249	34%
19635 - Store Room (41195.4240.19635) Total	-	-	141	(141)	No Budget
20475 - Txbl GO Ser 2009B BABS Bond Fd (41195.4240.20475) Total	-	3,366	-	(3,366)	No Budget
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	91,877	121,303	58,507	78%
15485 - Law Administration (41195.4240.15485) Total	-	-	562	(562)	No Budget
Grand Total	106,203,386	37,436,296	1,635,972	67,131,117	37%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expend
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	128,830	25	912,960	12%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	314,723	-	417,008	43%
17015 - Oral Health (41197.4241.17015) Total	309,492	165,687	-	143,805	54%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	1,359,541	20,638	2,249,323	38%
19815 - Support Services Administration (41197.4241.19815) Total	-	-	356	(356)	No Budget
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	1,487,043	-	2,484,061	37%
Grand Total	9,683,643	3,455,824	21,020	6,206,799	36%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Staffing

CERMAK STAFFING / VACANCY and HR ACTIVITY STATUS

A Look into HR Recruitment COOK COUNTY HEALTH

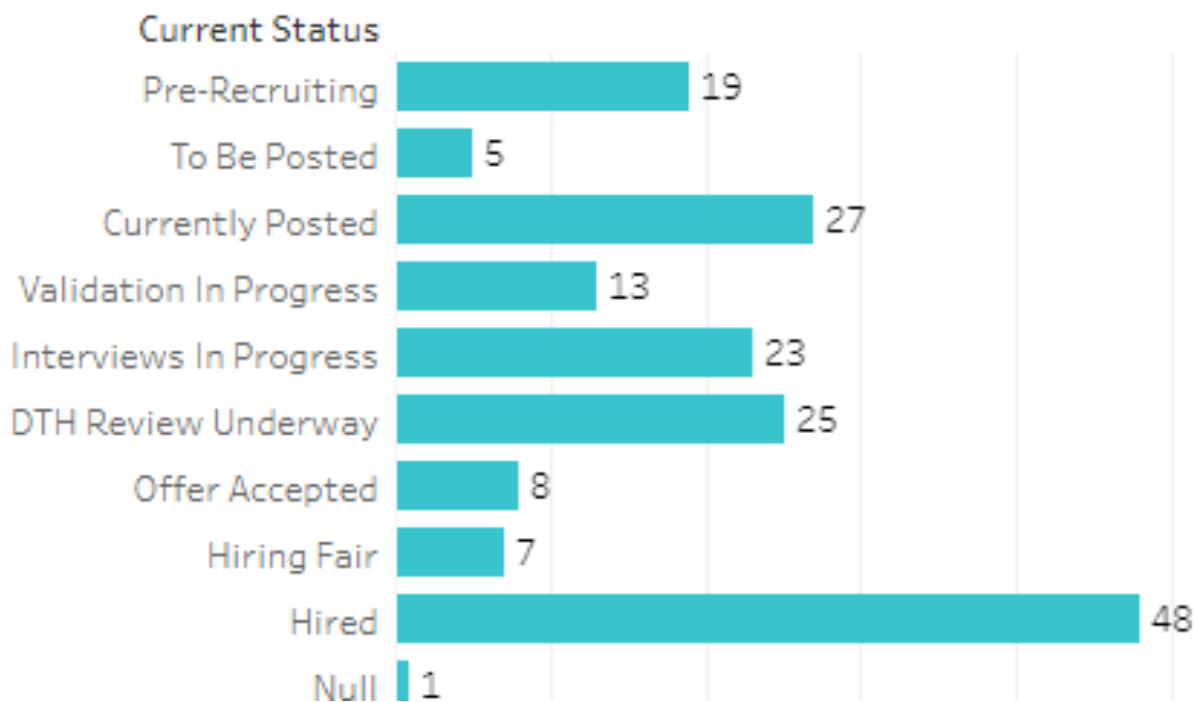
Access the dashboard training guide and request new user access through Hiring Central. [↔](#)

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # (4240), Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

108 Current Requisitions	48 Total Hired	13 Validation in Progress	23 Interviews in Progress	7 Open Interviews Greater than Two Weeks	19 Submitted DTHs Older than 5 Days	1 New Hires Starting Soon *Offer Accepted/Hired Status
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What Stage are my Current Requisitions?

* Excludes hired



COOK COUNTY HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

JTDC STAFFING / VACANCY and HR ACTIVITY STATUS

A Look into HR Recruitment

Access the dashboard training guide and request new user access through Hiring Central. [↔](#)

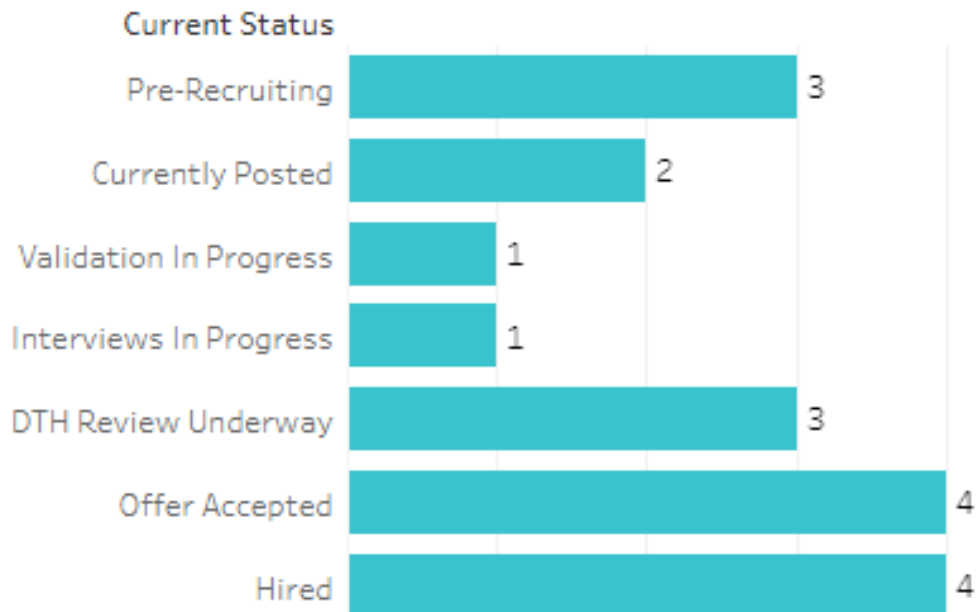
COOK COUNTY HEALTH

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # 4242, Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

11 Current Requisitions	4 Total Hired	1 Validation in Progress	1 Interviews in Progress	0 Open Interviews Greater than Two Weeks	2 Submitted DTHs Older than 5 Days	1 New Hires Starting Soon *Offer Accepted/Hired Status
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What Stage are my Current Requisitions?

