

Minutes of the Meeting of the Cook County Health (CCH) Board of Directors held on Friday, October 25, 2024 at the hour of 9:00 A.M., at 1950 West Polk Street, Room 5301, in Chicago, Illinois.

I. Attendance/Call to Order

Acting Chair Reiter called the meeting to order.

Present: Acting Chair Robert G. Reiter, Jr. and Directors Inger Burnett-Zeigler, PhD; Raul Garza; Maya Green, MD, MPH, FACHE; Joseph M. Harrington; Sage J. Kim, PhD; Commissioner Bill Lowry; and Mia Webster Cross, MSN, RN (8)

Remotely Present: Chair Lyndon Taylor and Director Jay Bhatt, DO, MPH, MPA (2)

Absent: Directors Sam A Robinson, III, PhD and Tanya R. Sorrell, PhD, PMHNP-BC (2)

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

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

Acting Chair Reiter recognized and welcomed the three (3) new members of the CCH Board of Directors: Dr. Burnett-Zeigler, Dr. Maya Green and Commissioner Bill Lowry.

Additional attendees and/or presenters were:

Abayomi Akintorin, MD – President, Executive Medical Staff, Stroger Hospital of Cook County
Paul Allegretti, DO – President, Medical Executive Staff, Provident Hospital of Cook County
Robert Currie - Former Member, CCH Board of Directors
Linh Dang – Chief Experience Officer
Claudia Fegan, MD – Chief Medical Officer
Andrea M. Gibson – Chief Strategy Officer

LaMar Hasbrouck, MD – CCDPH Chief Operating Officer
Jeff McCutchan – General Counsel
Erik Mikaitis, MD – Chief Executive Officer
Alisha Patel – Assistant General Counsel
Carrie Pramuk-Volk – Interim Chief Human Resources Officer
Deborah Santana – Secretary to the Board
Craig Williams – Chief Administrative Officer

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

II. Employee Recognition (details included in Attachment #5)

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

III. Public Speaker Testimony

The following individuals provided public testimony.

1. Domenica Flanagan - Clinical Nurse I, Stroger Hospital Emergency Department
2. George Blakemore – Concerned Citizen

Following the public testimony presented by Ms. Flanagan regarding the current state of sexual assault nurse examiner (SANE) services at CCH and need for appropriate compensation, Acting Chair Reiter noted that the Board will discuss this very important subject further with Dr. Mikaitis.

IV. Resolution honoring the service of Director Robert Currie (Attachment #1)

Acting Chair Reiter stated that Robert Currie’s term as a Member of the CCH Board of Directors has ended; he is present today so we can recognize the important work he has done on the Board.

Following the reading of the Resolution into the record, the Directors commented and thanked Former Director Currie for his service.

Director Harrington, seconded by Director Webster Cross, moved to approve Item IV the Resolution honoring the service of Director Robert Currie. THE MOTION CARRIED UNANIMOUSLY.

V. Board and Committee Reports

A. Board of Directors Meeting Minutes, September 27, 2024

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

Director Garza, seconded by Director Harrington, moved to approve Item V(A) the Minutes of the Board of Directors Meeting of September 27, 2024. THE MOTION CARRIED UNANIMOUSLY.

B. Audit and Compliance Committee Meeting, October 18, 2024

- i. Meeting Minutes, which include the following action items:
 - Approval of Audit and Compliance Committee Charter

Director Harrington provided an overview of the Meeting Minutes.

Director Webster Cross, seconded by Director Garza, moved to approve Item V(B) the Minutes of the Audit and Compliance Committee Meeting of October 18, 2024. THE MOTION CARRIED UNANIMOUSLY.

C. Managed Care Committee Meeting, October 18, 2024

- i. Meeting Minutes

Director Harrington provided an overview of the Meeting Minutes.

Director Lowry, seconded by Director Kim, moved to approve Item V(C) the Minutes of the Managed Care Committee Meeting of October 18, 2024. THE MOTION CARRIED UNANIMOUSLY.

V. Board and Committee Reports (continued)

D. Finance Committee Meeting, October 17, 2024

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

Acting Chair Reiter provided an overview of the Meeting Minutes. He noted that request numbers 16, 21, 22, 24, 30, 31, 34 and 35 under the Contracts and Procurement Items are pending review by Contract Compliance. The Board reviewed and discussed the information.

Director Harrington, seconded by Director Garza, moved to approve Item V(D) the Minutes of the Finance Committee Meeting of October 17, 2024, which include 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.

VI. Action Items

A. Contracts and Procurement Items

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

B. Proposed appointments and reappointments of Stroger Hospital Department Chair(s) and Division Chair(s) (Attachment #2)

- One (1) Department Chair Initial Appointment
- One (1) Department Chair Reappointment
- Two (2) Division Chair Reappointments

Dr. Claudia Fegan, Chief Medical Officer, provided an overview of the proposed Stroger Hospital Department and Division Chair Initial Appointments and Reappointments.

Director Harrington, seconded by Director Kim, moved to approve Item VI(B) the one (1) Department Chair Initial Appointment, one (1) Department Chair Reappointment, and two (2) Division Chair Reappointments. THE MOTION CARRIED UNANIMOUSLY.

C. Proposed Stroger Hospital and Provident Hospital Medical Staff Appointments / Reappointments / Changes (Attachment #3)

Dr. Abayomi Akintorin, President of the EMS of John H. Stroger, Jr. Hospital of Cook County, and Dr. Paul Allegretti, President of the MEC of Provident Hospital of Cook County, presented the proposed Stroger Hospital and Provident Hospital medical staff action items for the Committee's consideration.

Director Garza, seconded by Director Webster Cross, moved to approve Item VI(C) the proposed Stroger Hospital and Provident Hospital Medical Staff Appointments/ Reappointments/ Changes. THE MOTION CARRIED UNANIMOUSLY.

D. Any items listed under Sections IV, V, VI and X

VI. Action Items (continued)

E. Proposed Resolution Regarding Agency Usage and the Strategies that will be Implemented to Reduce Such Use (Attachment #4)

During the discussion of this item, Dr. Mikaitis reviewed slides on the subject contained in the CEO Report (included in Attachment #5). It was determined that the proposed Resolution would be referred to the Finance Committee for further discussion with the intent of providing ongoing monthly reports on the subject to the Finance Committee.

Director Harrington, seconded by Director Green, moved to refer the proposed Resolution Regarding Agency Usage and the Strategies that will be Implemented to Reduce Such Use to the Finance Committee. THE MOTION CARRIED UNANIMOUSLY.

VII. Report from Chair of the Board

Acting Chair Reiter indicated that he did not have any additional reports to present.

VIII. Report from Interim Chief Executive Officer (Attachment #5)

Dr. Mikaitis provided an overview of the report and subjects listed below. Also included for the Board's information were the Divisional Executive Summaries (included in Attachment #5)

- A. Update on Press Ganey Employee Engagement Survey** - reviewed by Dr. Mikaitis
- B. Update on Agency Usage Plan** – reviewed earlier in the meeting by Dr. Mikaitis
- C. Strategic Plan Update** – reviewed by Andrea M. Gibson, Chief Strategy Officer

IX. Informational Reports

The following informational reports were reviewed and discussed.

- A. Quarterly Report from the Cook County Department of Public Health (CCDPH)** – reviewed by Dr. LaMar Hasbrouck, CCDPH Chief Operating Officer (Attachment #6)
- B. Human Resources Committee Metrics** – reviewed by Carrie Pramuk-Volk, Interim Chief Human Resources Officer (Attachment #7)

X. Closed Meeting Items

- A. Claims and Litigation**
- B. Discussion of Personnel Matters**
- C. Update on Labor Negotiations**
- D. October 18, 2024 Audit and Compliance Committee Meeting Minutes**

X. Closed Meeting Items (continued)

Director Harrington, 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,” and 5 ILCS 120/2(c)(29), regarding “meetings between internal or external auditors and governmental audit committees, finance committees, and their equivalents, when the discussion involves internal control weaknesses, identification of potential fraud risk areas, known or suspected frauds, and fraud interviews conducted in accordance with generally accepted auditing standards of the United States of America.”

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: Acting Chair Reiter, Chair Taylor and Directors Burnett-Zeigler, Garza, Green, Harrington, Lowry and Webster Cross (8)

Nays: None (0)

Absent: Directors Bhatt, Kim, Robinson and Sorrell (4)

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

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

Cook County Health and Hospitals System
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ATTACHMENT #1

R-24-07

Cook County Health Board of Directors

Resolution Recognizing Robert Currie

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

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

WHEREAS, he has served on several Board committees: Managed Care and Human Resources, as well as the CEO Search Special Committee; and

WHEREAS, he served as Chair of the Managed Care Committee from 2022-2024; and

WHEREAS, he regularly advocated for initiatives that promoted health equity and the historic mission of Cook County Health; and

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

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

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

Approved by the CCH Board of Directors on October 25, 2024.

APPROVED

OCT 25 2024

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

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 25, 2024

ATTACHMENT #2

Meeting of the CCH Quality and Patient Safety Committee

October 10, 2024

Back-Up Material for Item No. ,
Appointment and Re-Appointment of Stroger Hospital Department Chairs and Division Chairs

Respectfully requesting approval of the following:

Initial appointment of the following individual Department Chair of the Medical Staff of the John H. Stroger, Jr. Hospital of Cook County:

Name	Department/Appt Term	Title
Chun Feng, MD	Radiology Appt Term 10/1/24 – 8/31/26	Chair of the Department of Radiology

Re-appointment of the following individual Department Chairs of the Medical Staff of the John H. Stroger, Jr. Hospital of Cook County:

Name	Department/Appt Term	Title
Peter Hart, MD	Medicine Appt Term 10/1/24 – 10/31/26	Chair of the Department of Medicine

Re-appointment of the following individual Division Chairs of the Medical Staff of the John H. Stroger, Jr. Hospital of Cook County:

Name	Department/Appt Term	Title
Tarlan Hedayati, MD	Emergency Medicine Appt Term 10/1/24 – 10/31/26	Chair of the Division of Emergency Medicine Education
Frederic Starr, MD	Trauma & Burn Services Appt Term 10/1/24 – 10/31/26	Chair of the Division of Trauma Administration

<p style="text-align: center;">APPROVED</p> <p style="text-align: center;">OCT 25 2024</p> <p style="text-align: center;"><small>BY BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM</small></p>
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Cook County Health and Hospitals System
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October 25, 2024

ATTACHMENT #3



Leadership

Toni Preckwinkle
President
Cook County Board of Commissioners
Erik Mikaltis, MD, MBA
Interim Chief Executive Officer
Cook County Health

Board of Directors

Lyndon A. Taylor
Chair of the Board
Jay Bhatti, DO, MPH, MPA
Robert Currie
Raul Garza
Joseph M. Harrington

Sage J. Kim, PhD
Robert G. Reiter, Jr.
Sam A. Robinson, III, PhD
Tanya R. Sorrell, PhD, PMHNP-BC
Mia Webster Cross, MSN, RN

To: Quality and Patient Safety Committee

From: Executive Medical Staff Committee of John H. Stroger Jr., Hospital

Date: October 9, 2024

CC: Cook County Health

Memo: John H. Stroger Jr., Hospital Medical Staff Action Items

Dear Members of the Quality and Patient Safety Committee of the CCH Board:

Please be advised that the Executive Medical Staff Committee of John H. Stroger Jr., Hospital of Cook County Health has approved the attached list of medical staff action items on October 8, 2024, for your consideration.

Thank you kindly and respectfully submitted,

Abayomi E. Akintorin, MD
President, Executive Medical Staff (EMS)



TO: Quality, Patient and Safety Committee

FROM: Abayomi E. Akintorin, MD, EMSC President

SUBJECT: Medical Staff Appointments and Other Business Recommended by the Executive Medical Staff Committee.

Medical Staff Appointments/Reappointments Effective October 17, 2024, and are subject to Approval Cook County Health Systems Boards.

OLD BUSINESS

N/A

PHYSICIAN PROVIDERS

NEW BUSINESS

Initial(s):

Ansari, Sajid Qamar MD/Medicine- Nephrology/**Recommended**

Divis, Mara DO/ Family Medicine/**Recommended**

Dukkipati, Haritha Valluru, MD/Radiology/**Recommended**

Ginzburg, Michael, E., DMD/Surgery/Oral & Maxillofacial/**Recommended**

Kazlauskaite, Rasa MD/ Endocrinology/**Recommended**

Hovanec, Amy L., OD/Surgery/Ophthalmology/Optomety/**Recommended**

Khan, Zia, DO/Radiology/Diagnostic Radiology/**Recommended**

Lassus, Donald Benjamin, MD/Family Medicine/Correctional Health/**Recommended**

Ming, Gerald, MD/Emergency Medicine/**Recommended**

Minhas, Irfan Ul Haq MD/Hospital Medicine/**Recommended**

Comments: *Temps Requested 9/23/2024*

O'Donnell, Brendan David, MD/Surgery/Colon-Rectal/General Surgery/**Recommended**

Comments: *Temp. privileges granted 09/12/2024*

Tanious, Michael Nader, MD/Radiology/**Recommended**

Reappointment(s):

Albrecht, Joerg, MD/Dermatology/**Recommended**

Alvi, Saad, MD/Hospital Medicine/**Recommended**

Attar, Bashar M MD/ Gastroenterology/**Recommended**

Crowley, Richard Webster, MD/Surgery/Neurosurgery/**Recommended**

Comments: *Temp. privileges granted 09/26/2024*

Davidovich, Michael J MD/General Medicine/**Recommended**

Khan, Salman Z., MD/Pediatrics/Peds Medicine/**Recommended**

Murphy, James Anthony, MD/Surgery/Oral & Maxillofacial/**Recommended**

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

Credentials Committee Meeting: September 26, 2024



Pelta, Murray, MD/ OB/GYN/**Recommended**
 Raksin, Patricia B., MD/Surgery/Neurosurgery/**Recommended**
 Smith, Pamela D. MD/General Medicine/**Recommended**
 Solari, Hugo A MD/Psychiatry/**Recommended**
 Starr, Frederic L MD/Trauma/**Recommended**
 Williams, Brett B MD/ Infectious Disease/**Recommended**

Change in Clinical Privilege(s) (Additions/Deletions):

Aziz, Mariam S MD/ Infectious Disease/ Adding: Pediatrics/**Recommended**
 Jani, Jai Sailesh, MD – Anesthesiology/Pain Management/ Adding: Obstetrical Anesthesia, Pain Medicine, Vertebroplasty/Kyphoplasty, and Pain Medicine Device Implantation/**Recommended**
 Williams, Mallory MD/Trauma/Adding: Surgery-Surgical Critical Care/**Recommended**

Change in Category also includes “FPPE Initials” noted in MSOW images:

Ahmed, Munazza Nour, DO/Family Medicine: Provisional to Affiliate/**Recommended**
 Azmat, Awais, MD/Family Medicine/Affiliate to Active/**Recommended**
 Basu, Anupa, MD/Radiology/Diagnostic Radiology: Provisional to Consulting/**Recommended**
 Burton, Nicole Denise, MD/Pediatrics/Peds Medicine: Provisional to Active/**Recommended**
 Crawford, Tais, V., MD/Family Medicine/Provisional to Active/**Recommended**
 Farooqui, Marwah W, DO/Medicine/Hematology/Oncology: Provisional to Consulting/**Recommended**
 Fung, Henry Chi Ming, DDS/Surgery/Oral & Maxillofacial: Voluntary to Honorary/**Recommended**
 Huhn, Gregory, MD/Infectious Diseases/Active to Voluntary/**Recommended**
 Giampietro, Philip F., MD/Pediatrics/Genetics/Active to Affiliate/**Recommended**
 Mantis, Stelios MD/Pediatrics/Endocrinology/Provisional to Affiliate/**Recommended**
 Marshall, Robert Alan, MD/Radiology/Radiology: Provisional to Consulting/**Recommended**
 Pharaon, Ayman S, MD/Pediatrics/Peds Medicine: Provisional to Active/**Recommended**
 Sobolevsky, Sergei A, MD/Radiology/Interventional/Diagnostic Radiology: Provisional to Consulting/**Recommended**
 Rasamimari, Phornphat, MD/Pediatrics/Neonatology/Active to Affiliate/**Recommended**
 Zilberstein, Ashley Torkan, MD/ Pediatrics/Peds Dermatology/Active to Affiliate/**Recommended**

Resignations/Retirements:

Ackman, Jeffrey MD – Surgery/**Recommended**
 Adams, Carolyn, DDS – Oral Health/**Recommended**
 Braniecki, Marylee, MD – Pathology/**Recommended**
 Caughlin, Benjamin, MD – Surgery/**Recommended**
 Danek, Dagmara, DO – Surgery/**Recommended**
 Flowers, Calvin, MD – Radiology/**Recommended**
 Gonsalves, Ro, MD – Emergency Medicine/**Recommended**
 Ivanova, Diyana, OD – Surgery/**Recommended**
 Montminy, Eric, MD – Medicine/**Recommended**
 Petrususki, Taylor, MD - Emergency Medicine/**Recommended**
 Prieto, Jorge, MD – Surgery/**Recommended**
 Schabowski, Shari, MD - Emergency Medicine/**Recommended**

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 HEALTH AND HOSPITALS SYSTEM

Credentials Committee Meeting: September 26, 2024



Vaithilingam, Siddharthan, MD - Medicine/**Recommended**
Vardar, Ufuk, MD – Medicine/**Recommended**

Other Business:

N/A

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BY BOARD OF
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HEALTH AND HOSPITALS SYSTEM





NON-PHYSICIAN PROVIDERS (NPP):

OLD BUSINESS

N/A

NEW BUSINESS

Initial(s):

Alferez, Jessica APRN/Medicine/Nephrology-Hypertension/**Recommended**

Blanchard, Morgan Elizabeth LCSW/Psychiatry/**Recommended**

Comments: *Temp. privileges granted 8/29/2024*

Eason, Danny Joseph CRNA/Anesthesiology/**Recommended**

Johnson, Hannah Grace PA-C/Hospital Medicine/**Recommended**

Comments: *FPPE NPP Protocol CS/DEA*

Edwards, Touwana Psy.D./Psychiatry/ **Recommended**

Comments: *Temps Requested 9/9/2024*

Elder, Sarah Frances, LCSW/Psychiatry/**Recommended**

Kapelinski, Justin T APRN/Medicine/Nephr/Hypertension/**Recommended**

Mitchell, Sydney, LCSW, Psychiatry/ **Recommended**

Comments: *Temps Granted 9/12/2024*

Odgers, Kate, PA-C/Surgery/Urology/ **Recommended**

Comments: *FPPE NPP Protocol CS/DEA*

Oliver, Claire, APRN/Psychiatry/Infectious Disease/**Recommended**

Otuwa, Christiana I APRN/Pulmonary/**Recommended**

Comments: *FPPE NPP Protocol CS/DEA*

Rosner, Bethany Anne, PsyD/Psychiatry/**Recommended**

Comments: *Temp. privileges granted 9/12/2024*

Sammons, Kimberly Ann, LCSW/Psychiatry/**Recommended**

Comments: *Temp. privileges granted 9/4/2024*

Reappointment(s):

Flucker, Venita R. PA-C/OB/GYN/**Recommended**

Flores, Karla Gabrielle, PA-C/Family Medicine/**Recommended**

Galvez, Edgardo, APRN/Medicine/EHS/ **Recommended**

Patel, Manisha, PA-C/Medicine/Correctional Health/**Recommended**

Change in Collaboration (Addition/Removal):

N/A

Change in Clinical Privilege(s) (Additions/Deletions):

N/A

Change in Collaboration (From/To):

N/A

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BY BOARD OF
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HEALTH AND HOSPITALS SYSTEM

Credentials Committee Meeting: September 26, 2024



Change in Category Status:

Fong, Wing Man, Ph.D./Psychiatry: Provisional to Clinical Psychologist/**Recommended**

Solola, Marie Chrystal, PA-C/Medicine/Hematology/Oncology: Provisional to PA-C/**Recommended**

Resignations/Retirements:

Jackson, Rachel, APRN – Pediatrics **Recommended**

Mallard, Daina, PA-C – Radiology **Recommended**

Oanes, Emma, APRN – Family Medicine **Recommended**

Pirotte, Maria, APRN – Family Medicine **Recommended**

Sarvi, Venus, PA-C - Family Medicine **Recommended**

Other Business

N/A

Sanction Screening Reporting –

IDFPR Disciplinary Action Report for July 2024 reviewed as of 9/17/2024 – No Findings.

CMS OPT OUT Affidavits report reviewed as of 9/17/2024 – No Findings.

CMS Preclusion Report reviewed as of 9/17/2024 – No Findings.

APPROVED

OCT 25 2024

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



Leadership

Toni Preckwinkle
President
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Robert G. Reiter, Jr.
Sam A. Robinson, III, PhD
Tanya R. Sorrell, PhD, PMHNP-BC
Mia Webster Cross, MSN, RN

Deborah Santana
CCH Secretary to the Board
1950 W. Polk Street, Room 9106
Chicago, IL 60612

October 4, 2024

Dear Members of the Quality and Patient Safety Committee:

Please be advised that on October 4, 2024, the Provident Hospital Medical Executive Committee voted to approve the recommended actions on the enclosed document. It is being presented to you for your consideration.

Respectfully,

Paul Allegretti, DO
Provident Hospital of Cook County
President, Medical Staff
Chair, Medical Executive Committee

Provident Hospital of Cook County

TO: Quality and Safety Committee

FROM: Paul Allegretti, DO
President, Medical Executive Committee

SUBJECT: Medical Staff Appointments and Other Business Recommended by the
Medical Executive Committee on October 4, 2024

Medical Staff Appointments/Reappointments Effective: 10/17/2024 subject to Approval by the Cook County Health.

New Business

Initial(s):

Hovanec, Amy L., OD/Surgery/Ophthalmology/Optomety - Recommended
Jani, Jai Sailesh, MD/Anesthesiology/Pain Management - Recommended
John, Sayona MD/Internal Medicine- Neurology – Recommended
O’Donnell, Brendan David, MD/Surgery/Colon-Rectal/General Surgery - Recommended

Reappointment(s):

Albrecht, Joerg MD/Dermatology - Recommended
Attar, Bashar M, MD/Medicine-Gastroenterology - Recommended
Davidovich, Michael J MD/Internal Medicine - Recommended
Murphy, James Anthony, MD/Surgery/Oral & Maxillofacial - Recommended
Solari, Hugo, MD/Psychiatry - Recommended

Change in Clinical privileges (Additions/Removals):

Jani, Jai Sailesh, MD/Anesthesiology/Pain Management/**Adding: Pain Medicine Clinical Privileges - Recommended**

Change in Category:

Ahmed, Munazza Nour, DO/Family Medicine: Provisional to Active - Recommended

Resignations:

Caughlin, Benjamin, MD - Surgery - Informational
Flowers, Calvin, MD – Radiology - Informational
Gonsalves, Ro, MD – Emergency Medicine - Informational
Montminy, Eric, MD – Medicine - Informational



Non-Physician Providers (NPP):

New Business

NPP Initial(s):

Blanchard, Morgan Elizabeth LCSW/Psychiatry – Recommended
Edwards, Touwanna Psy.D./Psychiatry - Recommended
Elder, Sarah Frances, LCSW/Psychiatry - Recommended
Mitchell, Sydney, LCSW, Psychiatry - Recommended
Odgers, Kate, PA-C/Surgery/Urology - Recommended
Rosner, Bethany Anne, PsyD/Psychiatry - Recommended
Otuwa, Christiana I APRN/Pulmonary - Recommended

NPP Reappointment(s):

Flucker, Venita R. PA-C/ObGyn – Recommended

NPP Change in Category:

Fong, Wing Man, Ph.D./Psychiatry: Provisional to Clinical Psychologist - Recommended

MPS Clinical Privileges (New/Revision)

Psychiatry - *New*: Licensed Clinical Professional Counselor (LCPC) - Recommended
Psychiatry – *Revision*: Licensed Clinical Social Worker (LCSW) - Recommended

Resignation:

Shah, Binita, PA-C – Emergency Medicine (PH)



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ATTACHMENT #4

CCHHS Board of Directors

**Proposed Resolution Regarding Agency Usage
and the Strategies that will be Implemented to Reduce Such Use**

WHEREAS, there is a general shortage of healthcare workers in the United States, and the inability to fully staff a hospital or healthcare system with permanent employees is not unique to CCHHS, it is a problem all around the country; and

WHEREAS, there are some dynamics in the world of healthcare that affect the ability of health systems, including CCHHS, to maintain a permanent employee workforce sufficient to maintain operations as needed. As an industry, healthcare has not yet recovered from the effects of the pandemic, which spurred a higher retirement and exodus rate of healthcare employees than had previously existed; and

WHEREAS, the CCHHS Board of Directors takes very seriously their mission to oversee operations at CCHHS, including specifically decisions about hiring and contracting, and is very aware of the extent to which CCHHS relies on agency workers to maintain operations; development of new strategies to increase hiring of permanent workers is a priority for both the CCHHS Board and leadership, and the subject is discussed at nearly every public CCHHS Board and Committee meeting; and

WHEREAS, it is important to note that a significant number of CCHHS employees currently are on either full time Federal Medical Leave Act (FMLA) or intermittent FMLA. CCHHS cannot replace those employees with permanent employees, and the unpredictable nature of use of intermittent FMLA means that agency workers will always be necessary at CCHHS to some degree; and

WHEREAS, CCHHS is in a transition period for leadership in Human Resources and will soon be hiring a new permanent CEO, so it is important to allow this new leadership team some time to identify winning strategies to reduce the reliance on agency, and time to implement those strategies.

NOW THEREFORE BE IT RESOLVED, that, to exercise its governance responsibilities appropriately and to keep the Cook County Board of Commissioners fully informed, the CCHHS Board and leadership will continue to interact with the President and the Commissioners regarding agency usage and the strategies that will be implemented to reduce such use; and

BE IT FURTHER RESOLVED, that the Finance Committee of the CCHHS Board (Finance Committee) will work with CCHHS leadership to set benchmarks for reducing agency utilization, and will require monthly reporting to the Finance Committee on progress, and

BE IT FURTHER RESOLVED, that CCHHS will provide quarterly reporting on the benchmarks and progress in meeting them to the Cook County Board's Health and Hospitals Committee until goals are achieved.

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 25, 2024

ATTACHMENT #5

CEO Report

Dr. Erik Mikaitis, Chief Executive Officer
October 25, 2024



COOK COUNTY
HEALTH

New Hires and Promotions



COOK COUNTY
HEALTH

Congratulations

New Hires

Julie Mudge, Senior Director of APRN

Tenisha Rattler, Manager of Operations, Community Health Center, Englewood Health Center

John Barcenas, Manager Of Operations, Multispecialty Practice, Orthopedics Clinic

Jessica Roberson, Prior Authorization Manager, Finance Revenue Cycle

Alex Achilles, Nurse Coordinator II , Cermak Health Services

Latoshia Gordon, House Administrator

Congratulations

Promotions

Evan Greenbaum, Chair of the Division of Otolaryngology Surgery

Mohammed Sohel Ahmed, Medical Director, Neuroscience Service Line

Marcy Elamin, Senior Director of Long-Term Services and Supports, CountyCare

Sarah Elder, Director of Recovery Support Services, CCH Behavioral Health Authority

Blanca Lopez, Director Integrated Social Services Programs, CORE Administration

Jarin Tasnim, Enrollment/Retention Manager, CountyCare

Kortisha Montgomery , Medical Staff Credentialing Manager

Queenie Mendonca, Business Manager III, Anesthesiology & Pain Services Administration

Recognition & Announcements



COOK COUNTY
HEALTH

Behavioral Health Workforce Symposium

On October 1, Cook County Health hosted a pivotal Behavioral Health Workforce Symposium, focusing on the urgent need to address workforce shortages in mental health services across the region.

The symposium, coordinated by Cook County Health Office of Behavioral Health and the Cook County Department of Public Health, centered around key findings from the newly released Cook County Behavioral Health Workforce Report.



Cook County Health Launches Robotic Lung Cancer Biopsy System



On October 15, Cook County Health officially launched a new tool to help in diagnosing lung cancer, the leading cause of cancer deaths in the U.S. The Intuitive Surgical ION Navigational Bronchoscopy platform is a cutting-edge tool that makes diagnosing lung cancer safer, quicker, and more accurate.

Congratulations to the multidisciplinary team involved in bringing this project to fruition!



Cook County Announces Installation of Narcan Vending Machines at Facilities

On October 23, Cook County Health joined other Cook County leaders to announce the placement of vending machines at Cook County Health facilities, as well as within Cook County Jail waiting rooms, and Cook County courthouses that will dispense narcan free of charge. Three vending machines were installed in September and have already dispensed more than 750 doses.



Blood Pressure Management

Cook County Health's ACHN sites earned Silver Target BP recognition from the American Medical Association and American Heart Association in recognition for their commitment to improving blood pressure control through accurate measurement in adult patients.

Congratulations!



Congratulations to **Donnica Austin-Cathey**, Chief Hospital Executive, John H. Stroger, Jr. Hospital, for getting appointed to the volunteer Metropolitan Chicago Board of Directors of the American Heart Association!

She joins other healthcare professionals and business, and community leaders help guide AHA's many activities throughout the Greater Chicago area.



CCDPH's "Here to Hear You" Campaign

Congratulations to the Cook County Department of Public Health for recently receiving two awards for their "Here to Hear you" video campaign!

- Award of excellence at Public Relations Society of America (PRSA) Chicago Skyline Awards in the "Best Use of Broadcast/Film/Video" category
- Publicity Club of Chicago's Golden Trumpet Award in the video category

The video campaign features recorded conversations of Black and Hispanic males on the topics of suicide prevention and mental health.



Congratulations to **Ann Sikora-Jackson**, Senior Director of Advanced Practice Providers, for winning the Physician Assistant of the Region award from the Illinois Academy of Physician Assistants!

The award is bestowed to an Advanced Practice provider who has demonstrated exceptional dedication, commitment, and outstanding contributions to the medical community.



Carol Emmott Fellowship Class of 2025

Congratulations to **Crissy Turino**, Chief Plan Officer, Medicaid Services for getting selected to join the Carol Emmott Fellowship Class of 2025!

The Carol Emmott Fellowship, a program of The Carol Emmott Foundation, accelerates the leadership capacity and national visibility of women in health.



Hispanic Heritage Month

In celebration of Hispanic Heritage Month, Cook County Health led a discussion in Spanish to reach our Spanish speaking patients on the role Hispanic culture plays in our overall health.

The event earned more than 31,800 impressions and 17,000+ engagements on social media.

Thank you to Shannon Andrews, Maria Castillo, Maritza Guzman-Lauriano, Jaime Martinez, Dr. Juan Pablo Ruiz and Hilda Salgado for a successful and insightful event!



Strategic Plan Update














COOK COUNTY
HEALTH








Strategy Initiatives October



Accomplished

-  Stroger Lab completed the American College of Pathologist survey
-  JTDC Health staff recognized for suicide prevention work and National Commission on Correctional Health Care recognized Cermak for Opioid work
-  Internal Medicine Residency and Primary Care Residency achieved a 100% American Board of Medicine pass rate
-  Completed 15 cases in the first month of launching robotic bronchoscopy
-  Community Fairs: hosted a maternal child skills fair, a community baby shower at Provident and first Women's Health Fair with General Medicine Clinic
-  750 doses dispensed from naloxone vending machines at Provident/Stroger/CORE
-  Graduation for the Nursing Cohort 3 residency
-  Went live with CountyCare new provider directory
-  CCDPH Environmental Unit digitized forms to enhance service delivery
-  Speech pathology started performing outpatient video swallow studies
-  Expanded Expresscare Telehealth service from 11 am to 7 pm

Coming Soon

-  CCH Nursing Innovation and Research conference planning for January 2025
-  CountyCare is meeting with Dominican University to educate staff who work with low -income students to actively enroll students in Medicaid.
-  New Opioid Use dashboard in HealthIntent in collaboration with Opioid Task Force providers and HIS teams to be completed in November
-  New Sterile Processing update anticipated completion by 2/2525 for Provident
-  Centralized Nurse Triage and centralized scheduling model with One Source Enterprise
-  Finalized PT/OT equipment contract for new Bronzeville Center
-  Finalizing contracts with Express Scripts to be the Pharmacy Benefits Manager for Meridian and Blue Cross Community Health Plans

Staffing and Agency Update



COOK COUNTY
HEALTH

Current State



COOK COUNTY
HEALTH



Current State

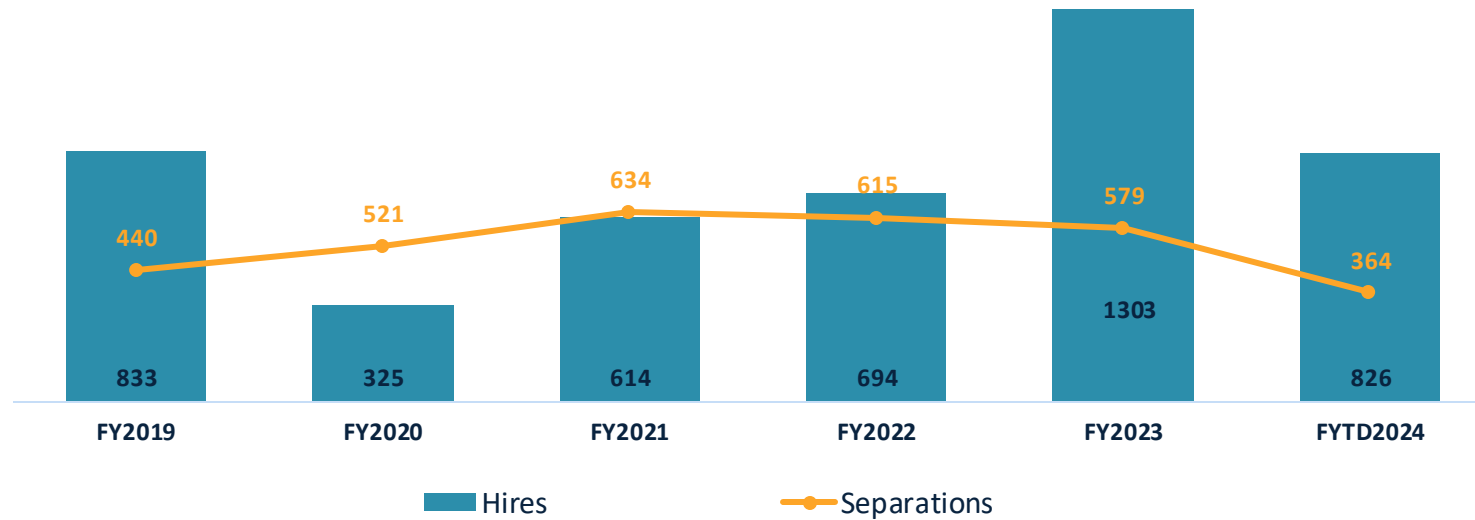
- System-wide agency utilization at 18%
- Several departments & roles with utilization >18%
- Some departments with higher utilization than currently available PIDs
- Challenges with hiring and recruiting (ranging from internal processes to national workforce shortage)
- Historic lack of transparency into and control of agency utilization
- FMLA leave backfilling is significant; 1,229 employees took at least one occurrence of FMLA in past 16 months
- Employee engagement improved from 7th to 21st percentile (2022 vs 2024)
- Turnover rates improving (overall 7-8% versus national average of 20%)
- Improvement in net hires year-over-year

Current State Of Hiring & Separation

FY24 thru 09/30/24



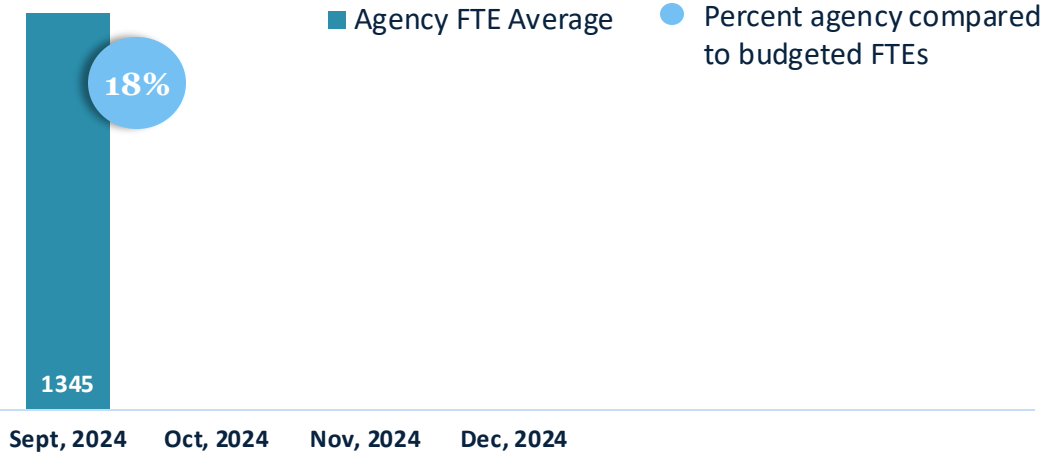
Yearly Hires and Separations



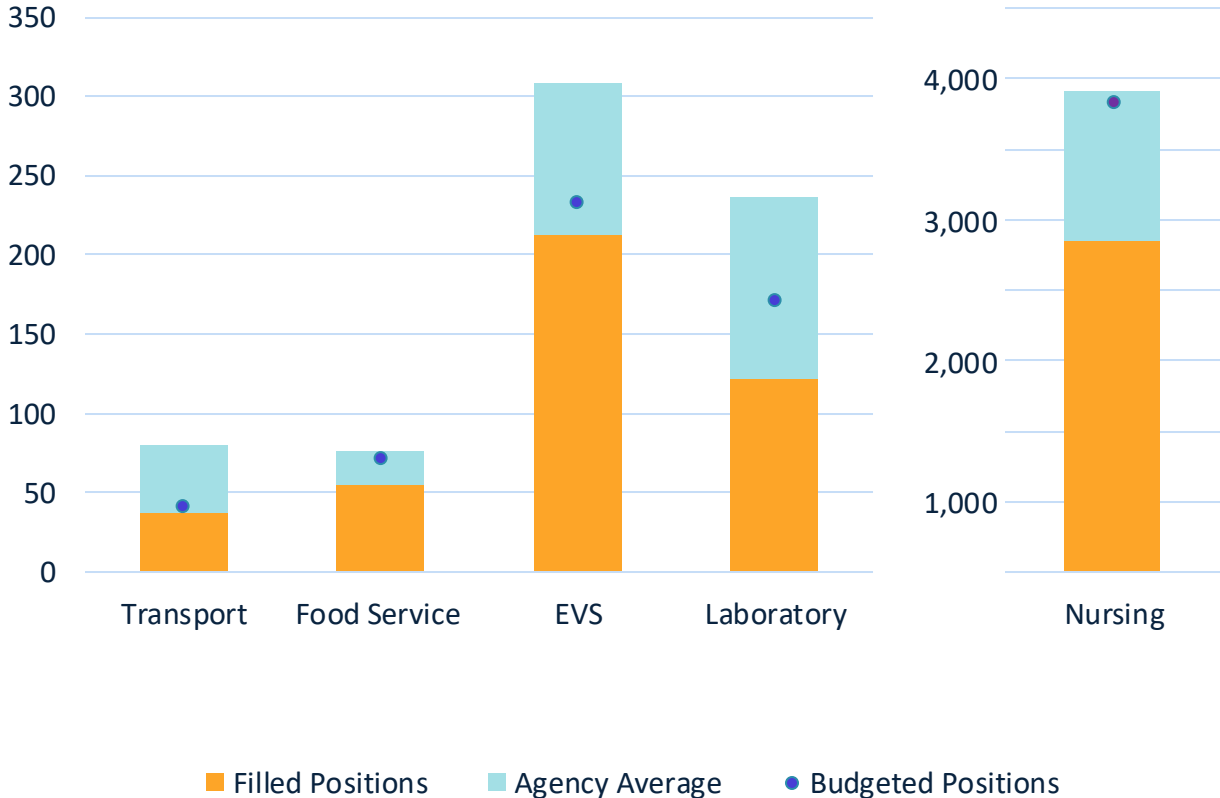
Current State Of Agency Use

October 2024

Monthly Agency Use Across All Departments



Average Agency FTE by Highest Utilizing Departments



Agency Conversion

CCH hopes to collaborate with labor partners to create a process to drive conversion of agency staff to employees. Once established, results will be shared here.