* Excludes hired



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Procurement --

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

Numb	Supplier	Description	Expires On
77000064455	ODP BUSINESS SOLUTIONS LLC	H19-25-077 - Supplies and Services, Office Supplies	21-Nov-23
77000075883	STERICYCLE INC	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	31-Mar-24
H16-72-052	LINDE GAS & EQUIPMENT DIV LINDE	H16-72-052- Service, Certification, Maintenance, and Repair of Medical Gas Systems	31-Mar-24
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	31-May-24
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	31-May-24
H18-25-114	KORE SAE, LLC	H18-25-114 - Service, Temporary Staffing	31-May-24
77000125793	TANDYM GROUP LLC	H22-25-171, RECRUIT TEMPORARY QUALIFIED MENTAL HEALTH PROFESSIONAL (QMHP)	30-Jun-24
77000054363	LINCOLN PARK DIALYSIS SERVICES INC	H19-25-046 - SERVICES, LINCOLN PARK DIALYSIS SERVICES INC DBA DAVITA INC	30-Jun-24
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	31-Jul-24
77000107994	MAXIM HEALTHCARE SERVICES INC	H22-25-052_ Services_Locum Tenens and AP Staffing	14-Aug-24
77000133454	AB STAFFING SOLUTIONS LLC	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	25-Sep-24
77000063015	ALLIED WASTE TRANSPORTATION, INC.	H19-25-103 - Service, Waste Removal Services Throughout CCH	30-Nov-24
77000063013	W W GRAINGER INC	H19-25-063 - Supply, Institutional Supplies for Maintenance, Repair, and Operations	30-Nov-24
77000073375	LINDE GAS & EQUIPMENT INC.	H20-25-023 - SERVICE, MEDICAL GAS	8-Dec-24
77000091769	QUEST DIAGNOSTICS INC	H21-25-034_SERVICE, REFERENCE LABORATORY TESTING	31-Dec-24
77000138520	ATI AMBULANCE	H24-25-009 - Service, Ambulance Transportation Services	31-Jan-27



DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: April 29, 2024
Report Date: May 2024

Strategic Initiatives • OKR Highlights • Status Updates



Health Equity, Community Health & Integration

- The Cook County Department of Public Health (CCDPH) officially kicked off the Bi-lingual Media Support Workgroup aimed at broadening support of our non-English speaking constituents by translating our website and social media posts to the 5 most common languages in the jurisdiction.
- The CCDPH policy team assisted in CountyCare's response to Senators Durbin and Duckworth's request for information on work that the managed care organization is doing or could do to address lead exposure via pipes and plumbing. A response was sent from CountyCare on May 1, 2024, with CCDPH's contribution pertaining to its lead remediation grant programs and services to children with elevated blood lead levels in suburban Cook County.
- Over the course of April, CCDPH gave several media interviews about the measles outbreak and best practices to keep the community safe. Key messaging included how critical vaccines are, locations to get vaccinated, and who should get vaccinated, especially those who are high-risk.
- In response to the second confirmed measles case, CCDPH mobilized the nursing team and set up an immunization clinic with the help of the North Riverside Ambulatory Community Health Network (ACHN). All eligible household members were vaccinated. Additionally, all suburban hospital infection preventionists were made aware of the potential for measles in their communities.
- The Communicable Disease team is working with the Emergency Preparedness & Response Unit and the Community Health Worker team to provide wrap-around services such as food delivery and rental assistance to low-income families to maintain quarantine. The ability to provide such resources is imperative for future outbreaks and will require extended and innovative funding sources.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

- The Community Behavioral Health Unit (CBHU) conducted two virtual naloxone training courses for Cook County Department of Corrections and Finishing Trades. There were 51 participants in total. Additionally, naloxone and fentanyl test strips were distributed to 5 organizations.
- CCDPH participated in a joint plenary session with Chicago and Illinois Departments of Public Health during the COVID-19 Health Disparities Grant Reverse Site Visit which emphasized community engagement strategies, tools utilized to foster and sustain trust within communities, and insights on co-design and co-development with community partners. Over 500 participants attended in-person and virtually.
- CCDPH held an in-person Data Ambassador workshop that bridges the expertise of community-based organizations (CBOs) and epidemiologists to improve the Cook County Health Atlas and increase the utilization of population health data by community partners. There was a total of 36 CCDPH and CBO attendees.



Optimization, Systemization, & Performance Improvement

- CCDPH leadership met with the Illinois Department of Public Health (IDPH) Vaccination Section regarding obtaining Vaccine Facility Certification (VFC) status of CCDPH's prospective Immunization Program. This status is required both for planned community vaccination operations and outbreak response.
- The Cermak Warehouse was presented to the Cook County Health (CCH) Board and recommended for approval by the Asset Management Committee. Next steps include a formal review by the CCH Board in May. Assuming passage, the lease would take effect in July.



Workforce: Talent & Teams

- The Workforce Development team launched a department-wide LinkedIn Learning Initiative with 44 staff members enrolled in the first month.



Fiscal Resilience

- CCDPH policy staff reached out to several legislators to request co-sponsorship of House Bill 4823 and Senate Bill 3301. These bills would allocate \$10M to the Local Health Protection Grant, reversing the \$5M reduction from the Governor's proposed FY25 budget, and would bring the



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

total budget line up to \$30M to be distributed to all local health departments within Illinois.

- CCDPH initiated meetings with partner organizations funded under the CDC Community Health Worker Grant to advance the application for No Cost Extension. If approved, it will continue to sustain the Community Health Worker program until August 30th, 2025.

Budget to Actual

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

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4895 - DPH Total	21,992,570	5,653,361	313,452	5,966,813	16,025,757	27%

Staffing

As of April 2024, CCDPH has 55 vacant positions to date (actively recruited) – 6 Requests for Hires (RTH) are awaiting budget approval or to be posted/reposted. The remaining positions are being actively recruited (see table below).

FY24 metrics Snapshot, as of April 2024

RTHs Submitted MTD YTD	Budget Approved	Posted	Postings Closed	ARP Received	Referred for Interview	Interviews Completed	e-DTH submitted	Candidate Offers	Vacancies Filled In April
21/69	6	3	1	4	3	1	6	3	4



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Procurement

The following contracts for \$500K or more are in the process of being extended except Raise the Floor Alliance.

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) - Fiscal year to date (YTD-Dec, Jan, Feb, March, April)

*****Vendor or Subgrantee contract dates are in the process of being approved all except Raise the Floor Alliance



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer, Health Plan Services

Reporting Period: April 2024

Report Date: May 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

FoodCare

In alignment with Cook County's goals 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 \$50 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 April 2024, after one year of following the roll out of the second phase of the FoodCare program, **43,136 members were enrolled. CountyCare has sent over 12,900 emergency home delivered meals, and over 1,300 members were enrolled in medically tailored meals.** As of April, over 88,800 appointments were completed with a registered dietician.



Health Equity, Community Health, & Integration

Lead exposure prevention

CountyCare and the Cook County Department of Public Health are dedicated to preventing lead exposure in children. CountyCare, in partnership with its sister agencies, currently has the following programs in place:



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- In alignment with Early and Periodic Screening, Diagnostic and Treatment (EPSDT), CountyCare tracks the Lead Screening in Children (LSC) HEDIS measure, or “the percentage of children 2 years of age who had one or more capillary or venous lead blood test for lead poisoning by their second birthday.”
- In the 2023 calendar year, >71% of CountyCare children meeting the LSC criteria received a lead screening test, exceeding the 75th percentile national benchmark of 70%.
- CountyCare tracks this data monthly and has a team of care managers embedded within primary care offices to support members with closing gaps in care, including LSC.

To further prevent lead exposure, this summer, CountyCare plans to provide each household with a member twelve years of age and under with a coupon to redeem an NSF Standard 53 or 58-certified water filter. Members will be able to take the voucher to participating stores to take home a water filter at no cost to them. CountyCare will also utilize evidence-based information in the development of a linguistically and culturally relevant member education material that will be mailed to families.



Member Experience

On May 3, CountyCare’s 2023 Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey closed. The annual CAHPS survey is the opportunity for members to tell CountyCare what they think about the services we provide. The survey is part of a national project by the National Committee for Quality Assurance (NCQA) and contributes to CountyCare’s quality ratings. CountyCare’s results are being finalized and will be used to make improvements to CountyCare’s services and offerings over the next year.



Growth, Innovation & Transformation

Redetermination events

Nearing the one-year anniversary of the resumption of Medicaid redetermination, CountyCare has 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.



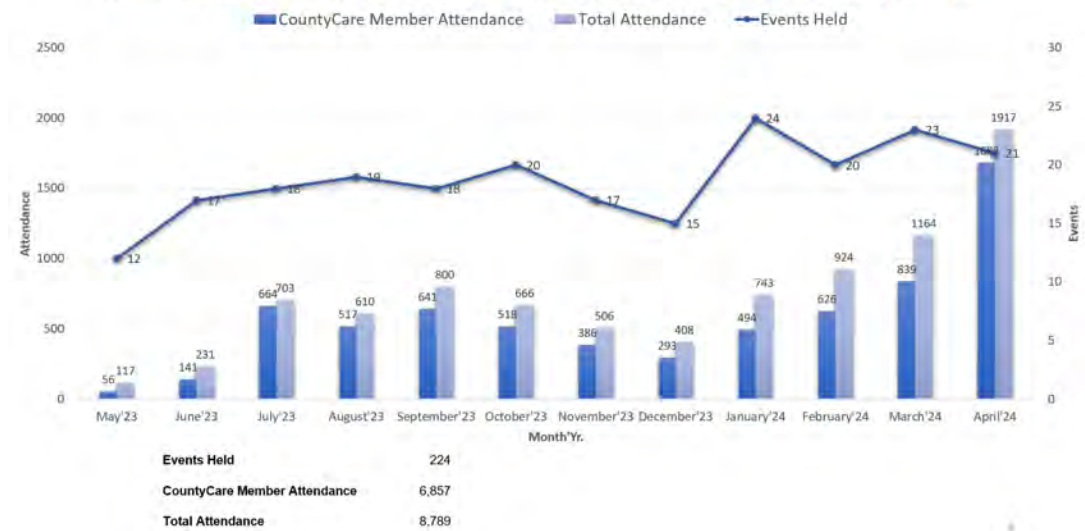
**COOK COUNTY
HEALTH**

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- CountyCare has consistently shown a higher than expected retention rate of over 83% month over month, exceeding the overall state retention rate of 73%.

As of April, CountyCare has hosted over 220 redetermination events with an attendance of over 8,700 individuals, including over 6,800 CountyCare members.



Optimization, Systemization & Performance Improvement

Provider network improvement

At the start of 2023, CountyCare decided to develop an internal team of Provider Relations Representatives that would support provider engagement, remediation of payment issues, and strategic partnerships for health care quality improvement. CountyCare now has a team of 8 full-time Provider Relations Representatives.

In 2024, CountyCare has continued its focus on improvements to its provider network management department:

- Early this year, CountyCare launched an initiative to make improvements to provider contract management processes, provider data management quality, and the CountyCare provider directory.
- The new provider directory is expected to go live this summer.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- This key initiative will optimize members' experience by ensuring they have better information regarding CountyCare's 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

Value-based care

CountyCare utilizes the Health Care Payment Learning and Action Network (HCP-LAN) methodology of alternative payment models (APMs) to establish annual goals for medical spending within value-based care arrangements.

- **In recent years, CountyCare has been a leader in the Illinois Medicaid market with over 50% of medical spending within a Category 3 or 4 alternative payment models.** Category 3 and 4 include shared savings, downside risk, and population-based payment APMs.
- **This month, CountyCare and Cook County Health established a first-of-its-kind shared savings agreement with additional pay-for-performance (P4P) incentives tied to improving health outcomes in the areas of maternal and child health and behavioral health, among others.**
- 75% of total CountyCare medical spend is projected to be within any APM category in calendar year 2024.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Workforce: Talent & Teams

Celebrating CountyCare's Enrollment and Outreach team

CountyCare held a celebration this month to thank our new Enrollment and Outreach team for their dedication and support of our members through the redetermination process. As mentioned in the Growth, Innovation, and Transformation section above, this team has hosted 224 events over the past year.