Nursing Agency Use

Nursing Position Type	Budgeted FTE (Finance)	Filled FTE	Vacant FTE	Vacancy Rate%	Agency FTE (September'24)	Agency Rate%
Clinical Nurse	1313.8	806.1	507.7	39%	419.5	32%
Licensed Practical Nurse	66.0	45.0	21.0	32%	1.1	2%
Technician	184.8	119.0	65.8	36%	32.9	18%
Nursing Assistant (Health Advocate, Patient Care Tech, Attendant Patient Care)	178.0	132.8	45.2	25%	33.2	19%
Medical Assistant	247.8	154.0	93.8	38%	45.2	18%
Clerk	92.0	66.0	26.0	28%	14.6	16%
Total	2082.4	1322.9	759.5	36%	546.5	26%



Departments with High Agency Use

Department	Budgeted Positions	Filled Positions	Vacant	Vacancy Rate	Agency FY24 YTD Average	Agency to PID Gap	Agency Rate
Transportation	42	37	5	12%	43	38	102%
Laboratory	172	122	50	29%	114	64	66%
Telephone Ops	7	7	0	0%	4	4	57%
Environmental Services	234	212	22	9%	97	75	41%
Rehabilitation	73	65	8	11%	30	22	41%
Human Resources	61	46	15	25%	20	5	33%
Food Services	72	55	17	24%	21	4	29%
Hospital Security	42	28	14	33%	12	0	29%
Radiology	207	142	65	31%	59	0	29%
Health Plan Services	433	336	97	22%	67	0	15%
Pharmacy	305	265	40	13%	35	0	11%
Respiratory	84	71	13	15%	4.25	0	5%
Grand Total	3,333	2,351	982	29%	1,059	77	32%



CCH Contracted Services

Through July 2024

Department	Contracted Services FY24 YTD Average	Notes
Support Ancillary	21	All these roles are Greeters and 4Help Call Center roles that were newly created positions during COVID.
Hospital Security	51	Provident and ACHN security is fully outsourced to respond to unique needs. CCH is currently assessing continued structure.
Human Resources	3	HR Optimization work related to Classification and Compensation as well as the learning and development infrastructure.
Food Services	15	Provident is fully outsourced.
Environmental Services	5	Management outsourced.
Sterile Processing	9	Management outsourced.
HIS	91	Through Eviden contract, they provide support for health information systems, EMR, and financial systems at both the analyst level as well as management level. This ensures continuous HIS, CDI, and BOT staffing and systems support.
Grand Total	124	

Action Plan



COOK COUNTY
HEALTH



Current Actions

- Bi-weekly meetings between CCH HR & CEO and BHR & Labor
- Quarterly meetings with OUP and CCH leadership teams
- System level oversight developed on agency utilization
- Department level benchmarking using Vizient ODB
- Paused new agency FTE additions
- Additional controls implemented over any agency additions (system level approval required)
- Auditing recent utilization through Internal Audit and Compliance
- Completing market analysis for multiple positions to assess pay rates
- Completing EP policy update to:
 - Make nursing accelerated hiring process permanent
 - Expand accelerated hiring for additional roles (EVS, food service, transporters)

Next Steps

- Right-sizing each department with high agency use
- Reviewing currently-vacant PIDs for reallocation to address PID shortages
- Completing 10% agency reduction exercise across all departments with agency use
- Completing restructure of several roles existing across multiple departments
- Considering implementation of time limits for individuals in agency roles (e.g. at 1 year, must decide to be employed or leave)

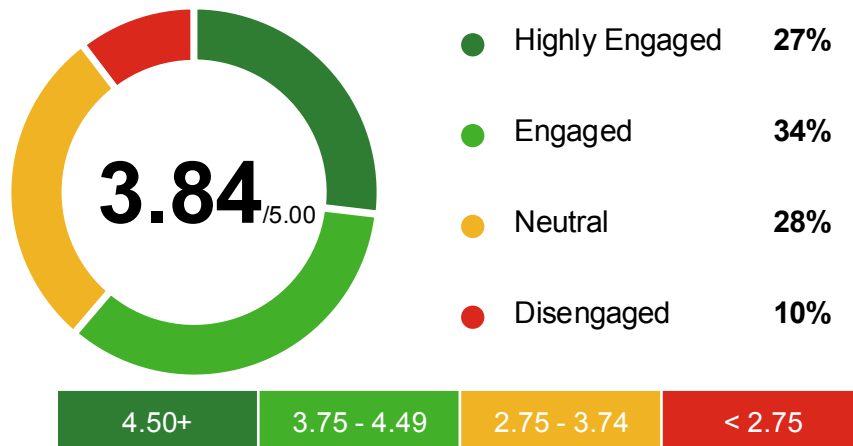
Employee Engagement



COOK COUNTY
HEALTH

Engagement Survey Results Snapshot

Organization's Engagement Score and Respondent Distribution



↑ **+0.23** vs. 2022 survey (3.61)

21st Rank vs. Nat'l HC ('22: 7th)

20th Rank vs. Nat'l Safety Net Hospital ('22: 5th)

57% Response Rate ('22: 48%)

Strengths

- Like the work I do (**91%** Favorable)
- Pay is fair (**54th** %ile vs. Nat'l Norm)
- Nurses: Communication between physicians, nurses & other med staff is good

Opportunities

- Adequate Staffing (**-.46**) & Job Stress (**-.40**)
 - Work unit teamwork (**-.42**) / Supervisor encourages teamwork (**-.42**)
- Org treats employees with respect
 - Involved in decisions (**-.32**)
 - Getting the training I need (**-.45**)
- Responsibilities are clearly defined (**-.43**)

Survey Admin: Jun-Jul 2024
N = 3,2988 / 57% Response Rate
2022: 2,593 / 48% (2020: 56%)

*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.

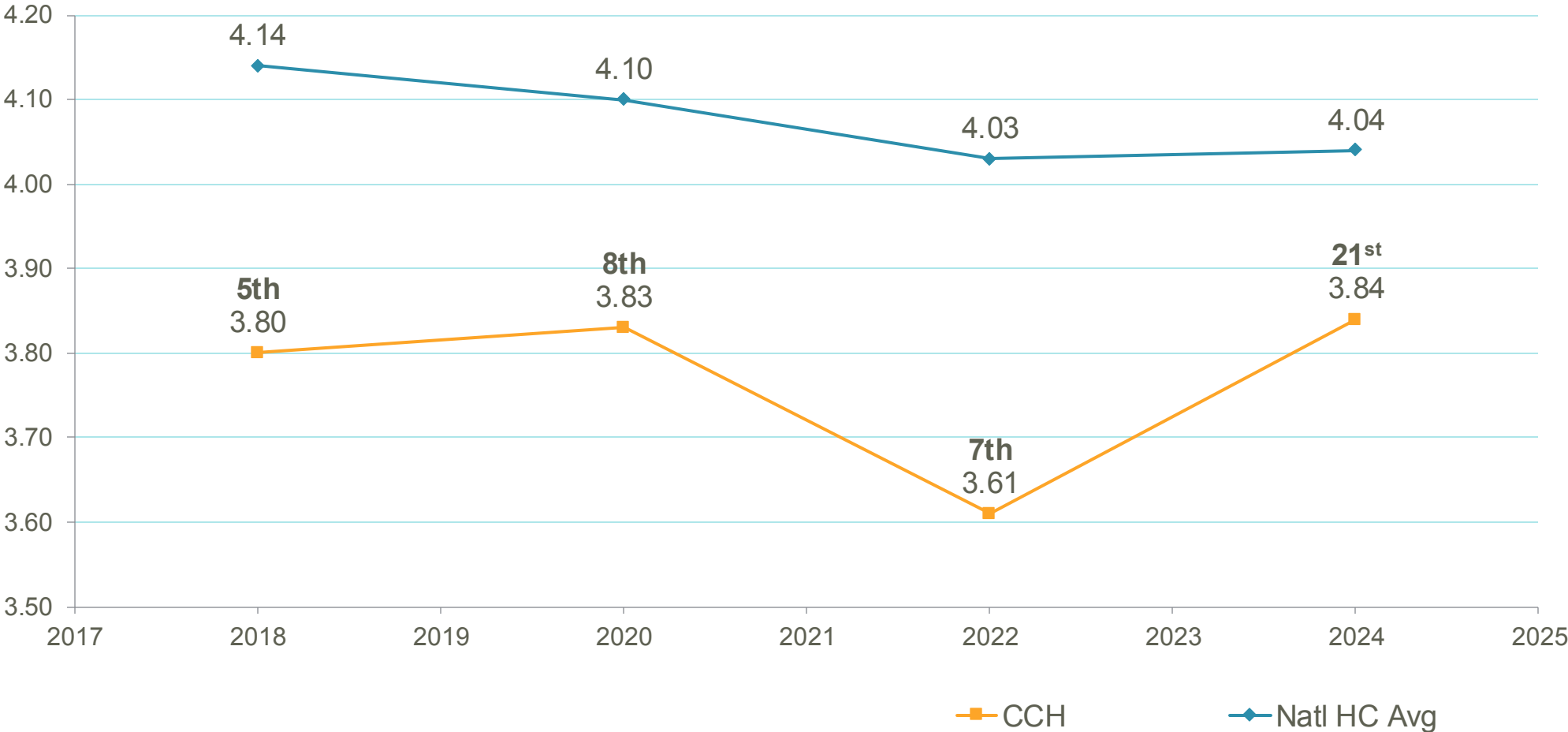
Items Included in Engagement Score



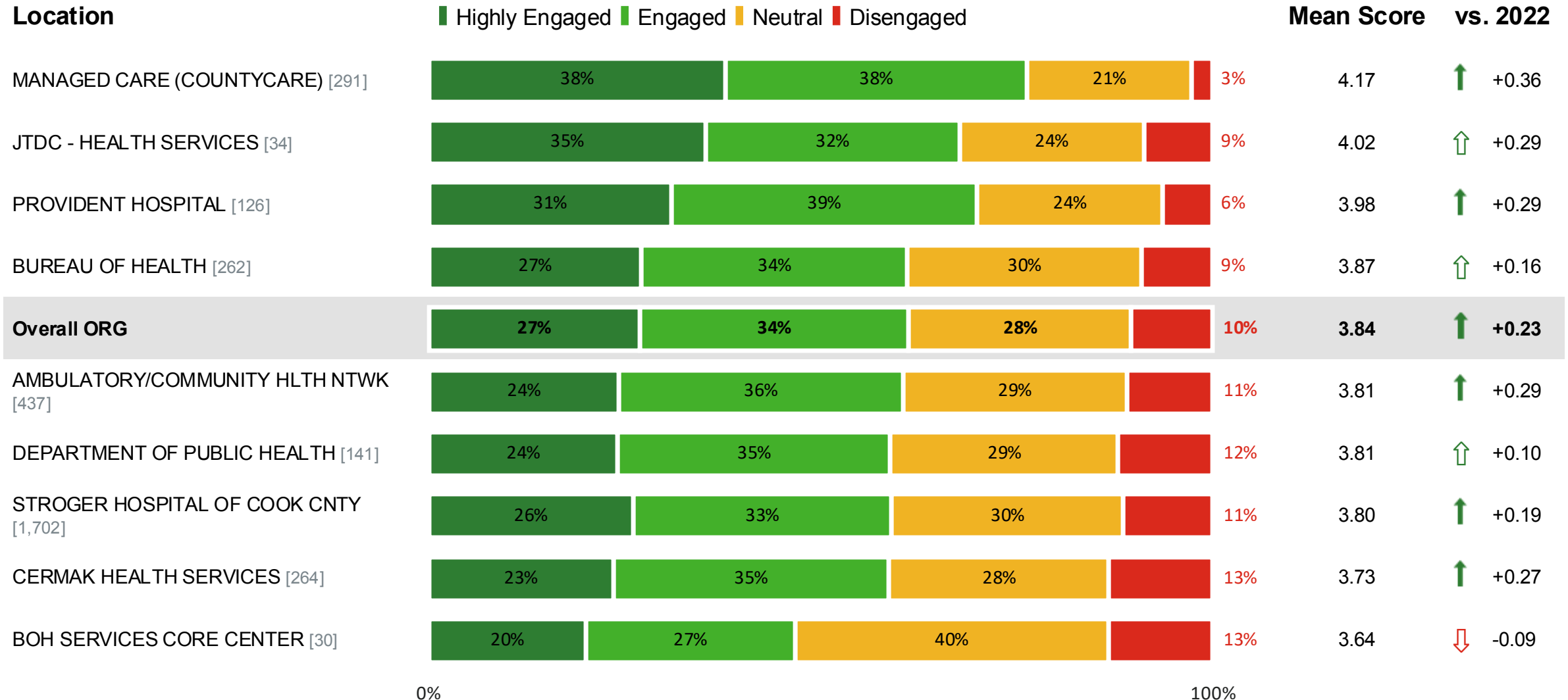
Item Text	Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
I would like to be working at Cook County Health three years from now.		4.00 ↑ +0.20	42nd	44th
I would stay with this organization if offered a similar position elsewhere.		3.76 ↑ +0.19	35th	35th
I am proud to tell people I work for Cook County Health.		4.09 ↑ +0.23	32nd	30th
Overall, I am a satisfied employee.		3.72 ↑ +0.20	17th	19th
I would recommend Cook County Health as a good place to work.		3.74 ↑ +0.28	15th	15th
I would recommend this organization to family and friends who need care.		3.76 ↑ +0.32	11th	16th
Engagement Indicator		3.84 ↑ +0.23	21st	20th

Note: Neutral labels are hidden when percentage is less than 5%.

Engagement Relative to Historical and Peer Performance



Focusing on Facilities

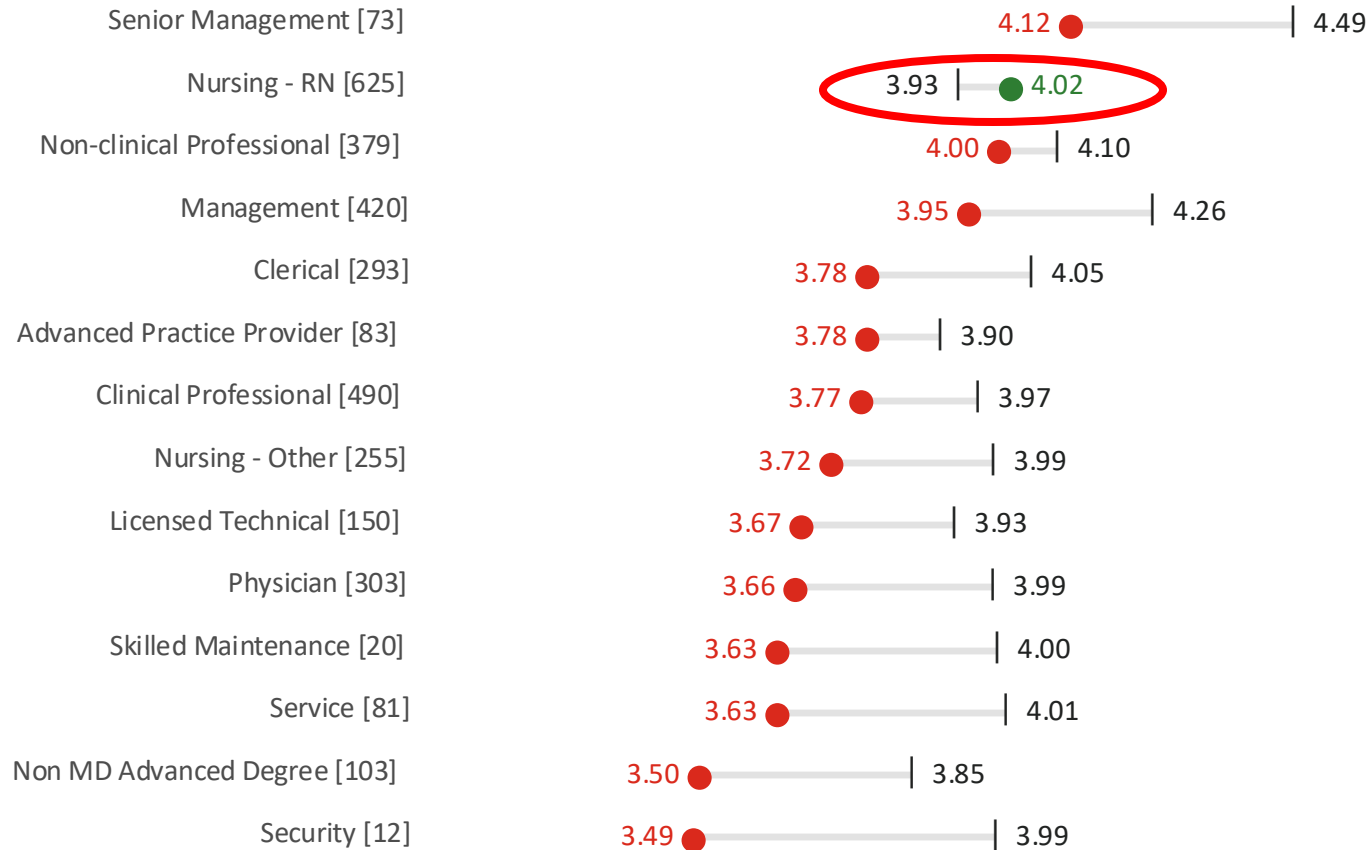


0% 100%

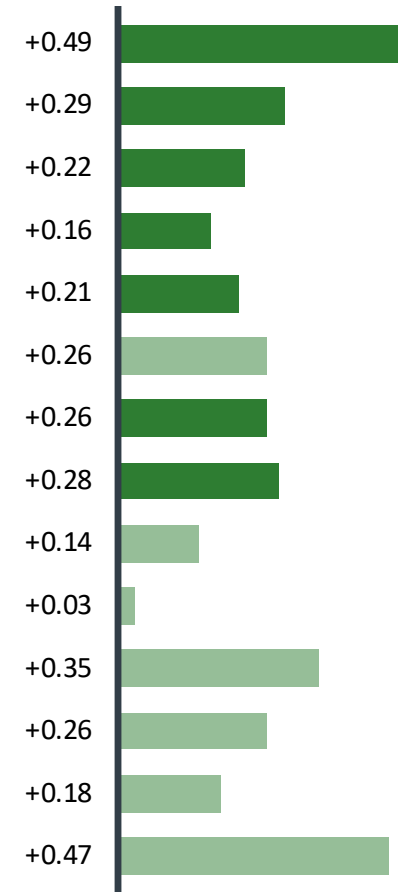
*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.
Facilities are sorted by Engagement Mean Score.

Engagement Score by Position

vs. Sub-Group Nat'l Benchmark



vs. 2022



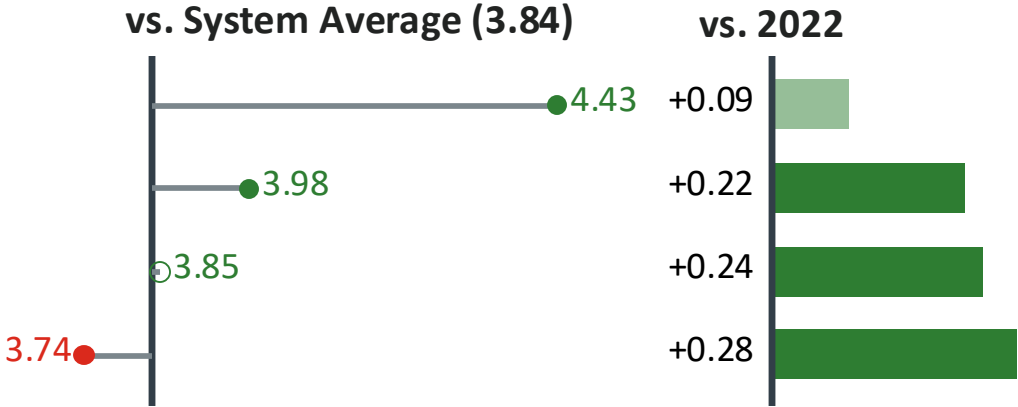
Dark shading indicates that change from last survey is statistically significant (alpha = 0.05).

vs. Benchmark (I): ● Below ● Above

Statistically Significant: ● Yes ○ No

Engagement Score by Generation

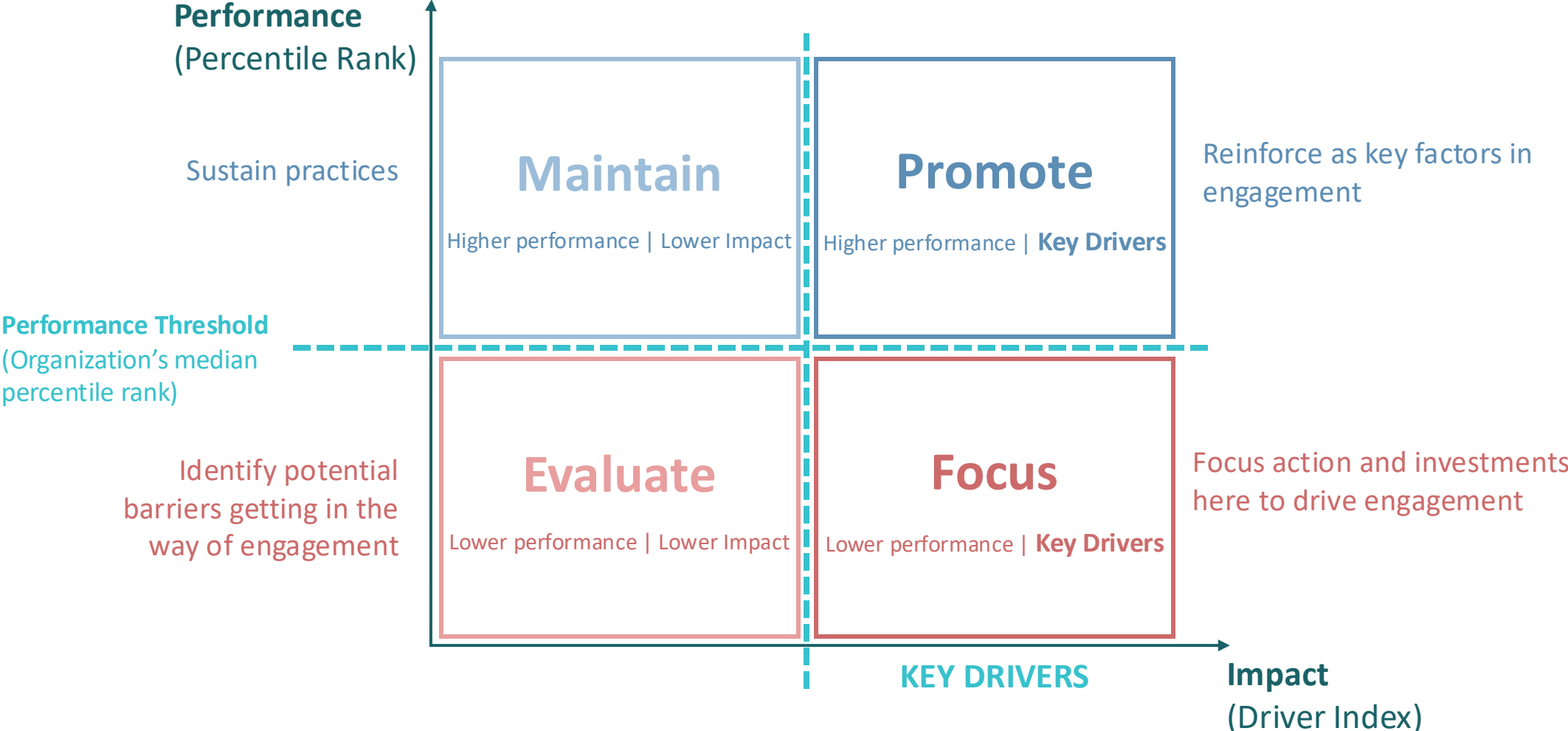
Traditionalist (1930-1945)	[5]
Baby Boomer (1946-1964)	[648]
Generation X (1965-1981)	[1,627]
Millennials or Generation Y (1982-2000)	[1,004]



Dark shading indicates that change from last survey is statistically significant (alpha = 0.05).

vs. Overall Average: ● Below ● Above
 Statistically Significant: ● Yes ○ No

Key Driver Analysis



Enterprise-wide Key Driver Analysis

Maintain

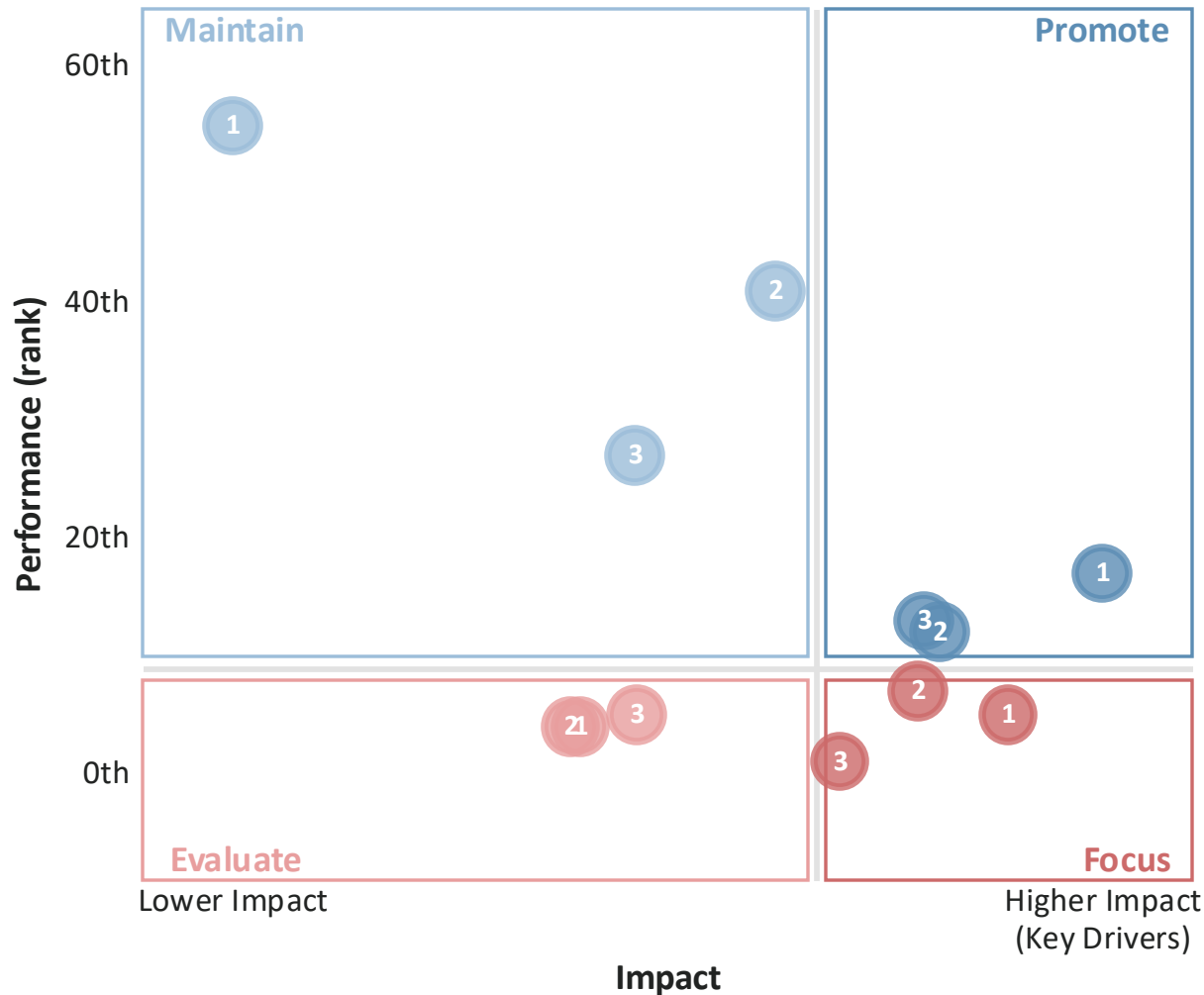
Higher Performance | Lower Impact

- 1 My pay is fair compared to other healthcare employers in this area.
- 2 I like the work I do.
- 3 This organization contributes to the community.

Evaluate

Lower Performance | Lower Impact

- 1 My work unit works well together.
- 2 The person I report to encourages teamwork.
- 3 I get the training I need to do a good job.



Promote

Higher Performance | **Key Driver**

- 1 This organization provides high-quality care and service.
- 2 This organization conducts business in an ethical manner.
- 3 I have confidence in senior management's leadership.

Focus

Lower Performance | **Key Driver**

- 1 This organization treats employees with respect.
- 2 My job makes good use of my skills and abilities.
- 3 My job responsibilities are clearly defined.

Performance threshold: 9th Percentile (median across items)

Focusing on Key Drivers

Item Text		Respondent Distribution Unfav Neut Fav			Overall Score & Trend		Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
Promote	This organization provides high-quality care and service.	7%	19%	73%	3.92	↑ +0.30	16th	17th
	This organization conducts business in an ethical manner.	11%	23%	66%	3.76	↑ +0.30	11th	11th
	I have confidence in senior management's leadership.	24%	25%	51%	3.36	↑ +0.18	12th	16th
Focus	This organization treats employees with respect.	18%	24%	59%	3.50	↑ +0.29	6th	12th
	My job makes good use of my skills and abilities.	13%	15%	72%	3.85	↑ +0.16	8th	6th
	My job responsibilities are clearly defined.	14%	16%	70%	3.77	↓ -0.05	2nd	1st

Note: Neutral labels are hidden when percentage is less than 5%.

Focusing on Highest and Lowest Ranked Items

Item Text		Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
Maintain	I like the work I do.	2% 7% 91%	4.42 ↑ +0.09	40th	47th
	This organization contributes to the community.	4% 15% 80%	4.15 ↑ +0.17	26th	35th
	My pay is fair compared to other healthcare employers in this area.	27% 22% 51%	3.31 ↑ +0.27	54th	76th
Evaluate	I get the training I need to do a good job.	18% 22% 59%	3.52 ↑ +0.10	6th	8th
	My work unit works well together.	14% 16% 69%	3.81 ↑ +0.13	5th	3rd
	The person I report to encourages teamwork.	13% 15% 72%	3.89 ↑ +0.12	5th	3rd

Note: Neutral labels are hidden when percentage is less than 5%.

Next Steps

- Bring Press Ganey team in to discuss department-specific tactics
- High reliability work
- Leader rounding
- Wellness lounge
- Employee engagement committee
- Ikigai
- Schwartz rounds
- Beryl Institute

Thank you!



**COOK COUNTY
HEALTH**



COOK COUNTY HEALTH

DR. ERIK MIKAITIS
CHIEF EXECUTIVE OFFICER
REPORT TO THE BOARD OF DIRECTORS
October 25, 2024

Employee Recognition

Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital, has joined the volunteer Board of Directors of the Metropolitan Chicago Chapter of the American Heart Association.

Congratulations to **Ann Sikora**, Senior Director of Advanced Practice Providers, for winning the Physician Assistant of the Region award from the Illinois Academy of Physician Assistants. The award is bestowed to an Advanced Practice provider who has demonstrated exceptional dedication, commitment, and outstanding contributions to the medical community.

Congratulations to **Crissy Turino**, Chief Plan Officer, Medicaid Services for getting selected to join the Carol Emmott Fellowship Class of 2025. The Carol Emmott Fellowship, a program of The Carol Emmott Foundation, accelerates the leadership capacity and national visibility of women in health.

In celebration of Hispanic Heritage Month, Cook County Health led a discussion in Spanish to reach our Spanish speaking patients on the role Hispanic culture plays in our overall health. The event earned more than 31,800 impressions and 17,000+ engagements on social media. Thank you to **Shannon Andrews, Maria Castillo, Maritza Guzman-Lauriano, Jaime Martinez, Dr. Juan Pablo Ruiz and Hilda Salgado** for a successful and insightful event!

The **Cook County Department of Public Health's "Here to Hear you" campaign** focused on raising awareness about mental health care and suicide prevention won an award of excellence at Public Relations Society of America (PRSA) Chicago Skyline Awards in the "Best Use of Broadcast/Film/Video" category. The campaign also won the Publicity Club of Chicago's Golden Trumpet Award in the video category.

Cook County Health's **ACHN primary care medical homes** earned Silver Target BP recognition from the American Medical Association and American Heart Association in recognition for their commitment to improving blood pressure control through accurate measurement in adult patients.

Activities and Announcements

The Cook County government FY2025 budget was released on October 10. Dr. Mikaitis joined Cook County Board President Toni Preckwinkle to highlight the key initiatives funded in the budget during a press conference and in editorial board meetings.

Cook County Health hosted a press conference to highlight the launch of the ION robotic bronchoscopy program on October 15, 2024. The new cutting-edge robotic equipment allows the clinical team to do a minimally invasive biopsy on suspected lung cancer nodules with fewer risks of complications.

On October 16, Senator Dick Durbin and CountyCare held a press conference to promote CountyCare's new program to provide free lead-filtering water pitchers to all member families with children under 12, and offer other lead exposure prevention education.

Dr. Mikaitis spoke at the annual Cook County Health Foundation gala on October 17. This year's gala theme, "Building Healthy Futures", celebrated the foundation's commitment to improving health equity across Chicagoland and honors individuals who have made significant contributions to the health of our communities.

On October 23, Cook County Health joined other Cook County leaders to announce the placement of vending machines at Cook County Health facilities, as well as within Cook County Jail waiting rooms, and Cook County courthouses that will dispense naran free of charge. Three vending machines were installed in September and have already dispensed more than 750 doses.


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 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 October 21, CCH leadership appeared before the following Cook County Board committees to provide testimony and respond to questions from Commissioners.
 - **Asset Management Committee** – Craig Williams, CCH CAO participated in the meeting to respond to questions pertaining to the Cook County License Agreement with the Chicago Board of Education for the use of 25 parking spaces adjacent to the Belmont Cragin 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 October 2024 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** – Dr. LaMar Hasbrouck appeared along with various members of the CCDPH team before the committee to make presentations on three CCH related matters.
 - **CCH's Semi-Annual Disparities Report (Tobacco)**
Presenters: Dr. LaMar Hasbrouck and Neela Satyanarayan, Program Coordinator, Tobacco Prevention and Control Unit
 [CCDPH Tobacco Health Disparities Semi Annual Report July 2024 final.pdf](#)

- **CCDPH Quarterly Report / Q3 Vaccine Preventable Disease & Emergency Preparedness Unit**
 - *Presenters: Dr. Kiran Joshi, Senior Medical Officer, and Lori Katich, Assistant Director, Emergency Preparedness and Response*
 [EPRU Board Presentation Q3 2024.pdf](#)
 - **Commissioner Gordon's Syphilis Resolution**
Presenters: Dr. LaMar Hasbrouck and Tobi-Velicia Johnson, Epidemiologist, STI/HIV Program Manager
<https://docs.cookcountypublichealth.org/STIReport2023.html>
 - **Legislation & Intergovernmental Affairs Committee** – The Committee approved the appointment of Dr. Erik Mikaitis as CCH CEO including the associated compensation package. The Committee also approved the appointment of Inger Burnett-Ziegler to serve as a Director on the Cook County Health Board.
- The Cook County Board of Commissioners met on October 24, 2024. The following items were introduced and considered:
 - CCH introduced a proposed budget transfer in the amount of \$79M. This item was approved.
 - CCH introduced a *Proposed Grant Award* from EIDOS in the amount of \$560,433.00 for a research study. This item was approved.
 - CCH introduced a *Proposed Grant Award Amendment* from the Illinois Department of Public Health to increase the appropriation for the *CCDPH Genetics Education and Follow-up Program* by \$299,991.29 in FY24. This item was approved.
 - President Preckwinkle introduced the appointment of Dr. Maya Green to serve as the President's Appointee to the *Cook County Health and Hospitals Board of Directors*. This item is a direct appointment and was approved by the County Board. The previous President's Appointee to the CCH Board was Otis Story.
 - The Cook County Board re-organized their committee assignments. Commissioner Bill Lowry was voted to serve as Chair of the Cook County Board's Health and Hospitals Committee. As the committee chair, Commissioner Lowry will serve as the County Board's representative on the CCH Board of Directors.
 - The Cook County Board set the schedule for their 2025 Board Meetings.
 - Thursday, January 16, 2025
 - Thursday, February 6, 2025
 - Thursday, March 13, 2025
 - Thursday, April 10, 2025
 - Thursday, May 15, 2025
 - Thursday, June 12, 2025
 - Thursday, July 24, 2025
 - Thursday, September 18, 2025
 - Thursday, October 23, 2025
 - Thursday, November 20, 2025
 - Thursday, December 18, 2025
 - Commissioners Bridget Degnen, Alma Anaya and Anthony Quezada introduced a *Resolution to Reduce the Cook County Health Systems's Reliance on Temporary Staffing Agencies While Prioritizing Permanent Employees*. This item was referred to the Health & Hospital Committee for consideration. The Resolution calls for quarterly reports on agency utilization to the Cook County Board and semi-annual presentations to the County Board on agency utilization.

State

- The Fall 2024 Veto Session is scheduled for November 12-14 and November 19-21. The consecutive weeks of fall session follow the November 5 elections. Legislators may also return to Springfield for “lame duck” session days in early 2025, prior to the swearing in of the members of the 104th General Assembly.
- The Senate and House Behavioral and Mental Health Committees have scheduled joint subject matter only hearings to discuss “special funding for behavioral health – cannabis revenue and opioid settlement funds” ([October 28](#)) and “administrative and funding barriers to substance use disorder, treatment, recovery, and harm reduction” ([November 7](#)). The House committee has also scheduled a subject matter only hearing for [December 10](#) to discuss “psychedelics as behavioral health treatment – HB1 and beyond”.

Federal

- Congress is in recess until November 12, 2024. Updates will be provided in the November CEO Report.

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.