Budget to Actual Through March 2024

CountyCare's March membership of over 442,502 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	2,478,569,874	1,457,625,662	11,325,224	1,468,950,886	1,009,618,988	53%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,192,543	15,308,551	-	15,308,551	30,883,992	33%
4896 - Health Plan Services Total	2,524,770,165	1,472,939,784	11,325,224	1,484,265,008	1,040,505,156	59%
Grand Total	2,524,770,165	1,472,939,784	11,325,224	1,484,265,008	1,040,505,156	59%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Staffing

Of the **84 positions FY2024 in recruitment, 43 (51%) of requisitions have been hired, and 10 new hires 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 are set to expire in the next 9 months.

Service	Vendor	Description	Type of contract	Contract end date
HEDIS Vendor	Vital Data Technology	Provides State-required quality reporting	Extension	06/30/2024
Non-emergency medical transportation	Transdev (formerly First Transit)	Provides Medicaid-covered non-emergency medical transportation.	Extension	08/31/2024



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

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

Reporting Period: April, 2024

Report Date: May 17, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Provident Radiology Department had a successful survey by the Illinois Emergency Management Agency (IEMA) on April 18, 2024.
- Greater than 50% of the Provident staff has completed Crisis Prevention and Intervention training (CPI) with ongoing monthly sessions to address ongoing staffing updates.
- Dr. Peters honored the 8 West med/surg unit for over 2 years without a Hospital Acquired Pressure Injury (HAPI).



Health Equity, Community Health & Integration

- Planning meetings started for the Bud Billiken Parade scheduled for Saturday, August 10, 2024.
- Planning meetings were initiated for a men's health in collaboration with CountyCare Saturday, June 8, 2024.



Patient Experience

- In the Provident Emergency Department the Left Without Being Seen (LWBS) rate decreased from the 4th quarter rate of 11% to 3.77% in April.



COOK COUNTY
HEALTH

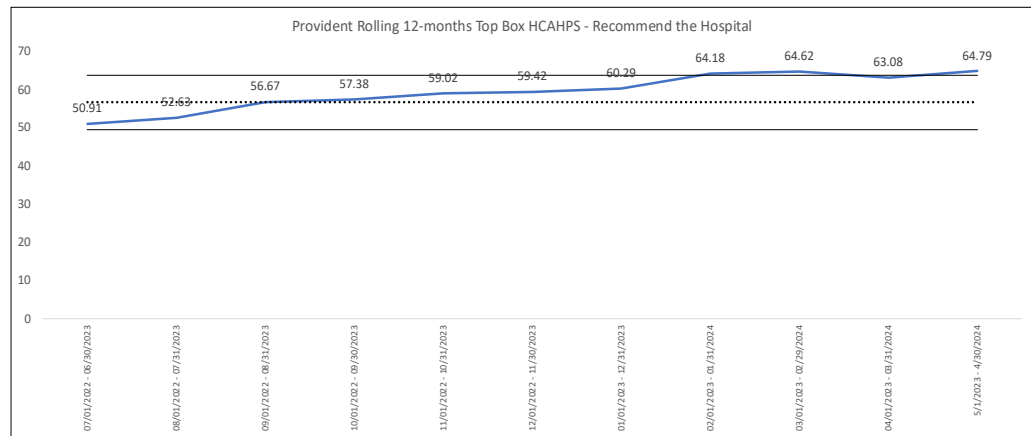
DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) top box score for "recommend the hospital" continues an upward trend.

Op Ex Patient Experience Workgroup

Rolling 12-months HCAHPS Top Box Score for Recommend the Hospital



Growth Innovation & Transformation

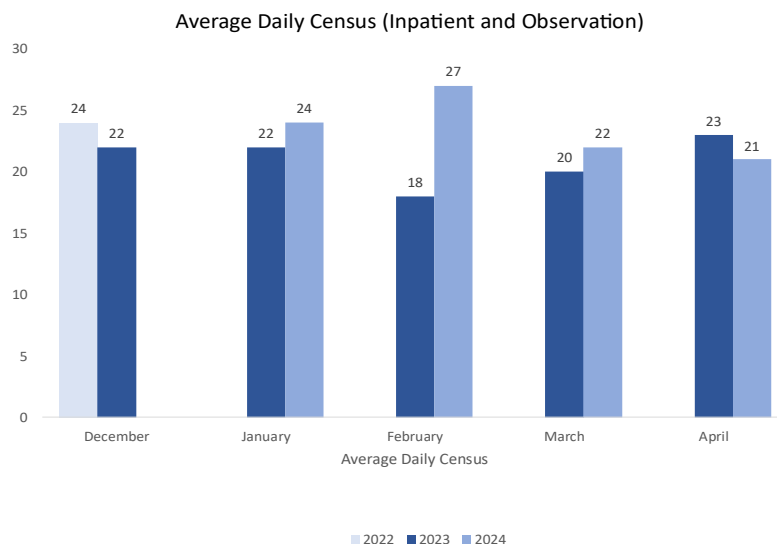
- We met with the Chair of the Division of Cardiology to discuss performing pacemaker implantations at Provident.
- Provident managed two power shutdowns through the Command Center on April 13 and April 27 to complete the necessary work for a new telecommunications closet. The new telco closet is necessary to support current and future service expansion projects at Provident. Both shutdowns were without incident.
- We met with the Interim Chair, Division of Oral Maxillary Facial Surgery, to discuss establishing a clinic at Provident Sengstacke Specialty Clinic.



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- The Average Daily Census remains above FY 2023 YTD.



Optimization, Systemization & Performance Improvement

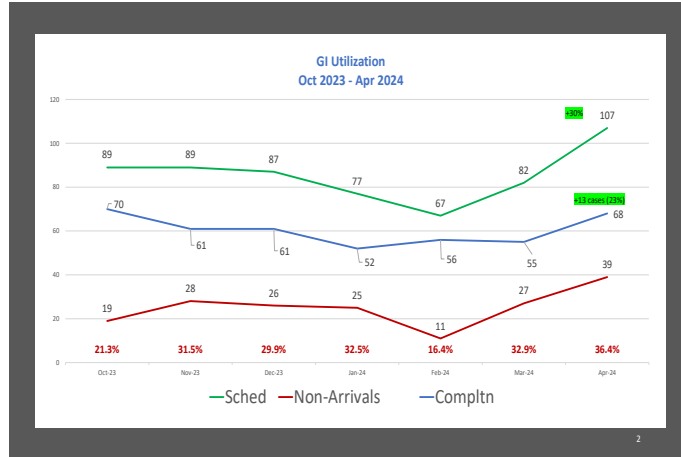
- The gastroenterology steering committee revised the criteria for open access colonoscopies to decrease the cancellation rate.
- In April, endoscopies were expanded to a second room and the number of completed colonoscopies increased significantly.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS



Workforce: Talent & Teams

- Greater than 250 nurses participated in the Nursing Skills Fair hosted by Provident on April 22-24.