- November 1 – **Near North Health’s North Kostner Health Center** – 1520 N Kostner Ave., Chicago, IL 60651
- November 2 – **Robbins Health Center** – 13450 S. Kedzie Ave Robbins, IL 60472
- November 4 – **North Riverside Health Center** – 800 S. Harlem Ave, North Riverside, IL 60546
- November 6 – **Belmont Cragin Health Center** – 5501 W. Fullerton Ave., Chicago, IL 60639
- November 7 – **Friend Health** – 5635 S. Pulaski, Chicago IL 60629
- November 8 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621
- November 9 – **Arlington Heights Health Center** – 3520 N. Arlington Heights Road, Arlington Heights, IL 60004
- November 13 – **Primecare Health Center** – 5635 W. Belmont, Chicago, IL 60634
- November 13 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615
- November 14 – **Alivio Health** – 2021 S Morgan St., Chicago, IL 60608
- November 15 – **Arlington Heights Health Center** – 3520 N. Arlington Heights Road, Arlington Heights, IL 60004
- November 16 – **North Riverside Health Center** – 800 S. Harlem Ave, North Riverside, IL 60546
- November 18 – **Esperanza Health Center** – 4700 S. California Ave Chicago, IL 60632
- November 19 – **Cottage Grove Health Center** – 1645 S. Cottage Grove Ave Ford Heights, IL 60411
- November 20 – **Stroger Hospital** – 1969 W. Ogden, Chicago, IL 60612
- November 21 – **Friend Health** – 5635 S. Pulaski, Chicago IL 60629
- November 21 – **Care for Friends** – 5749 N. Kenmore Avenue, Chicago, IL 60660
- November 22 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621

- November 23 – **Cottage Grove Health Center** – 1645 S. Cottage Grove Ave Ford Heights, IL 60411
- November 25 – **Blue Island Health Center** – 12757 S. Western Avenue, Blue Island, IL 60406
- November 26 - **Lawndale Christian Health Center** – 3750 W. Ogden Ave., Chicago, IL 60623

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 Fourth Quarter topic presentations include CCH’s 2025 Budget and CountyCare’s Open Enrollment and Choice Period. We will also have a presentation from the Cook County Against Hate initiative. 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:

Blue Island: Wednesday at 1:00 PM: November 13
12757 S. Western Ave., Blue Island, IL 60406

Arlington Heights: Tuesday at 1:00 PM: November 19
3520 N. Arlington Heights Road, Arlington Heights, IL 60004

Prieto: Tuesday at 1:00 PM: December 3
2424 S. Pulaski, Chicago, IL 60623

Robbins: Tuesday at 1:00 PM: December 10
13450 S. Kedzie Road, Robbins, IL 60472

North Riverside: Wednesday at 1:00 PM: December 11
1800 S. Harlem Avenue, North Riverside, IL 60546

Englewood: Thursday at 1:00 PM - December 12
1135 W. 69th Street, Chicago, IL 60621

Provident/Sengstacke: Wednesday at 9:00 AM: 2025 Dates TBD
500 W. 51st Street, Chicago, IL 60609

Cottage Grove: Tuesday at 1:00 PM: 2025 Dates TBD
1645 S. Cottage Grove Avenue, Ford Heights, IL 60411

Event Participation in November:

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

- 1) November 9, 2024 – Participation in the **Sisters Working It Out Annual Day of Beauty** which will take place at the Shine Bright Community Center located at 8560 S. Cottage Grove in Chicago, IL 60619.
- 2) November 9, 2024 – Participation in the **State Representatives Eva Dina Delgado and Lillian Jimenez's 2024 Housing Education & Wellness Fair** which will take place at Steinmetz College Prep located at 3030 N Lawndale Avenue in Chicago, IL 60618.
- 3) November 9, 2024 – Participation in the **State Representative Will Guzzardi's Fall Family Health Fair** which will take place at Kosciuszko Park located at 2732 N Avers Avenue in Chicago, IL 60647.
- 4) November 9, 2024 – Participation in **Speaker Emanuel "Chris" Welch's Annual Senior & Veteran Fair** which will take place at the Proviso Math & Science Academy located at 8601 W. Roosevelt Road in Forest Park, IL 60130.
- 5) November 9, 2024 – Participation in the **Robbins Park District's Senior/Veteran Luncheon Information and Resource Fair** which will take place at the Kellar Middle School Gymnasium located at 14123 Lydia Avenue in Robbins, IL 60472.
- 6) November 9, 2024 – Participation in **Communities United's Gathering of Communities 2024** which will take place at the University of Illinois at Chicago, Isadore and Sadie Dorin Forum located at 1213 S. Halsted Street in Chicago, IL 60608.
- 7) November 13, 2024 – Participation in **Triton College's WEI Power Forward Career & Resource Summit** which will take place at the college located at 2000 Fifth Avenue in River Grove, IL 60171.
- 8) November 14, 2024 – Presentation and outreach by CCH's Endocrinology Department at the **St Bernard Hospital Diabetes Month Event** which will take place at the hospital located at 326 W 64th Street in Chicago, IL 60621.
- 9) November 15, 2024 – Participation in **Chicago Cancer Health Equity Collaborative's 9th Annual Community Forum** which will take place at the Arturo Velazquez Institute located at 2800 S. Western Avenue in Chicago, IL 60608.
- 10) November 15, 2024 – Participation in **State Representative Thaddeus Jones' Fall Senior Healthcare Event** which will take place at the Calumet City Library located at 660 Manistee Avenue in Calumet City, IL 60409.
- 11) November 22, 2024 – Participation in **Harper College's Latino Summit** which will take place at the college located at 1200 W Algonquin Road in Palatine, IL 60067.

- 12) November 23, 2024 – Participation in **IL State Senator Robert Peters' 2024 South Side Thanksgiving Giveaway Event** which will take place at the 5th Ward Aldermanic Office located at 2230 E. 71st Street in Chicago, IL 60649.

- 13) November 30, 2024 – Participation in the **Chicago Defender Charities' Annual 35th Street Corridor Tree Lighting Ceremony** which will take place at the 35th Street Corridor located at 3500 S. King Drive in Chicago, IL 60653.

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Lead Executive: Craig Williams, Chief Administrative Officer, Operations and Development
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Clinical Guidelines Taskforce has started meeting to focus on birthday screenings for vulnerable populations in Cook County. The task group aims to advance and help implement the Birthday Screening Resolution put forth by the Board of Commissioners.
- The Healthcare Effectiveness Data and Information Set (HEDIS) Dyad and Quality team conducted a three-hour workshop to share HEDIS success stories and challenges. Each team leader guided a group of frontline staff—providers, managers, clerks, nurses, and medical assistants—in identifying the root causes of these challenges and developing a Plan-Do-Study-Act (PDSA) to enhance the process. The PDSA is a four-step problem-solving model designed to improve processes and facilitate change.
- Joint Commission readiness is ongoing as the quality team continues monthly rounds with the Environment of Care team. Clinic staff also continue to complete weekly assigned Sentact rounding audits in areas to ensure continuous preparedness.



Health Equity, Community Health & Integration

- In September/2024, the Patient Support Center handled over 60,100 patient calls with an average response time under 60 seconds, and 3,100 Nurse Triage calls with an average response time of 20 seconds.
- The CCH Transportation survey for September again received over 4,000 respondents with an average rating of 3.7/4 (93%). Additionally, 87% of patients reported they would be unable to attend their appointments without CCH transportation assistance.
- HealthViewX, the new referral platform for CCH partners, has achieved another milestone this month with over 19,500 referrals processed and 486 active users. Ophthalmology continues to be the most requested specialty, and ultrasound remains the top diagnostic request.
- Cook County Health continues to provide vaccinations to the community and our patients. In September, a total of 936 COVID-19 vaccinations were administered. All ACHN clinics are equipped to screen, test, and vaccinate community members. Additionally, the CORE Center administered 30 MPox vaccinations this month.
- This month, Belmont Cragin New Arrival Health Center reported serving 31,953 unique patients to date. The CCH Mobile Care Coordination team registered 9,860 new arrival patients at the City of



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Chicago landing zone, with 50% receiving same-day medical screenings and care at the New Arrival Clinic. 6,329 were vaccinated with Measles, Mumps, and Rubella (MMR), and 4,021 with chicken pox.

- We continue to have care coordination staff available daily at every city shelter to support new arrivals. Additionally, the CCH Mobile Care Coordination Team is providing services on Sundays at the landing zone.
- The operations team have extended Express Care hours to 7 AM–7 PM allowing for an additional 81 patients to access care before clinic opens. Additionally, they are sending out over 140,000 emails through the patient portal to promote Virtual Immediate Care and are collaborating with County Care to ensure members can access Express Care as part of their covered benefits, including sending text blasts to over 30,000 households.
- The Cancer Center Service Line team has been awarded 50 free wigs through the American Cancer Society's EverYou Wig Program, aimed at supporting patients experiencing alopecia during cancer treatment.
- The Neurophysiology team has finished retraining in “Evoked Potentials,” and studies are now underway. Evoked Potential tests assess the brain's electrical activity in response to light, sound, and touch. These tests can aid in diagnosing Multiple Sclerosis and other conditions by identifying nerve damage that disrupts these signals.
- The CORE Center successfully submitted a request for additional funds to the Chicago Department of Public Health to provide HIV supportive services at Belmont Cragin and to launch a marketing campaign to encourage HIV testing, HIV prevention, program growth, and linkage to care (via CTA trains, billboards, digital social media platforms).
- CORE/Cook County HIV Integrated Programs (CCHIP) participated in the annual outreach event at Englewood Music Festival where we screened 42 people for HIV. The team also collaborated with the Provident Men’s Health Fair and Chicago Football Classic to provide HIV testing and prevention services.
- CORE/CCHIP also participated in the annual AIDS Run & Walk on September 28, 2024. Staff across all departments joined the event and have collectively, raised \$8,312 (goal \$10,000) to improve the lives of individuals living with and vulnerable to HIV. Donations directly benefit the needs of our patients not supported by grant funds.
- This month 208 individuals in the community received a rapid test through targeted HIV screening. Additionally, we identified 5 newly diagnosed clients through routine & rapid screening and 6 clients were linked to care. A total of 27 patients were re-engaged this month to ambulatory care and social services after being lost over a year.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

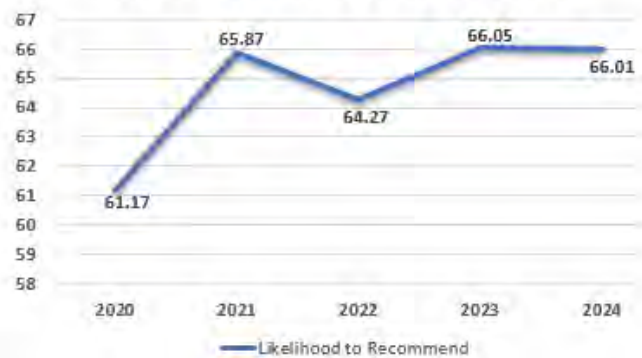
AMBULATORY SERVICES



Patient Experience

- ACHN's overall "Likelihood to Recommend" score continues to rise toward our goal of 67.13%. This month, the score increased by 0.12% from August, bringing the year-to-date total to 66.01%.

ACHN Patient Experience Score



- Specialty Care's patient experience metric, "*Likelihood of Recommending*," increased from 67.41% to 67.97% year-to-date resulting in a 0.56% increase month-over-month. Specialty Care leadership credits this growth to staff completing CI-Care Training and engaging actively with patients. They ask, "How was your visit?" and "Is there anything we could have done better?" while also reminding patients to complete the follow-up survey. Additionally, staff express gratitude for choosing CCH as their hospital of choice, ensuring this messaging is consistently reinforced throughout the patient journey.
- Primary Care's overall "Likelihood of Recommending" has remained stable since last month, with a current gap of 4.08% to meet the year-end target. In contrast, Arlington Heights and Austin Health Centers are both surpassing the year-end target for likelihood to recommend. The leadership team plans to assess the strategies that have enabled these centers to consistently exceed their targets and apply those insights to other areas.



Growth Innovation & Transformation

- The Cook County HIV Integrated Program launched a Book Club at Austin Clinic for Substance Abuse Recovery. The book club, facilitated by the HIV Behavioral Health Provider, is a supportive, community-driven group designed to promote healing, connectivity, and retention in primary care.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

- CORE Bilingual Team Leader moderated the workshop: *Building Bridges: Comprehensive HIV Care, Support, and Prevention for Chicago's New Arrivals* at the Midwest AIDS Training & Education event. CORE Manager of Patient Centered Care presented at UIC School of Nursing, an update on services provided by CORE/Cermak Project HAT team. This project provides HIV/Hepatitis testing at Cermak jail and follow-up linkage to care at CORE or other ACHN sites upon discharge.
- The Neurosciences Service Line team has successfully onboarded the Neonatal Intensive Care Unit (NICU) and pediatric teams into Continuous Electroencephalography (EEG) usage and are refining protocols specifically for pediatrics. This development reduces the need for transfers out of the NICU and pediatric departments for this service.



Optimization, Systemization & Performance Improvement

- The orientation and onboarding process for our Ambulatory Behavioral Health and Social Work Department was revamped to improve workforce development. This update features a comprehensive orientation package, and a rotating training schedule tailored to each employee's position and responsibilities.
- The social service resource software, Findhelp, will be integrated with the upgraded Behavioral Health Oracle module. This integration will facilitate the identification of resources and address social determinants of health during same-day visits.
- The Cancer Center Service Line team has launched the Template Optimization Project, aimed at adjusting appointment types and volumes for each oncology service. The goal is to ensure our templates accurately reflect the work being done, reducing duplication of work for our staff.
- We recently went live with a new scheduling process in the Infusion Center, focusing on optimizing chair time and staffing schedules. Previously, we scheduled patients based on nurse availability, but we have now shifted to scheduling by chair availability. This change provides infusion staff with a clearer view of the day's scheduled patients, reduces wasted chair time, and ensures that our procedural hours and nurse-to-patient ratios are appropriately aligned.
- Specialty Care has implemented Promise Point in collaboration with our revenue cycle partners. This platform provides a learning resource for registrars and revenue cycle teammates, offering training and best practice modules focused on registration quality assurance. Clerks can access training modules as often as needed and concentrate on areas where they face challenges. Additionally, Work Queue training has been introduced as a valuable resource for front-line clerical staff, helping them address errors in real-time and meet the 72-hour deadline for resolution.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



Workforce: Talent and Teams

ACHN has 233 vacant positions: 19 Administrative Support Staff, 32 Clinicians/Physicians, 17 Management Positions, and 165 Clinical Support Staff. Of the 233, currently 168 roles are in recruitment (27 posted, 15 pending, 45 validations in progress, 39 interviews underway, 20 decision-to-hire packets under review, 26 offers accepted, and 2 on hold). This fiscal year, we have hired 124 individuals.



Fiscal Resilience

- Primary Care: ACHN is below budgeted volumes for September by 383 visits and 3.1% below budget year-to-date totaling 173,321 visits in FY2024.
- Primary Care is onboarding several new providers, many of whom are in the Northwest cluster—a key contributor to our target shortfall. With these new additions, we anticipate an increase in numbers that should help close the volume gap.
- Specialty Care: ACHN is below budgeted volumes for September by 645 visits and 1% above budgeted volumes year-to-date totaling 320,086 visits in FY2024.
- Specialty Care is experiencing skewed data this month due to the Location Hierarchy Redesign (LHR) plan. Our Business Intelligence (BI) team has implemented a Cerner update for all ACHN locations, requiring the remapping of targets to the new location names, which has resulted in some locations having double targets. Leadership is collaborating with the BI team to explore alternative reporting solutions.
- As of September 2024, ACHN is meeting expectations, having used 81% of the budgeted spending projections year-to-date.
- We have four non-personnel contracts valued at \$500,000 or more. One of these contracts have expired, but amendments are in progress and there are no service gaps.

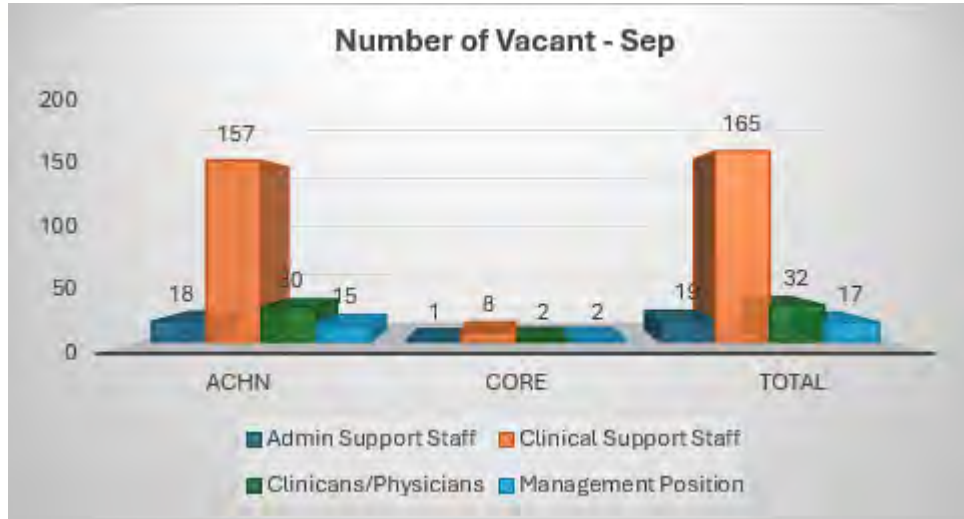
Human Resources Recruitment



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES



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	179,274,432	139,140,694	6,623,001	145,763,694	33,510,738	81%



DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Procurement

Non Agency Contracts

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	<ul style="list-style-type: none"> •RFP will go out for a 2nd time as there is one proposal for the RFP. The lack of responses will cause a delay in awarding the contract. •Amendment in process for six months. •No gaps in service
H21-25-012	DaySpring Janitorial Svcs	\$ 2,300,000.00	11/30/2024	<ul style="list-style-type: none"> •Contract will be extended for another year as a parallel process to the RFP. • Amendment requested to add new clinic at 467 E 31st St. Chicago.
H17-25-064	Medspeed	\$ 3,843,844.06	11/30/2024	<ul style="list-style-type: none"> •Sponser/Labs has initiated the RFP for a new contract. Six month extension in progress.
H22-25-052	Amergis Locum Tenens fka Maxim	\$ 24,325,678.42	2/14/2025	Per SCM Refer to Medical Administration who should take the lead on RFP or Amendment



DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: September, 2024
Report Date: September 30, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Neuroinvasive West Nile Virus cases continue to be diagnosed in Suburban Cook County. The cases are predominantly middle-aged individuals with underlying chronic or immunocompromising diseases. All people in Suburban Cook County should remember to:
 - 1) Use EPA approved insect Repellant;
 - 2) Repair screens; and
 - 3) Remove standing water from around your home.



Health Equity, Community Health & Integration

- Cook County Department of Public Health (CCDPH) staff participated in Cook County Racial Equity Week and presented “Improving Health Equity Through Data,” which highlighted equity considerations in data collection and included a demonstration of the Cook County Health Atlas.
- Final counts for September show that the Behavioral Health unit distributed 226 naloxone kits and trained 31 individuals on how to effectively use the kits.
- The CCDPH Behavioral Health and Epidemiology units participated in an Opioid-Involved Overdose Spike Tabletop Exercise. The exercise helped CCDPH evaluate and improve its ability to respond to an overdose spike in Suburban Cook County.
- The CCDPH Communications and Marketing team raised awareness on suicide prevention with a series of content posts and videos on CCDPH’s social media platforms during the month of September. The videos featured suicide prevention conversations with Black and Latino men and won an award of excellence at the Public Relations Society of America (PRSA) Chicago Skyline Awards. The videos placed in the “Best Use of Broadcast/Film/Video category.” Access the “Life be Life’n, but you are not alone” videos [HERE](#).



Patient Experience



COOK COUNTY
HEALTH



Cook County DEPT
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DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

- Both COVID and influenza (Flu) levels are currently low in Suburban Cook County, as well as in the State of Illinois. COVID and Flu wastewater levels are decreasing following the summer surge. COVID and Flu vaccines are now available at all CCH clinics and hospitals. CCDPH is providing a supply of COVID and Flu vaccines to CCH for uninsured patients.