Fiscal Resilience

- Provident hosted a CountyCare redetermination event on April 24, 2024 in which 89 patients participated.



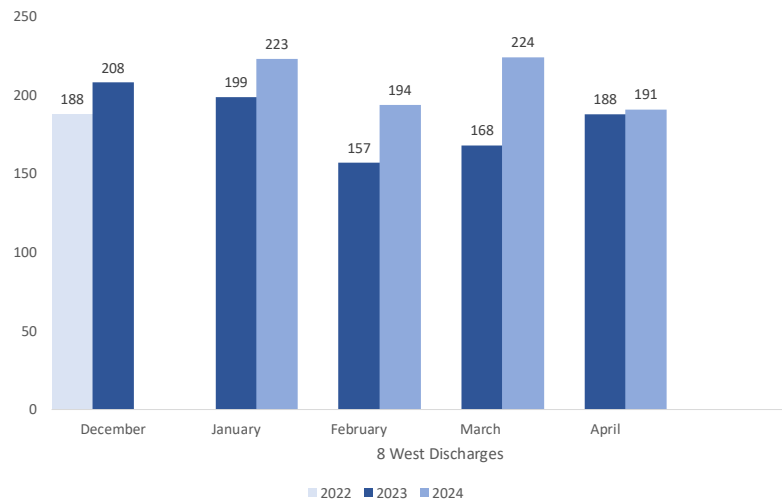
COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- 8 West discharges remain above FY 2023.

8 West Discharges



Budget to Actual

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non- Personnel	19,669,531	4,179,161	1,347,511	5,526,672	14,142,859	28.10%
Personnel	20,205,835	7,789,789	-	7,789,789	12,416,046	38.55%
4891 - Provident Hospital of Cook County Total	39,875,366	11,968,950	1,347,511	13,316,461	26,558,905	33.40%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Staffing



What Stage are my Current Requisitions?



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
H22-25-187	ADT Commercial, LLC	Ext In progress
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024
H21-25-136	Hospital Medicine Associates LLC	Ext in progress



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: April 2024
Report Date: May 17, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Presentation at Health Quality Improvement Platform (HQIPS) highlighted the work done to decrease turnaround time (TAT) for hemoglobin/(blood sugar (HgbA1C) testing in the chemistry department. Testing is being performed on two shifts without having to add additional FTE's. Decrease TAT from 24 hours to about 6 hours on average.
- CCH has a vendor who has started reviewing laboratory sections for compliance with College of American Pathologists (CAP) accreditation standards. Chemistry is currently being audited.
- To provide additional coverage in intubation operators, respiratory therapy is exploring an advanced practitioner role to provide an additional layer of safety in airway emergencies.
- Nursing has been partnering with the safety department to work on monitoring major nursing tactics for compliance and trends.
- The Radiology Department continues to trend below the goal of 4 hours for inpatient computed tomography (CT) services and 2 hours for Emergency Department CT Services.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

- The Emergency Department increased the number of certified Emergency Communications Registered Nurses (ECRN's) to 30 to operate the Emergency Medical Services (EMS) phone.



Health Equity, Community Health & Integration

- In support of the respiratory profession, Stroger hospital will be partnering with programs in the Chicagoland area to contract respiratory students for an exceptional clinical experience.
- Chicago Department of Public Health "Family Connects" project sees CCH postpartum patients 3-5 weeks post-delivery; Chicago residents only but we are exploring with the Cook County Department of Public Health to see suburban Cook County patients.



Patient Experience

- Respiratory has been asked to participate in a workgroup to mitigate 30-day readmissions for COPD Patients.
- The picture archiving and communication system (PACS) has the ability to digitally transfer and receive imaging with hospitals who have subscriptions to the same software we use. Also, the PACS Department is collaborating with the Medical Records Department to centralize the release of information for radiology reports and CD request from patients and/or attorneys.
- Nursing domain for Press Ganey patient experience is currently 100% for the month of April 2024.
- The Emergency Department has added one more Spanish interpreter from 6 am - 2 pm (Monday through Friday).



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Growth Innovation & Transformation

- In September 2023, the lab started working on a request from the Cardiology team to provide a test that detects heart failure (NT-proBNP) in house. The test officially went live April 23, 2024. BNP is a cardiac marker that will be elevated in heart failure. This test is currently only available to Cardiology and ED providers due to the test being run on point of care devices in the ED lab.
- The outpatient speech language pediatrics clinic reopened starting May 9th, 2024.
- The Emergency Department is currently orienting seven Sexual Assault Nurse Examiners (SANE) Agency contract nurses.



Optimization, Systemization & Performance Improvement

- Phlebotomy morning draws completed by 7 am were 77% for April against the benchmark of 75%.
- The laboratory leaders reviewed first draft of electronic blood product pickup form created by HIS. The current form requires RN to handwrite all the details for each blood transfusion. The electronic format will be available in Cerner and will be prepopulated with patient information.
- Partnering with ACHN to ensure patients return to their home clinic after having maternal childcare services.



Workforce: Talent & Teams

- The laboratory hired a Transfusion Services supervisor as of April 8, 2024.
- Celebrating Speech Team month by hosting a "thickened beverage" description contest at lunch to promote staff engagement.
- Agency Speech Language Pathologists were onboarded May 13th, 2024, to assist with increase inpatient census and increase outpatient coverage needs.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Fiscal Resilience

- The Laboratory reduced equivalent of 2.0 FTEs from agency and has cut Saturday overtime hours from the Histology Department.
- The Maternal Childcare Division is currently onboarding staff to eliminate premium labor dollars; eliminated 4 agency contracts in NICU.