Growth Innovation & Transformation

- CCDPH participated in the American Hospital Association (AHA) sponsored “Incorporating Climate in Community Health Strategy Workshop”. The Workshop's focus was on the role of hospitals and other healthcare entities in addressing health impacts from climate and environmental conditions and seeks to develop tactical guidance for hospitals and their strategic partners.



Optimization, Systemization & Performance Improvement

- The CCDPH Community Behavioral Health Unit held the first ‘Trauma-Informed Tuesdays’ training, focused on training interested CCH staff on trauma-informed practices. Over 65 participants were trained over the month of September.



Workforce: Talent and Teams

- CCH’s Interim Chief Executive Officer, CCH’s Director of Behavioral Health, and CCDPH’s Senior Medical Officer, participated in an interview for Crain’s Chicago Business featuring the upcoming Behavioral Health Workforce Symposium and related report, which will assess the current Behavioral Health Workforce crisis and provide recommendations to address.



Fiscal Resilience

- CCDPH policy staff, in collaboration with other local health departments and the Northern Illinois Public Health Consortium (NIPHC), contacted legislators to advocate for reversing the \$5 million cut to the Local Health Protection Grant.



COOK COUNTY
HEALTH



Cook County DEPT. of
Public Health

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DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Human Resources Recruitment

As of September 30, 2024, CCDPH has - 50 vacant positions to date (actively recruited) - 2 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 September 30, 2024

RTHs Submitted MTD/ YTD	Pre-Recruiting	On Hold	Postings Currently	Validation in Progress	Interviews in Progress	e-DTH Underway	Candidate Offers	Vacancies Filled In September	YTD Position Filled
17/69	8	2	5	2	3	4	3	3	19

Budget

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4895 - DPH Total	21,993,575	12,857,235	657,129	13,514,364	8,479,211	61%

9/30/2024

Procurement

The following vendors or subgrantee \$500K or more are all active contracts.

Contract #	Vendor or Subgrantee Name	Expires On
H21-25-129	AgeOptions	5/31/25
H22-25-154	Flowers Communications Group	5/31/25
H21-25-138	Housing Helpers/Proviso Partners for Health	5/31/25
H21-25-140	Illinois Board of Trustees/UIC School of Public Health	5/31/25



COOK COUNTY
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Cook County DEPT. of
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DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

H21-25-182	United Way of Metropolitan Chicago	5/31/25
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*****Vendor or Subgrantee contract dates have been updated.



COOK COUNTY
HEALTH



Cook County DEPT of
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DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Lead Executive: Manny Estrada, Chief Operating Officer, Correctional Health
Reporting Period: September 2024
Report Date: September 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Cermak, with the help of the CCH system Substance Use Disorder (SUD) Leadership team, will be deploying its first Narcan vending machines for community access on the Cook County Jail Compound. We are proud to provide this life-saving intervention, in novel and accessible locations (Division 10 visiting center, Division 11, and Post 5(public entry location) under the CCH umbrella, for accessibility to the public.



Health Equity, Community Health & Integration

The Interim Chief of Psychiatry attended a Fitness to stand Trial retreat hosted by Illinois Supreme court experts. The Chief Psychologist with staff from multiple disciplines within the department attended a retreat hosted by System Chief Behavioral Health Officer for CCH, that is developing a strategic multidisciplinary behavioral health plan to enhance behavioral health services within the Cook County Health System and community partners.



Patient Experience

Cermak's JTDC's Art Therapy team, completed a labyrinth project in the resident recreation area of the facility. This project incorporated the talents of staff and residents. Labyrinths are used world-wide to quiet the mind, calm anxieties, recover balance in life, enhance creativity and encourage meditation, insight, self-reflection and stress reduction.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES



Growth Innovation & Transformation

Cermak Patient Care Services participated in the Nursing Summit. The environment was positive as they shared the learning opportunities and the role of healthcare services within the confinements of the jail. Several nursing school's expressed interest in nursing student rotations for correctional health in the near future.

Cermak continues with the roll out of our telehealth initiative, this includes the introduction of telehealth equipment in all intermediate and acute care living units. The intent is to facilitate onsite specialty care services while minimizing the need for offsite patient transfers.



Optimization, Systemization & Performance Improvement

Cermak hosted the Los Angeles Sheriff's department to tour the Residential Treatment Unit in the Cook County Jail and to demonstrate its intake admission and behavioral health housing process designs. The LA representative was very impressed and will use Cermak's design as a blueprint for their own county jail designs. Cermak continues to collaborate with other national and corrections systems to ensure highest quality of care for its patients.



Workforce: Talent and Teams

Two of the Correctional Health team have achieved their official designation as Certified Correctional Health Professionals (CCHP) from the National Commission on Correctional Healthcare (NCCHC). The CCHP credential demonstrates a mastery of national NCCHC standards and the ability to apply them to support quality of patient care.



Fiscal Resilience



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Cermak Health Services continues to meet with the State of Illinois Department of Healthcare and Family Services (HFS) to discuss the next steps regarding the implementation of the newly approved 1115 Waiver. Five milestones were identified for the successful implementation of the waiver, which will allow Cermak to bill for patients receiving key services 90 days prior to discharge from the Cook County Jail. This program will allow Cermak and Juvenile Detention patients to have improved transitions of care into the community and Cermak is excited to continue these discussions with HFS.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Human Resources Recruitment

Cermak Health Services

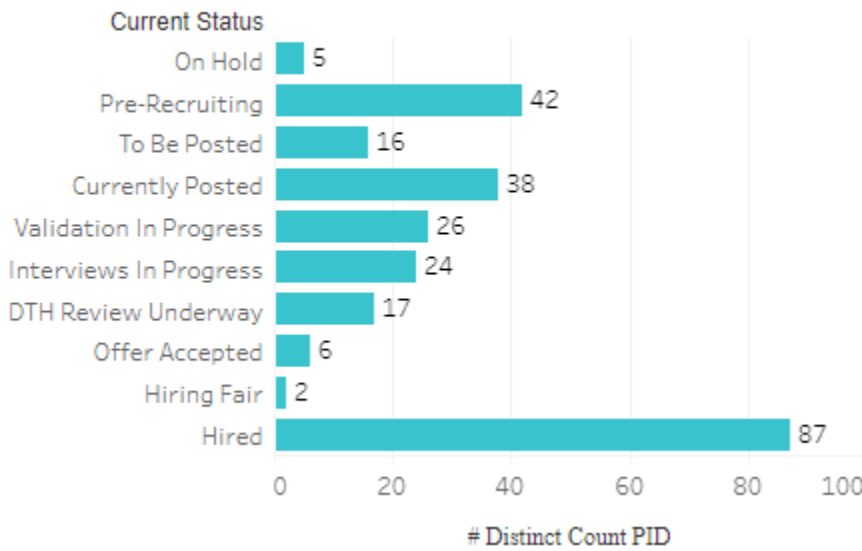
A Look into HR Recruitment COOK COUNTY HEALTH

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)

129 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Desc</small>	87 Total Hired	26 Validation in Progress	24 Interviews in Progress	14 Open Interviews Greater than Two Weeks	4 Submitted DTHs Older than 5 Days	13 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
				VIEW DETAILS	VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



COOK COUNTY HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Juvenile Temporary Detention Center

A Look into HR Recruitment

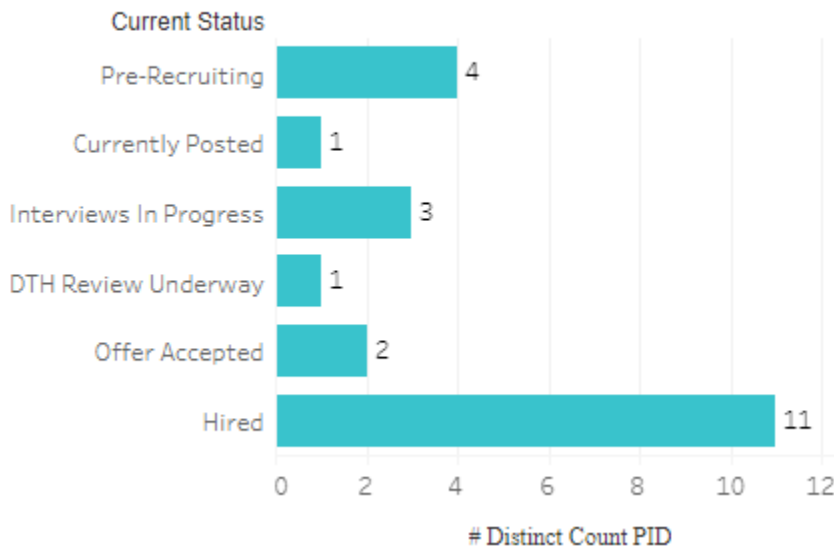
Access the dashboard training guide and request new user access through Hiring Central. [→](#)

COOK COUNTY HEALTH

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # 4241, Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

7 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship -in Dept</small>	11 Total Hired	Validation in Progress	3 Interviews in Progress	Open Interviews Greater than Two Weeks	1 Submitted DTHs Older than 5 Days	1 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
VIEW DETAILS			VIEW DETAILS		VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



COOK COUNTY HEALTH

DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Budget

Overall, across all accounts, Cermak and JTDC are on track with budgeted expectation through the end of September 2024.

Office / Program / Account	FY24 Budget	Expense	Obligations (BPA's/PO's)	Funds Available	% Expended
4240 - Cermak Health Services of Cook County					
0 - DEFAULT (41195.4240.0) Total	-	8,793	-	(8,793)	No Budget
10155 - Administration (41195.4240.10155) Total	12,448,221	10,304,194	1,341,322	802,705	92%
10160 - Administration and Clerical (41195.4240.10160) Total	-	-	3,003	(3,003)	No Budget
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	2,325,138	19,756	417,566	76%
13945 - Finance (41195.4240.13945) Total	243,273	207,017	-	36,255	77%
14915 - Human Resources (41195.4240.14915) Total	263,532	142,707	-	120,825	50%
15050 - Information Technology (41195.4240.15050) Total	231,171	220,225	-	10,946	86%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	465,213	18,024	158,412	69%
15805 - Material Management (41195.4240.15805) Total	462,003	284,139	16,805	161,059	60%
15880 - Med/Surg - Administration (41195.4240.15880) Total	-	-	2,810	(2,810)	No Budget
15895 - Medical Administration (41195.4240.15895) Total	10,761,208	8,047,513	119,132	2,594,563	69%
16480 - Nursing - Administration (41195.4240.16480) Total	-	-	143	(143)	No Budget
17015 - Oral Health (41195.4240.17015) Total	2,496,986	1,640,020	412	856,554	60%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	30,265,274	718,912	15,495,872	60%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	1	-	(1)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	6,304,560	(237,043)	3,771,316	64%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	674,863	-	101,469	77%
18485 - Radiology (41195.4240.18485) Total	845,217	676,069	-	169,147	73%
19650 - Storerooms (41195.4240.19650) Total	-	-	(566)	566	No Budget
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	514,059	(262)	(513,797)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	370,405	-	52,331	79%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	11,091,955	6,034	6,160,029	59%
19635 - Store Room (41195.4240.19635) Total	-	-	141	(141)	No Budget
20475 - Txbl GO Ser 2009B BABS Bond Fd (41195.4240.20475) Total	-	15,149	-	(15,149)	No Budget
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	209,486	5,698	56,504	95%
15485 - Law Administration (41195.4240.15485) Total	-	-	562	(562)	No Budget
17005 - Ophthalmology-Administration (41195.4240.17005) Total	-	4	-	(4)	No Budget
Grand Total	106,203,386	73,766,787	2,014,883	30,421,715	71%



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Office / Program / Account	FY24 Budget	Expense	Obligations (BPA's/PO's)	Funds Available	% Expended
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	249,031	694,951	97,833	89%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	648,641	-	83,089	80%
17015 - Oral Health (41197.4241.17015) Total	309,492	309,579	-	(87)	91%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	2,768,833	22,685	837,984	70%
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	3,042,890	1,625	926,590	No Budget
Grand Total	9,683,643	7,018,974	719,261	1,945,408	80%



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Procurement

Contracts expiring in next 9 months

Number	Supplier	PO Description	End Date
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	5/31/2024
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	7/31/2024
H19-25-077	ODP Business Solution LLC	H19-25-077 - Supplies and Services, Office Supplies	11/21/2024
77%63013	W. W. Grainger	H19-25-063 - Supply, Institutional Supplies for Maintenance, Repair, and Operations	11/30/2024
H19-25-103	ALLIED WASTE TRANSPORTATION, INC.	H19-25-103 - Service, Waste Removal Services Throughout CCH	11/30/2024
H19-25-063	W. W. Grainger	H19-25-063/77000063013 - Supply, Institutional Supplies for Maintenance, Repair, and Operations (MRO)	11/30/2024
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	11/30/2024
H18-25-114	Kore SAE	H18-25-114 - Service, Temporary Staffing	11/30/2024
H20-25-023	Praxair now 'Linde Gas and Equipment Inc.'	H20-25-023 - SERVICE, MEDICAL GAS	12/8/2024
H22-25-164	AB Staffing	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	12/31/2024
H21-25-034	Quest Diagnostics	H21-25-034 SERVICE, REFERENCE LABORATORY TESTING	12/31/2024
H22-25-052	Maxim Physician Resources	H22-25-052 Services Locum Tenens and AP Staffing	2/14/2025
H20-25-063	Stericycle	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	3/31/2025
H16-72-052	Linde Gas	H16-72-052 - Service, Certification, Maintenance, and Repair of Medical Gas Systems	3/31/2025
H22-25-095	Orkin	H22-25-095 Services, System-Wide Pest Contract Services (Orkin)	5/31/2025



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer, Health Plan Services
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Focus on maternal and child health (MCH)

[CountyCare's Brighter Beginnings program is the health plan's maternal and child health \(MCH\) program](#)

uniquely designed to reach, educate, and support CountyCare's MCH population through connections to community resources, a vast network of MCH providers, care management services, benefits and rewards, and access to actionable information. CountyCare provides:

- **Supplemental benefits and rewards**, like a book club, diapers, sleep safe kits, breast pumps, car seats, and Visa gift card rewards for attending prenatal and postpartum visits. In 2023, CountyCare provided over 5,300 car seats, 27,000 packages of diapers, and 3,600 books through its Book Club.
- **Medically tailored meals** for pregnant members with gestational diabetes or hypertension.
- **A dedicated care management team** focusing on the MCH population.

As of September 2024, CountyCare implemented new interventions and services to support the MCH population, focusing on prenatal and post-partum care (PPC) timeliness, including:

- **Community based events to increase engagement.** On September 28, CountyCare hosted its first CountyCare Baby Shower at Provident. CountyCare provided essential baby items, community partners provided critical information and Cook County Health providers spoke about prenatal and postpartum care.

CountyCare invites its pregnant and parenting members to celebrate with us at our Community Baby Shower.

Join us for a free lunch, games and giveaways.
 If you are pregnant or recently had a baby, come join us! Please contact us right away so we can reserve your spot.

When: September 28, 2024
Time: 12pm-2pm
 (please plan to stay for the entire celebration)
Location: Provident Hospital Cafeteria, 500 E 51st St, Chicago, IL 60615

Need a ride? We are happy to provide transportation to and from the baby shower! Please let us know you need a ride when you RSVP.
Driving? You can park in the Provident Hospital patient parking lot. There is also limited street parking available.
Public transportation? Take the Green Line to 51st street or the #3 CTA bus to King Drive & 51st Street.

RSVP your spot by calling **(312) 989-0993** or scan the QR code below by **September 13th, 2024**. Please provide us with your name and 9-digit **CountyCare ID number** in your voicemail.

You can RSVP for yourself and up to three guests.



COOK COUNTY HEALTH

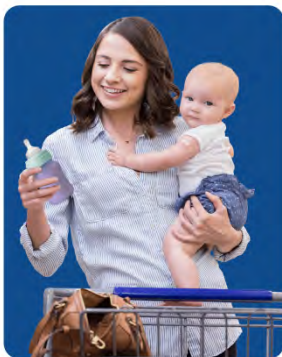
CountyCare complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. ATTENTION: If you speak ENGLISH, language assistance services, free of charge, are available to you. Call 312-964-8200 / 855-444-1661. Both lines 7/11 (TTY). ATENCIÓN: Si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 312-964-8200 / 855-444-1661 / 711 (TTY). LINGÜÍSTICA: Se habla español. Tenemos servicios de interpretación gratuitos de asistencia lingüística. Llame al 312-964-8200 / 855-444-1661 / 711 (TTY). 廣東話服務請撥 312-964-8200 / 855-444-1661 / 711. This document is also available in other languages. Please contact us at 312-964-8200 to request this document in another language.

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- Forty-two individuals attended with an overall positive response from members.
- A member that joined the event commented, "CountyCare help me in so many ways. I been on CountyCare for about 9 years and anytime I needed anything, like car seat, pack & play, CountyCare was there when I needed them the most and for that I love County. I will refer everybody to CountyCare."
- **Additional communications to members** regarding services that are available to them are sent via text message and present on social media.
- **Collaborations with community-based workgroups** supporting the MCH population.
- **Monthly measurement of outcomes with a focus on reducing health inequities.**

To improve access and quality care for the maternal and child health populations, over the next several months, CountyCare will focus on:



**\$75 for
baby's flu
shot
=
more
essentials**

- Launching new Medicaid covered provider types, including doulas, lactation consultants, and home visitors.
- Continuous improvements to the provider network to increase access.
- Increasing vaccination adherence through timely communications with members and an increased reward for flu vaccinations for infants.



Health Equity, Community Health & Integration

Preventing lead exposure in children

A recently published study in the *Journal of the American Medical Association Pediatrics* estimates that two-thirds of young children in Chicago have been exposed to lead through their home drinking water. In order to prevent lead exposure in children, CountyCare has launched a one-time benefit for approximately 89,000 households to provide lead removing water filters to all families with a CountyCare member 12 or under.



**COOK COUNTY
HEALTH**

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- Educational materials that were developed with the Cook County Department of Public Health and the Chicago Department of Public Health and were mailed with a coupon to the nearly 90,000 households or 126,500 members.
- As of October 9th, over 5,400 lead removing water pitchers have been redeemed through this program.
- On October 16, [Senator Durbin, Cook County Health, Cook County Department of Public Health, and CountyCare leadership held a press conference](#) to raise awareness about the detrimental effects of lead poisoning and this new innovative benefit. Senator Durbin stated, “Children continue to face the unacceptable risk of lead poisoning in the very place they call home... I applaud CountyCare for being the first to step up and implement innovative strategies to prevent the threat of lead exposure for low-income children.”



Member Experience

Provider directory launch

On September 19, CountyCare was thrilled to launch its [new provider directory on the CountyCare website](#) in order to provide a better member experience, enhanced search functionality, and improved data accuracy.

- After nearly 6 months of implementation, the new directory was thoroughly tested by health plan staff, care managers, and CountyCare members prior to going live.
- Members can now search CountyCare network providers by name, specialty, facility, or provider type.

While enhancements to this new system will be ongoing, CountyCare aims to improve member access to care and experience with its new provider directory.



Growth, Innovation & Transformation

Redetermination strategy

Having surpassed the one-year anniversary of the resumption of Medicaid redetermination, CountyCare continues 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

- Members with an 8/31/24 redetermination date had a retention rate of 89.7%.
- Between May of 2023 and July 2024, CountyCare hosted 285 Redetermination Events with an attendance of over 12,700 individuals, including over 10,300 CountyCare members.

In September, CountyCare saw a 2% decrease of its overall membership and a 22% decrease in the Health Benefit for Immigrant Adults and Seniors membership due to the full HBIA/HBIS population going through redetermination simultaneously with an August 15 submission date. CountyCare is doing additional outreach to support these members during the 90-day reinstatement period and taking the following actions:

- Developing reports to determine which members have not completed redetermination.
- Contacting all members via text and outbound calls.
- Compliantly sharing lists with primary care provider groups.
- Escalating individual member cases when they have been improperly disenrolled.
- Partnering with County Commissioners and other government officials.
- Hosting ongoing redetermination events to provide in-person assistance.