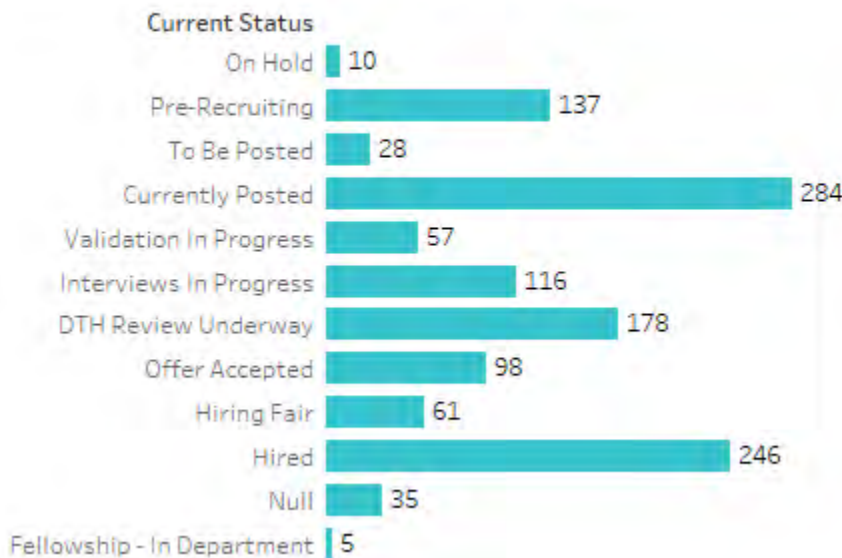
DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Office (Department) & Program Area by Major Account Class	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,081,999,228	348,845,730	77,083,316	425,929,046	656,070,182	39%



What Stage are my Current Requisitions?



COOK COUNTY HEALTH

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
May 31, 2024

ATTACHMENT #2

Health Plan Services Update

Prepared for: CCH Board of Directors

Aaron Galeener

Chief Administrative Officer, Health Plan Services

May 31, 2024



Metrics



Current Membership

Monthly membership as of May 7th, 2024

Category	Total Members	ACHN Members	% ACHN
FHP	250,037	13,388	5.4%
ACA	106,567	13,453	12.6%
ICP	30,701	4,694	15.3%
MLTSS	9,283	-	0%
SNC	7,381	330	4.5%
HBIA	23,643	2,108	8.9%
HBIS	6,937	638	9.2%
Total	434,549	34,611	8.0%

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 February 2024 Data

Managed Care Organization	Cook County	Cook Market Share
*CountyCare	434,516	33.3%
Blue Cross Blue Shield	361,070	27.7%
Meridian (a WellCare Co.)	293,305	22.5%
IlliniCare (Aetna/CVS)	121,092	9.3%
Molina	93,971	7.2%
YouthCare	9,034	0.7%
Total	1,303,954	100.0%

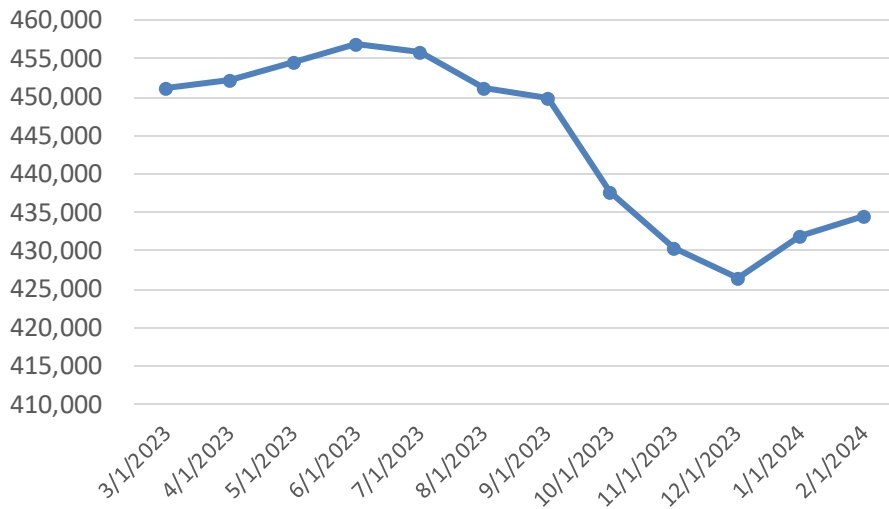
* Only Operating in Cook County



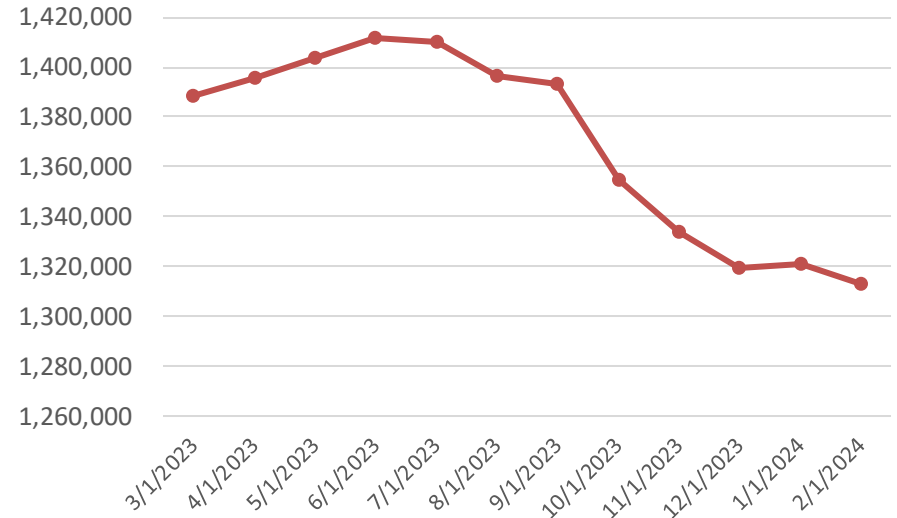
IL Medicaid Managed Care Trend in Cook County

(charts not to scale)

CountyCare



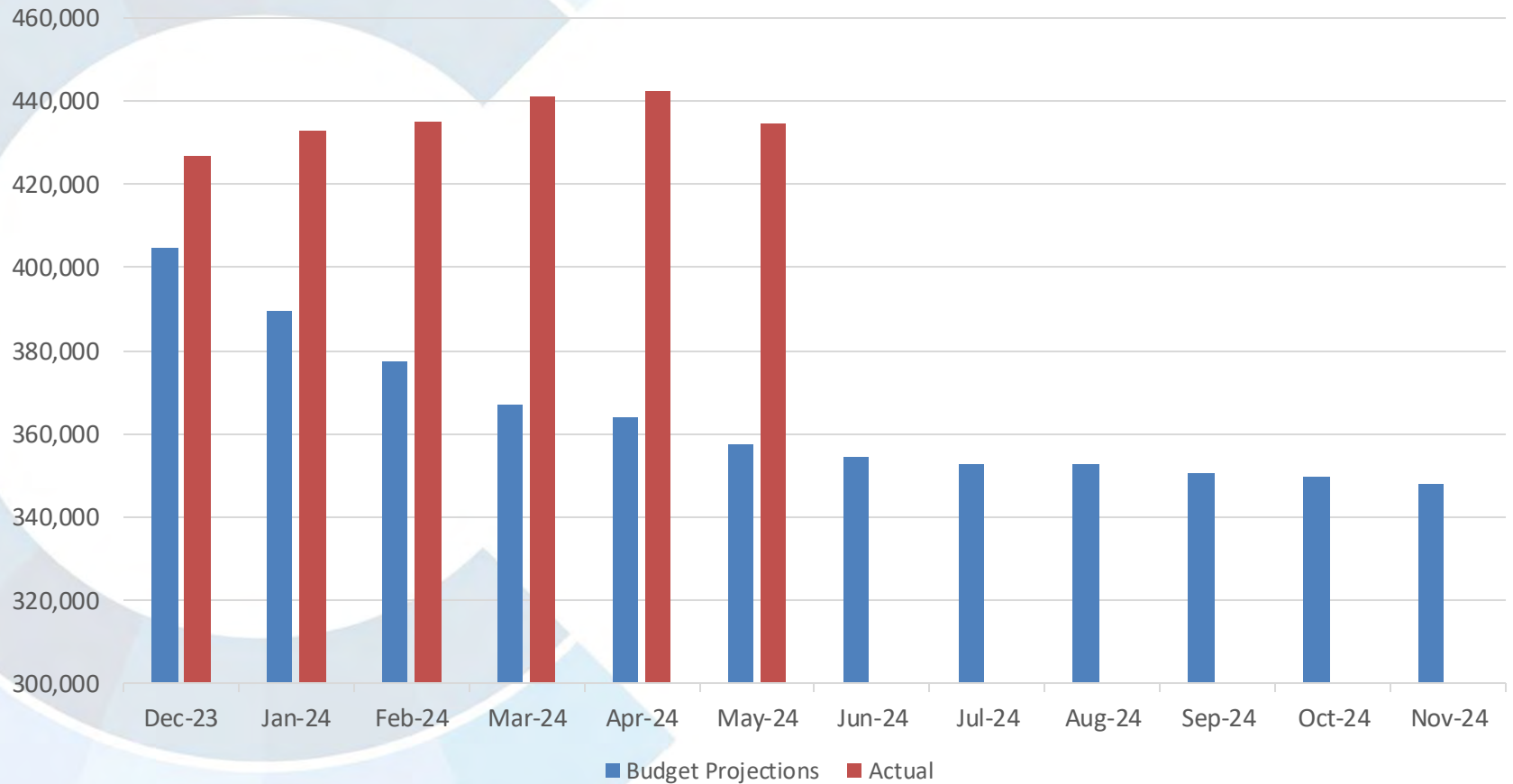
Cook County Medicaid Managed Care



- CountyCare's enrollment **increased** 0.63% in February 2024 compared to the prior month, which can be attributed HBI enrollment and outperforms Cook County's **decrease** of 0.60%