Optimization, Systemization & Performance Improvement

Provider revalidation

The Centers for Medicare & Medicaid Services (CMS) requires state Medicaid programs to revalidate all actively enrolled Medicaid providers at least every five years. As a result of the COVID-19 Public Health Emergency (PHE), revalidations that were due in calendar year 2020 through 2024 were paused. Starting September 3, 2024, all providers will be required to Revalidate through the Healthcare and Family Services IMPACT system based on their enrollment date. While this is primarily a state initiative, it is critical that all CountyCare network providers revalidate within IMPACT.

In September, CountyCare sent a provider notice and its team of Provider Representatives have been providing education to the network. On October 30, CountyCare will be hosting a Provider Townhall covering a variety of topics, including the importance of provider revalidation.



Workforce: Talent and Teams

Staff Engagement Committee

Health Plan Services has an active Staff Engagement Committee that meets throughout the year to plan and implement programming to improve team satisfaction and make Health Plan Services an even better



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

place to work. In 2024, the Staff Engagement Committee introduced new engagement programming, including Professional Headshots, a Field Day, and Midday Mingles (a series of events during the lunch hour that allow staff to connect and unwind). Health Plan Services Staff Townhalls are held four times each year and each month the department hosts a Lunch and Learn on a variety of topics.

In September, the Staff Engagement Committee hosted “Spirit Week” event for all Health Plan Services staff in conjunction with Cook County Health’s “Staff Appreciation Week” and Food Truck Social. The Staff Engagement (SEC) had in-office and virtual activities for staff to participate in on Monday, September 23rd through Friday, September 27th.



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 49% of medical spending within a Category 3 or 4 alternative payment models. Categories 3 and 4 include shared savings, downside risk, and population-based payment APMs.
- In June, 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.
- 59% of total CountyCare medical spend is projected to be within any APM category in calendar year 2024.

Primary care partners in value-based arrangements continue to outperform on key measures of quality care. When evaluating their performance against the overall CountyCare network benchmarks, they demonstrated higher performance in annual wellness visits, cancer screenings, prenatal and postpartum care, immunization adherence, and behavioral health measures.

Human Resources Recruitment

Of the 96 FY2024 positions in recruitment, 67 (70%) of requisitions have been hired, 9 positions have interviews in progress, and 9 new hires are on track to start in the coming weeks. Since last month's update, 6 new team members have been hired. Health Plan Services is continuing to prioritize staff recruitment to ensure the continued success of the plan.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

29 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	67 Total Hired	7 Validation in Progress	9 Interviews in Progress	5 Open Interviews Greater than Two Weeks	1 Submitted DTHs Older than 5 Days	9 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
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Budget

Health Plan Services' September membership of over 417,300 members was higher than the monthly average budgeted projection of 391,000. The net impact of revenue and expenses remains balanced and within budget. Please see the actual expenditures and budget through September 2024 below:

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4896 - Health Plan Services						
CONTRACTUAL SERVICE Total	2,886,625,971	2,740,529,527	3,125,256	2,743,654,783	142,971,187	95%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,192,543	34,219,472	-	34,219,472	11,973,070	74%
4896 - Health Plan Services Total	2,932,826,261	2,774,754,571	3,125,256	2,777,879,827	154,946,434	95%
Grand Total	2,932,826,261	2,774,754,571	3,125,256	2,777,879,827	154,946,434	95%

Procurement

Service	Vendor	Description	Type of contract	Contract end date
Interoperability and Patient Access	1Up Health	In alignment with the Cures Act, Centers for Medicare and Medicaid required interoperability and patient access technology services.	Procurement	02/28/2025



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, M.D., Chief Hospital Executive, Provident Hospital
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Expanded security officer coverage to the south parking lot that includes the front entrance.
- Provident hosted high reliability training for department leaders on September 12, 2024. A high reliability coaching session was held the next day.
- In September, the Provident ED Left Without Being Seen (LWBS) rate was 1.4% surpassing the national benchmark of 2% for hospitals of similar size.



Health Equity, Community Health & Integration

- Provident hosted a Community Baby Shower in collaboration CountyCare on Saturday, September 28, 2024. The mothers were educated on the importance of pre- and postnatal care and recognizing postpartum depression.
- Installed naloxone vending machine in the ED



Patient Experience

- Provident received 20 new Stryker stretchers and deployed them to the Emergency Department, Operating Room, and Patient Transportation.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- Provident received a new dishwasher that will be operational in October 2024. After the installation is complete, patient will receive food on flatware that maintains food temperature much better than disposables.



Growth Innovation & Transformation

- Provident received an additional \$275,510 in surgical equipment that included surgical drills and saws for orthopedic procedures. The equipment will allow expanding orthopedic procedures to Provident starting with ankle fractures.
- The telecommunications closet was completed allowing the installation of the telemetry equipment to proceed in the Observation unit. The targeted completion date is 10/31/2024.
- Provident received 3 Stryker towers to support General Surgery and Gynecology laparoscopic surgery. Both services plan to expand services at Provident in the Fall.



Optimization, Systemization & Performance Improvement

- High Reliability training on rounding skill training was completed.
- The Provident surgical optimization and system services steering committee had its initial meeting. The objectives of the committee are to evaluate the surgical and patient workflows to increase productivity, add efficiencies, and improve both the patient and surgeon experiences and standardize the PPT process across the system.
- The construction documents for the Sterile Processing Department renovation were received for review and review and were issued to the construction manager at risk (CMaR). The ultrasonic cleaner was upgraded to accommodate a robot in the future.



Workforce: Talent and Teams



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

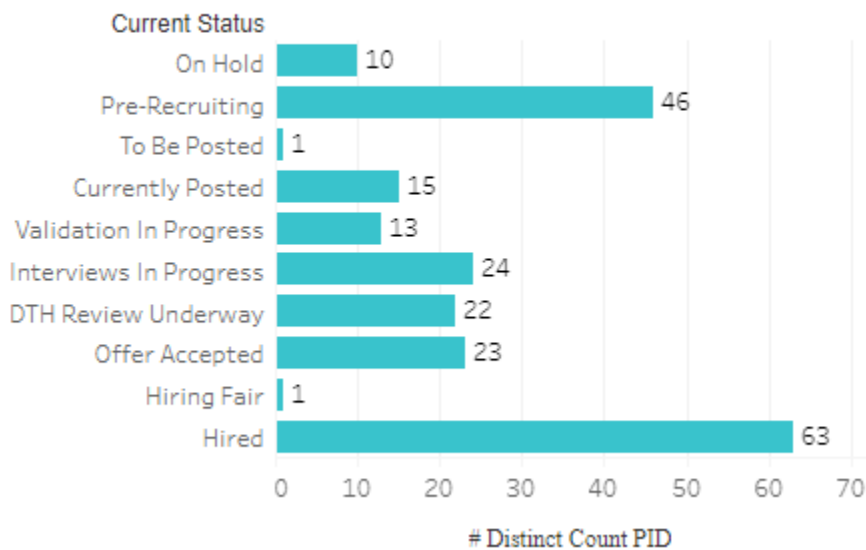
PROVIDENT OPERATIONS

- Recognized EVS staff during EVS Week. They received donuts, meals, and gift bags.

Human Resources Recruitment



What Stage are my Current Requisitions?



Budget



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non- Personnel	20,543,860	9,117,028	926,308	10,043,336	10,500,525	48.89%
Personnel	24,395,520	18,181,771	-	18,181,771	6,213,749	74.53%
4891 - Provident Hospital of Cook County Total	44,939,380	27,298,799	926,308	28,225,107	16,714,274	62.81%

The actual spend should not exceed approximately 87.16%.

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	11/30/2024
H22-25-187	ADT Commercial, LLC	11/30/2024
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024

Contracts H22-25-090 and H21-25-011 were combined in a single contract H24-25-187 to provide both inpatient and outpatient dialysis services. The contract was approved at the Finance Committee meeting on 10/17/2024.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Stroger fall rate for September in the Medical Surgical Unit was 1.50/1000 patient days. We remain below state and national average of 3.5. Also, there were zero Hospital Acquired Pressure Injuries (HAPI) for the month of September.
- The Labor/Delivery Department was chosen by Illinois Perinatal Quality Collaborative (ILPQC) to be awarded a scholarship for Team Birth to come in to train all RNs and providers in fall of 2025.
- The Mobility Committee has met, finalized charter and reviewed role and responsibilities. The next stage will be to engage nurse clinicians in the next session to discuss their challenges with the program.
- The Infection Control team provided hand hygiene retraining to help improve compliance.
- The implementation of the Mag View Mammography tracking system which will assist the department with meeting the new Mammography Quality Standards Act (MQSA) regulations is 90% completed. The tracking system will automate the current manual process for tracking the mammography patients' finding across CCHHS by categories, generate reminder letters and follow up appointments.



Health Equity, Community Health & Integration

- The Laboratory is currently working with project management and ACHN Leaders to determine Point of Care and Clinical Laboratory Improvement Amendments (CLIA) License needs for the new Bronzeville Family Medicine clinic.
- October is Breast Cancer Awareness Month. The Mammography departments across CCH will provide gifts for patients presenting for mammography services.
- The Imaging Department will participate in the development of the Cook County Birthday screening program regarding free annual prostate health screening and/or mammography



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

screening during the resident's birthday month sponsored by Commissioner Bill Lowry and President Toni Preckwinkle.



Patient Experience

- The Rehab Division has been educating Clinic I physicians on concerns regarding late patients.
- The outpatient phlebotomy area in Stroger Room 1100 has been updated with frosted windows in order to protect the privacy of patients in this area.
- The Imaging Department is collaborating with Patient Relations to achieve 100% compliance on the C-I-CARE Training for all staff.



Growth Innovation & Transformation

- Deliveries continue to increase and are currently 30% higher than previous fiscal year.
- Weiss Hospital Memorandum of Understanding (MOU) for adult sexual assault transfer agreement completed and under approval.
- The laboratory department kicked off a laboratory automation refresh project which will continue through late 2025. The first phase of the equipment refresh has been delivered; chemistry received three new urinalysis systems and one chemistry analyzer. The systems will undergo validation and will take up to 8 weeks to go live.
- The second mobile MRI unit was delivered, and the official go-live date has been changed to the first week in November pending IT connectivity.
- The Mammography Stereotactic Biopsy unity which was at end of service life was replaced and is operational.



Optimization, Systemization & Performance Improvement

- The Med-Surg Division's chair alarms committee, Buildings and Grounds and RN bed coordinators are working together to improve patient safety by installing chair alarms.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

- Courses for breastfeeding have been pushed out to the nursing staff and Electronic Fetal Monitoring (EFM) competency will be assigned to RNs on Labor & Delivery and 4South.
- Meetings with Inpatient Physical Therapy and senior management on clarifying documentation to ensure that therapy recs are not holding up discharges.
- Microbiology leadership has worked on guiding physicians on appropriate indications for blood cultures to reduce unnecessary testing.
- The Imaging Department continues to collaborate with the Health Information Management (HIM) department to standardize the release of information process which will include the release of CD's and legal request which are currently being released by the Imaging PACS team.
- The contracted remote radiologist reading service, Global Imaging Specialist, is making excellent progress with the reads that were in backlog.



Workforce: Talent and Teams

- The Emergency Department is currently orienting 21 new registered nurses and 4 nurses in Trauma.
- The 4th RN Bed coordinator for evenings at Stroger has started.
- Successful discussion with SEIU Local 73 regarding revised Medical Technologist job descriptions in the Laboratory Department. The union has agreed to proposed changes and will work to certify the new job description. The team will be ready to reclass the positions in December 2024.



Fiscal Resilience

- The Imaging Services Manager in collaboration with the Revenue Integrity team is assessing the charge capture workflow in the Interventional Radiology (IR) Department.
- The Interventional Radiology Manager conducted an internal audit of the charges which identified opportunities for charges/potential revenue.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

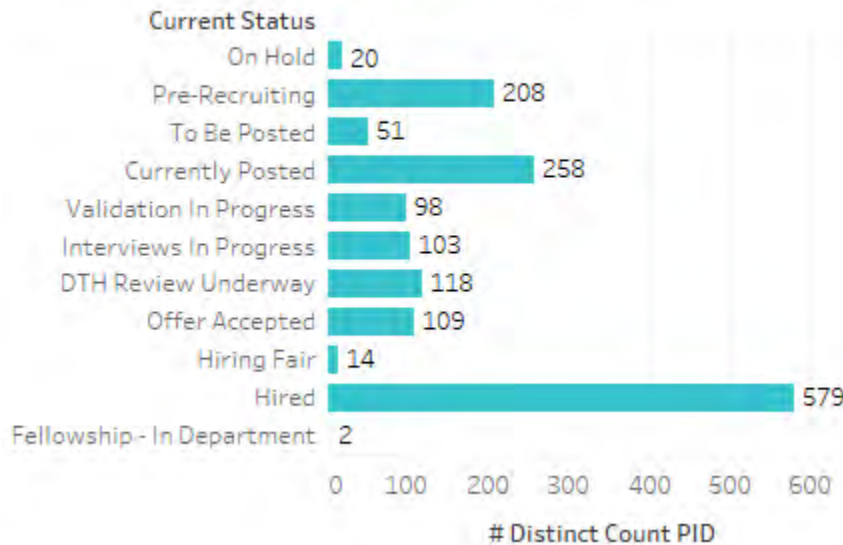
STROGER OPERATIONS

- Continuing to collaborate with the Director of Revenue Integrity to review the charges and workflow process in the Radiation Oncology Department.

Human Resources Recruitment



What Stage are my Current Requisitions?



FY24 Budget – John H. Stroger, Jr. Hospital



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,079,234,000	806,893,470	53,676,388	860,569,857	218,664,143	80%



Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 25, 2024

ATTACHMENT #6

Cook County Department of Public Health Quarterly Report

Public Health Data Equity & Improvement Initiatives

Presenter:

LaMar Hasbrouck, MD, MPH, MBA
COO Cook County
Department of Public Health



COOK COUNTY
HEALTH

Cook County DEPT. of
Public Health

BUILDING
HEALTHIER
COMMUNITIES

Epidemiology and Surveillance

Data collection through an Equity lens



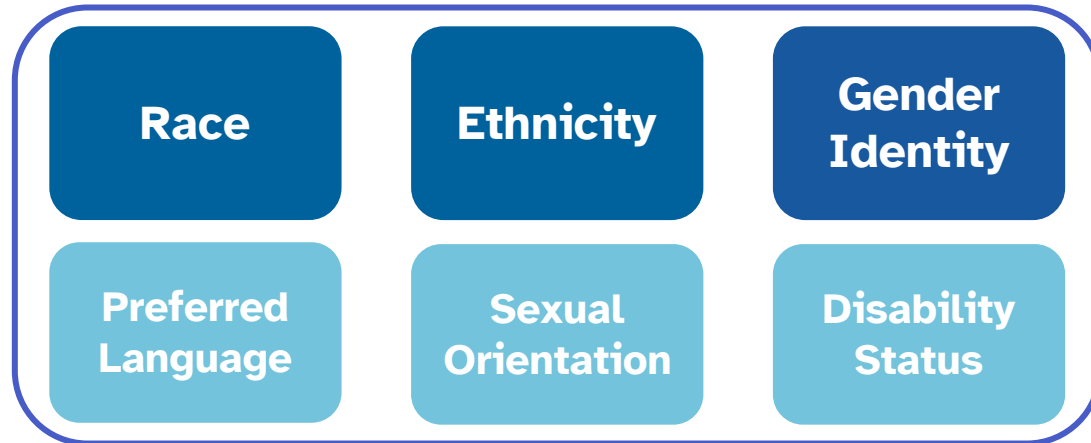
COOK COUNTY
HEALTH

Cook County DEPT. of
Public Health

BUILDING
HEALTHIER
COMMUNITIES

Health Equity & Epidemiology

Health Equity Data



How do we know if there are differences in health outcomes amongst people?

Population Health Surveillance



People

Is there a difference between a health outcome by age, race, income, access to primary care?



Place

Are some areas more impacted by a health outcome?



Time

How has the health outcome changed over time?



Enhancing Data-Driven Initiatives

- Data on lead-based paint shaped door-to-door canvassing initiative
- Over 100 conversations with residents
- Information on risks of exposure and remediation programs



Peeling Lead-based Paint

Does this look familiar?

Childhood Lead exposure affects

- Brain development
- Learning ability
- Behavior
- Concentration

Qualifications

- Age of Property**
Property built before 1978.
- Child in Household**
Child under the age of 6 years old lives or visits.
- Income Qualify**
Household income must fall within income guidelines.

Grant Program available throughout Suburban Cook County
To apply visit: www.leadfreecookcounty.com
For more information contact: 312-915-0366

Inspección y Reparaciones GRATIS sobre los riesgos de plomo en el hogar

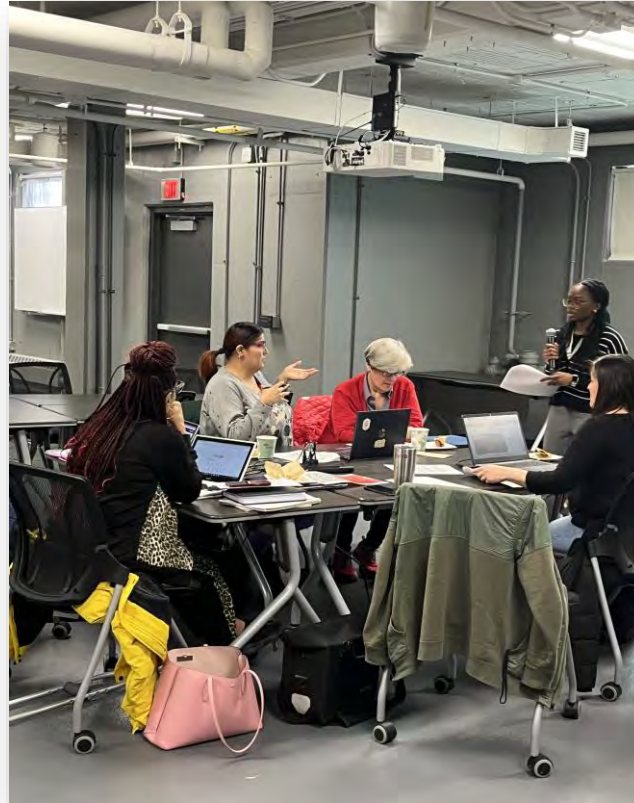
Nuestro programa de subvenciones para el plomo tiene como objetivo ayudar a mantener a niños a salvo de los peligros de la pintura con plomo.