FY 24 Budget | Membership

CountyCare Membership



REDE Retention

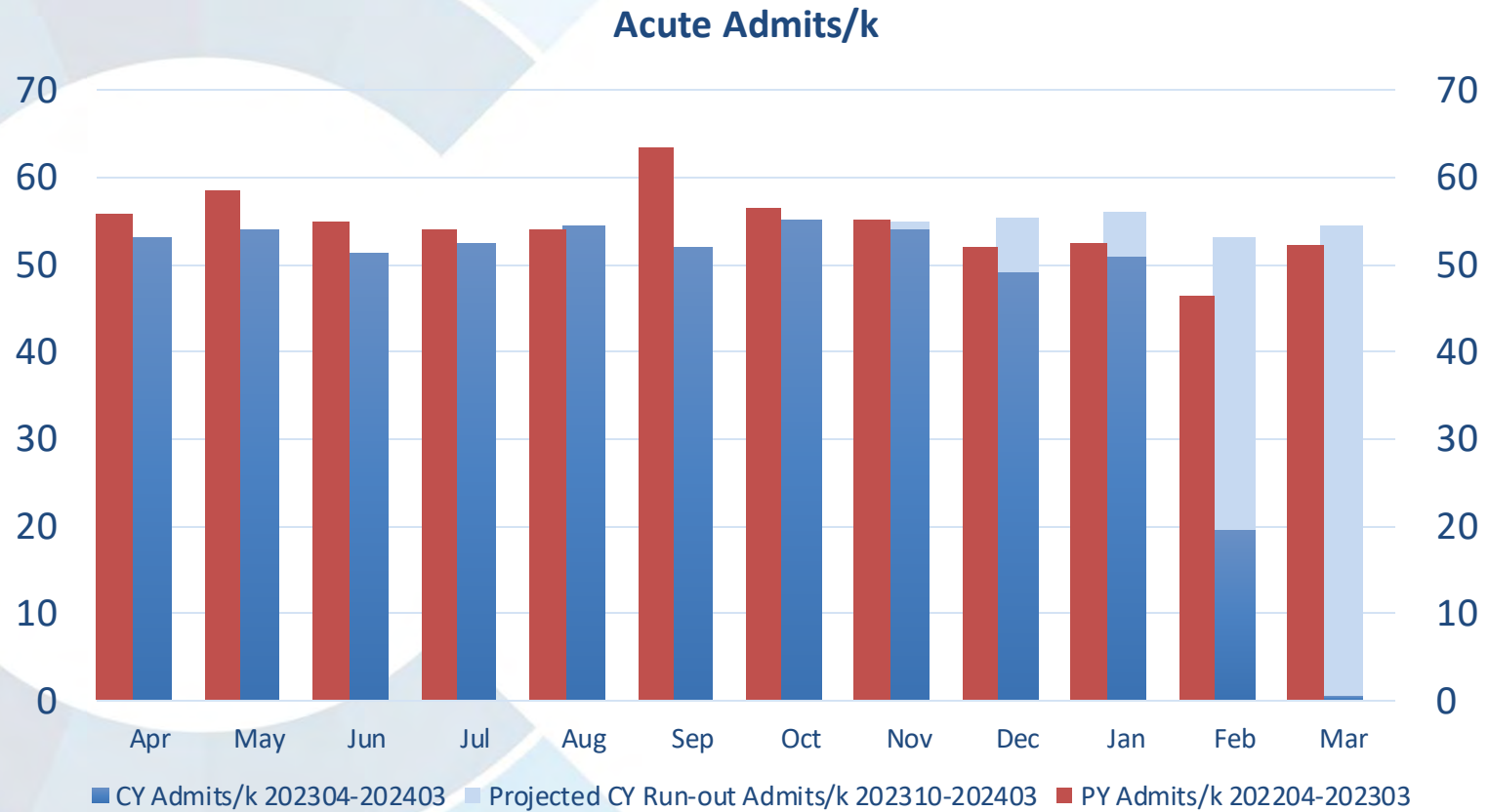


- Members with a 3/31/2024 redetermination date had an adjusted retention rate of 84.6%. This is a 4 pct point increase in retention rate when compared to the 2/29/24 cohort.
 - Volume up for REDE in 2/29/24 cohort did increase by ~15K

Operations Metrics: Call Center & Encounter Rate

		Performance		
Key Metrics	State Goal	Feb 2024	Mar 2024	Apr 2024
Member & Provider Services Call Center Metrics				
Inbound Call Volume	N/A	53,682	52,892	57,461
Abandonment Rate	< 5%	1.74%	1.21%	1.75%
Average Speed to Answer (minutes)	1:00	0:19	0:12	0:22
% Calls Answered < 30 seconds	> 80%	85.91%	91.57%	86.31%
Quarterly				
Claims/Encounters Acceptance Rate	98%	98%		

Current v. Prior Year: IP Acute Admits/1000

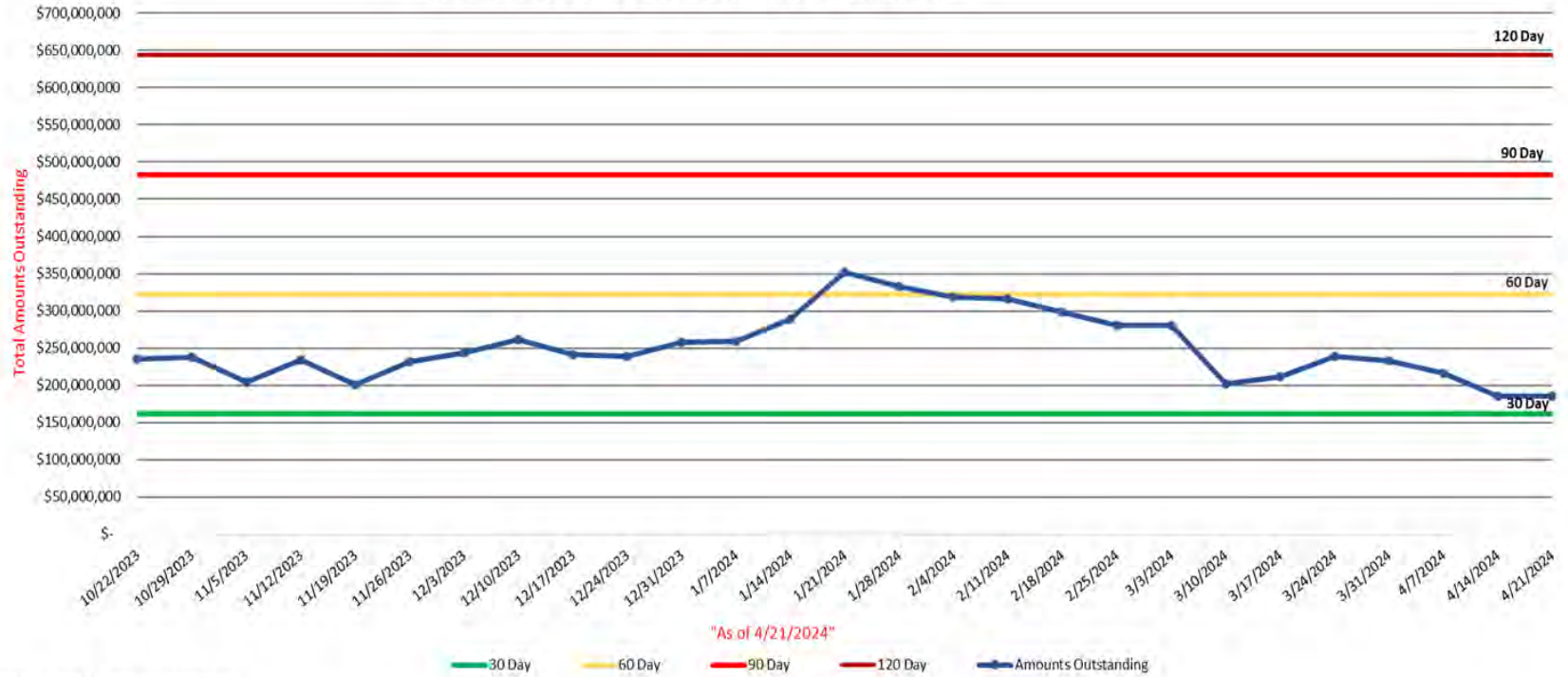


Updated monthly, paid through March 2024
 All acute and surgical cases + approved acute authorizations
 Domestic admissions are not included since they do not require Prior Authorization



Claims Payments

Received but Not Yet Paid Medical Claims



*Assumes average of 15 days to process claims
 *Assumes \$80.5M in pending claims not yet adjudicated
 *Medical claims only- does not include pharmacy, dental, vision or transportation claims. These claims typically average a 30-60 day payment timing.



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
Q1 2024	\$ 194,081,254	\$ 5,307,661	\$ 33,846,206	\$ 160,417	\$ 233,395,538
Week of 4/21/2024	\$ 144,613,124	\$ 39,228,379	\$ 474,457	\$ 655,015	\$ 184,970,975

- *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