Nuestros servicios:

- Inspección**
Inspección y reparaciones interiores y exteriores gratuitas
- Reparaciones**
Reparaciones en el hogar sin costo y energéticamente eficientes por parte de un contratista con licencia
- Asistencia**
Proceso de solicitud de subvenciones



Building Community Capacity



COOK COUNTY
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Public Health

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Supporting Community Action

2018-2022

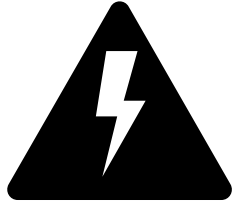
COMMUNITIES	# OVERDOSE DEATHS
▶ Cicero , Chicago, Stickney	105
Chicago Heights , Lynwood, Sauk Village, South Chicago Heights, Ford Heights, Steger	91
Oak Lawn	81
▶ Maywood , River Forest, Hines	77
Berwyn , Stickney, Forest View, Lyons	75
Harvey , Phoenix, Markham, Dixmoor	68
Calumet City , Lansing, Burnham	65
Bellwood	50
Melrose Park , Franklin Park, River Forest	48
Des Plaines , Glenview, Park Ridge	44



- **Maywood** community conversations, training, and naloxone distribution Aug. - Sept. 2024
- **Cicero** community initiative *coming soon!*

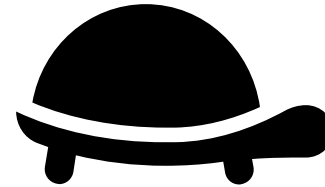


Public Health Data: Faster vs. Slower



FASTER data:

- Less complex
- Faster onset/throughput
- Survey/Primary data



SLOWER data:

- More complex
- More time to clean, validate
- Slower data are not "bad"

Regardless of speed of PH data, individuals receive timely diagnosis and treatment

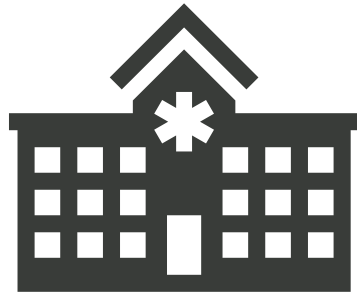
- Provider care, decision-making, does not depend on speed/timeliness of surveillance data
- Public Health service delivery does not depend on speed/timeliness of surveillance data



Jurisdictional Issues



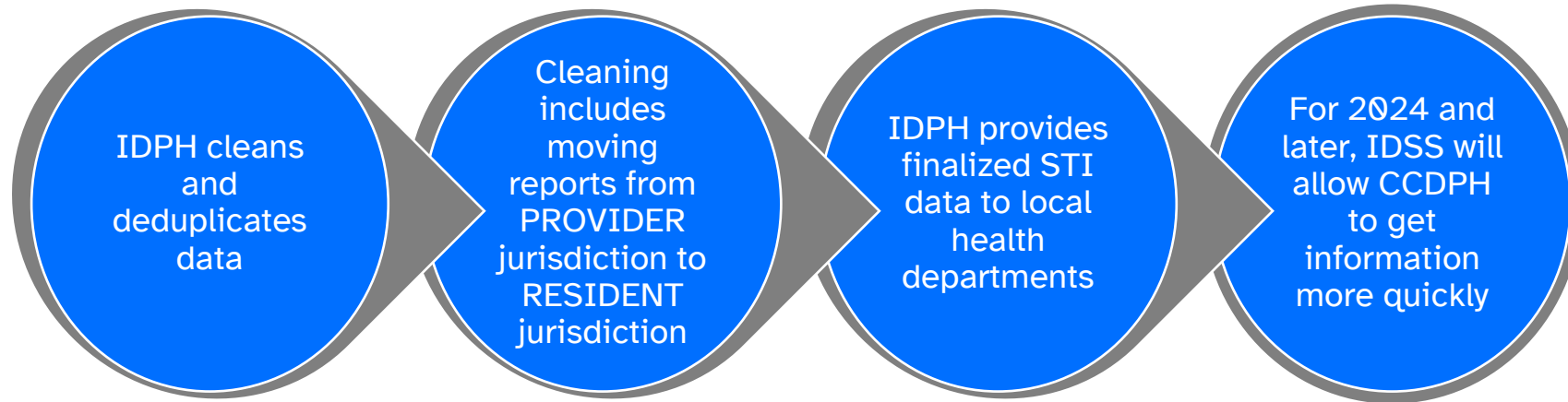
Most reportable diseases/conditions reported by **residence** of the **PERSON** with the disease/condition (**faster**)



Some diseases (HIV, Syphilis, Congenital Syphilis, Chlamydia & Gonorrhea) are reported by **location** of the **PROVIDER** (**slower**)



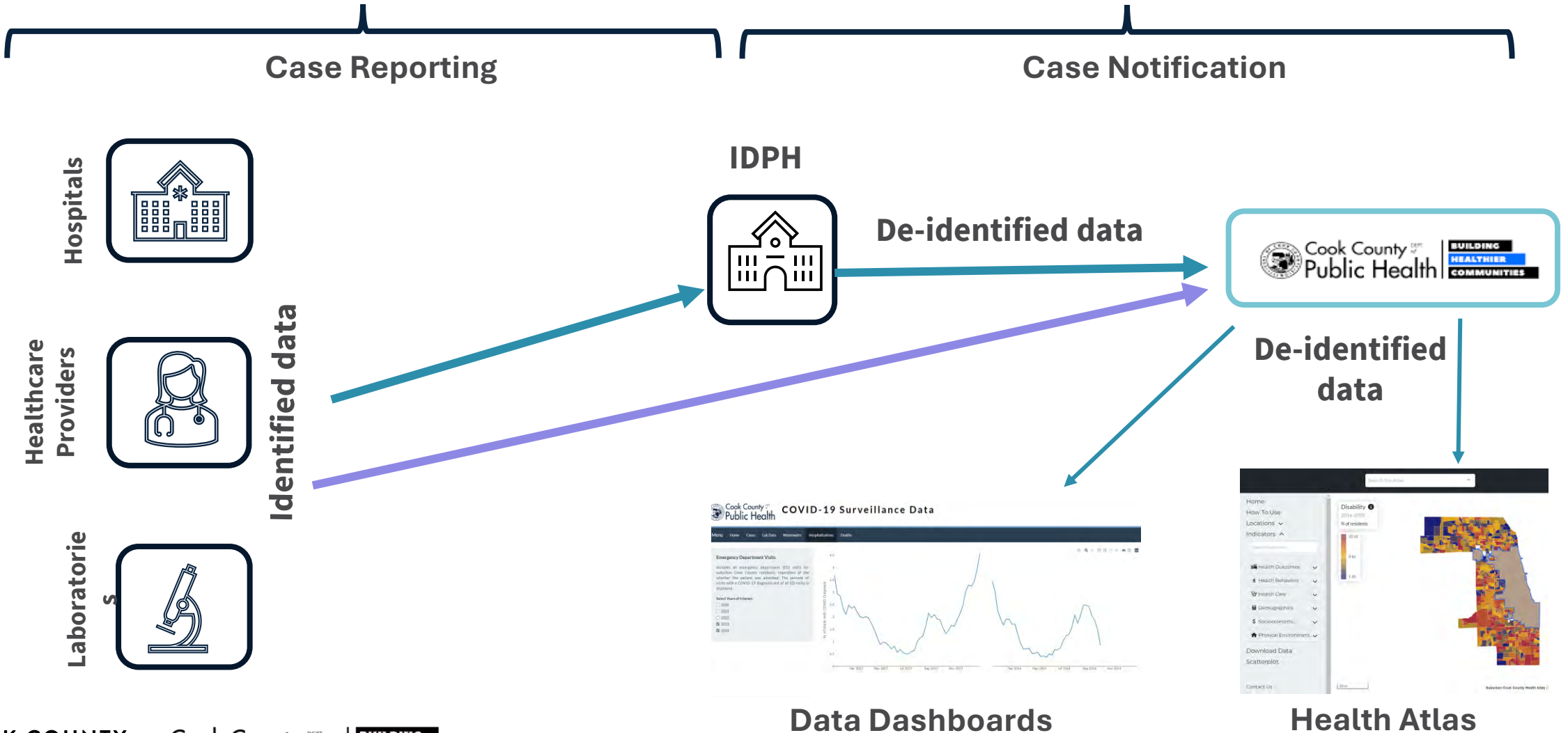
Slower Data: STIs



- CCDPH received final 2022 STI data from IDPH in Jan 2024
- CCDPH has not yet received final 2023 data
- Most recent STI data for CCDPH is 2022



CCDPH Surveillance Data



Timeframes

- End of Year
- End of Year +6, 12, 15 months
- Cleaning, deduplicating
- Final closed dataset



National STI Data (as of Oct 8, 2024)



Sexually Transmitted Infections (STIs)

Search



Data & Statistics

[Print](#)

On this page you'll find the most recent statistical content for STIs.

STI Surveillance, 2022



Published January 2024

Data on reported cases of three nationally notifiable STIs: chlamydia, gonorrhea, and syphilis.

GISP Profiles



Published December 2023

Data on drug-resistant gonorrhea.

Syphilis Supplement



Published January 2024

Selected behaviors among reported primary and secondary syphilis cases for 2018-2022.



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Making Data Available

The Cook County Health Atlas



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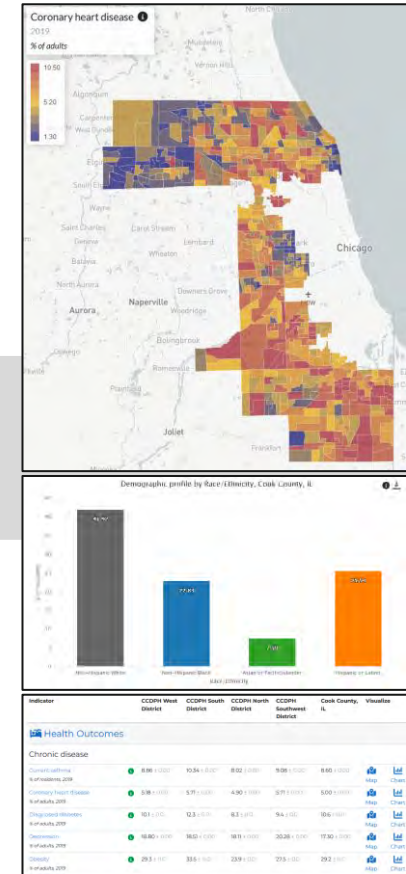
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Cook County Health Atlas



cookcountyhealthatlas.org



COOK COUNTY HEALTH

Cook County DEPT. of Public Health



Health Atlas Indicators

HEALTH OUTCOMES

Consequences, complications and other outcomes that result from disease (e.g., **injury, hospitalization, death**).

HEALTH BEHAVIORS

Individual activities that influence health (e.g., **alcohol, drug and tobacco use; diet, physical activity, sleep**).

HEALTH CARE

Systems and services for administering care (e.g., **health screenings; primary, prenatal and dental care; clinics, hospitals, FQHCs**).



DEMOGRAPHICS

Population characteristics including community size, composition and structure (e.g., **population, age, gender, race/ethnicity, migration**).

SOCIOECONOMIC

Social and economic factors that can affect health (e.g., **income, employment, education, segregation**).

PHYSICAL ENVIRONMENT

Characteristics of the places where individuals live, learn, work, and play (e.g., **parks, housing, air quality, water quality and transportation**).



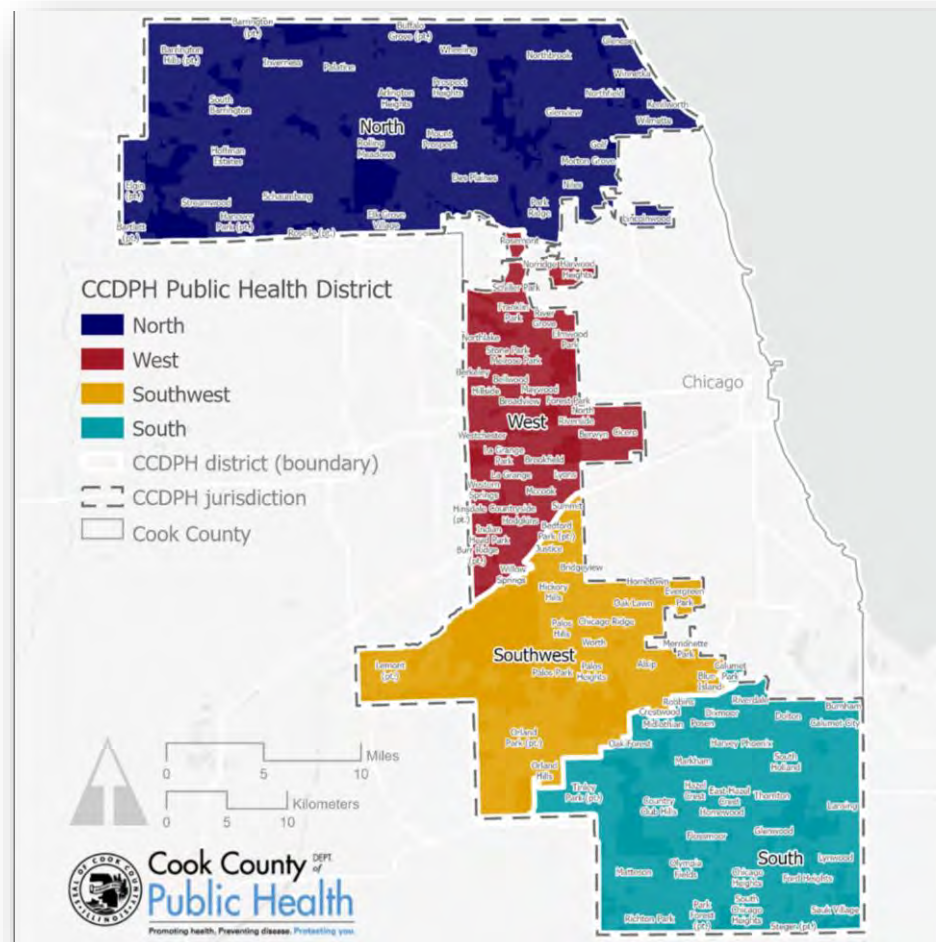
Place- and Population-Based Reporting

Places

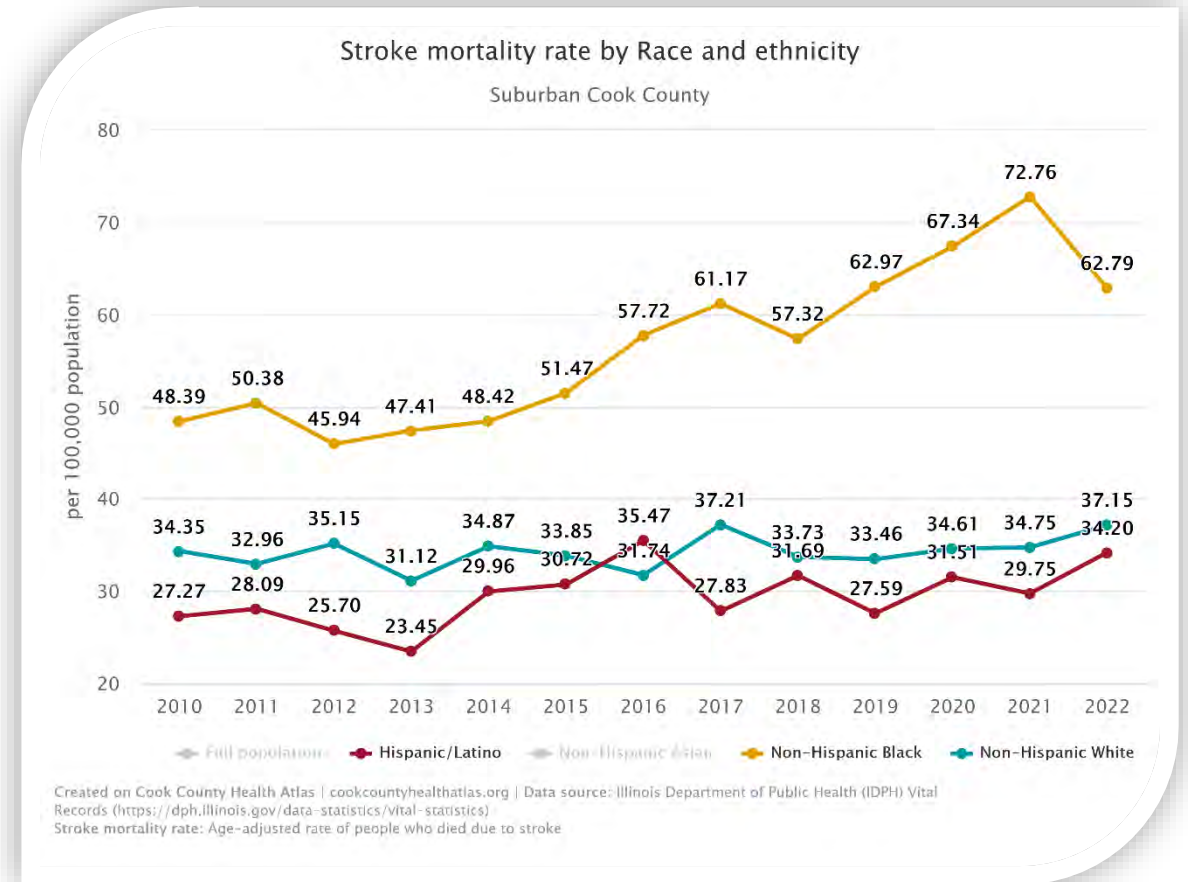
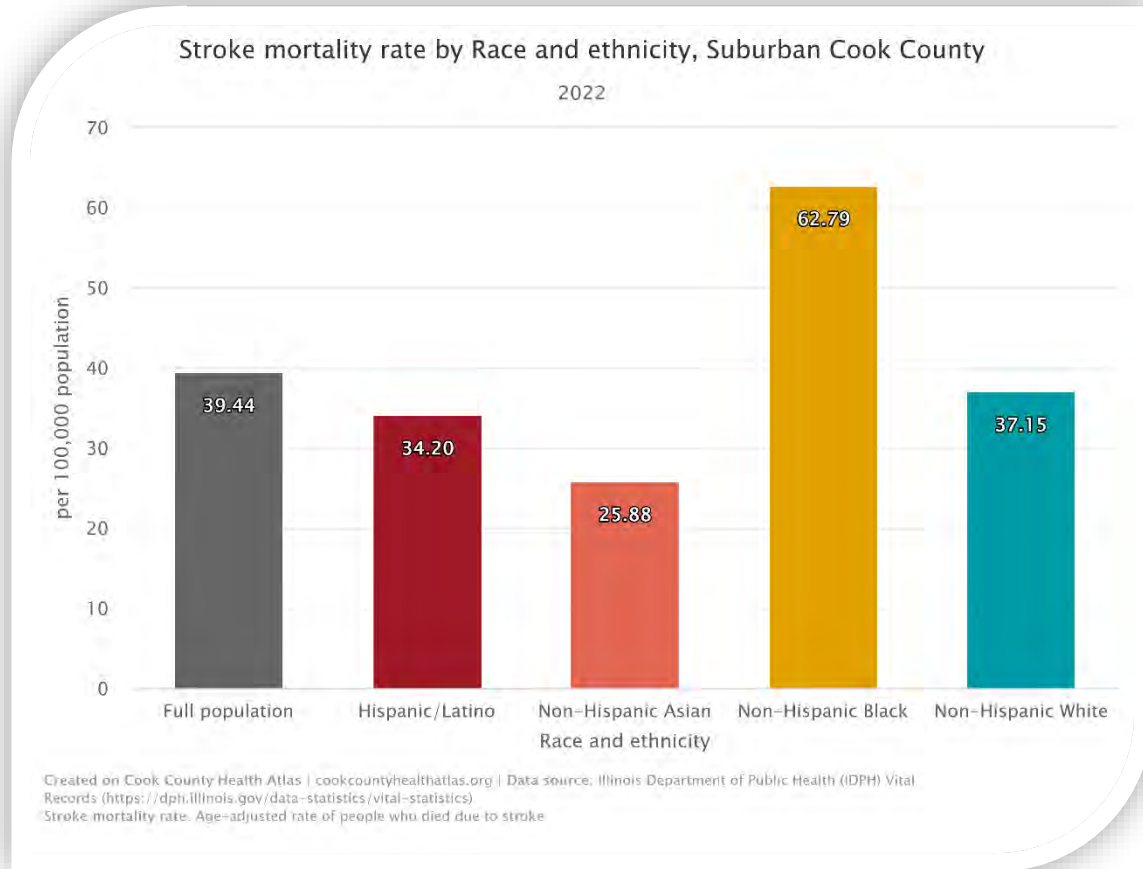
- Suburban Cook County
- CCDPH Jurisdiction
- CCDPH Health District
- Municipality
- Zip Code
- Census Tract

Populations

- Race, Ethnicity
- Sex
- Age

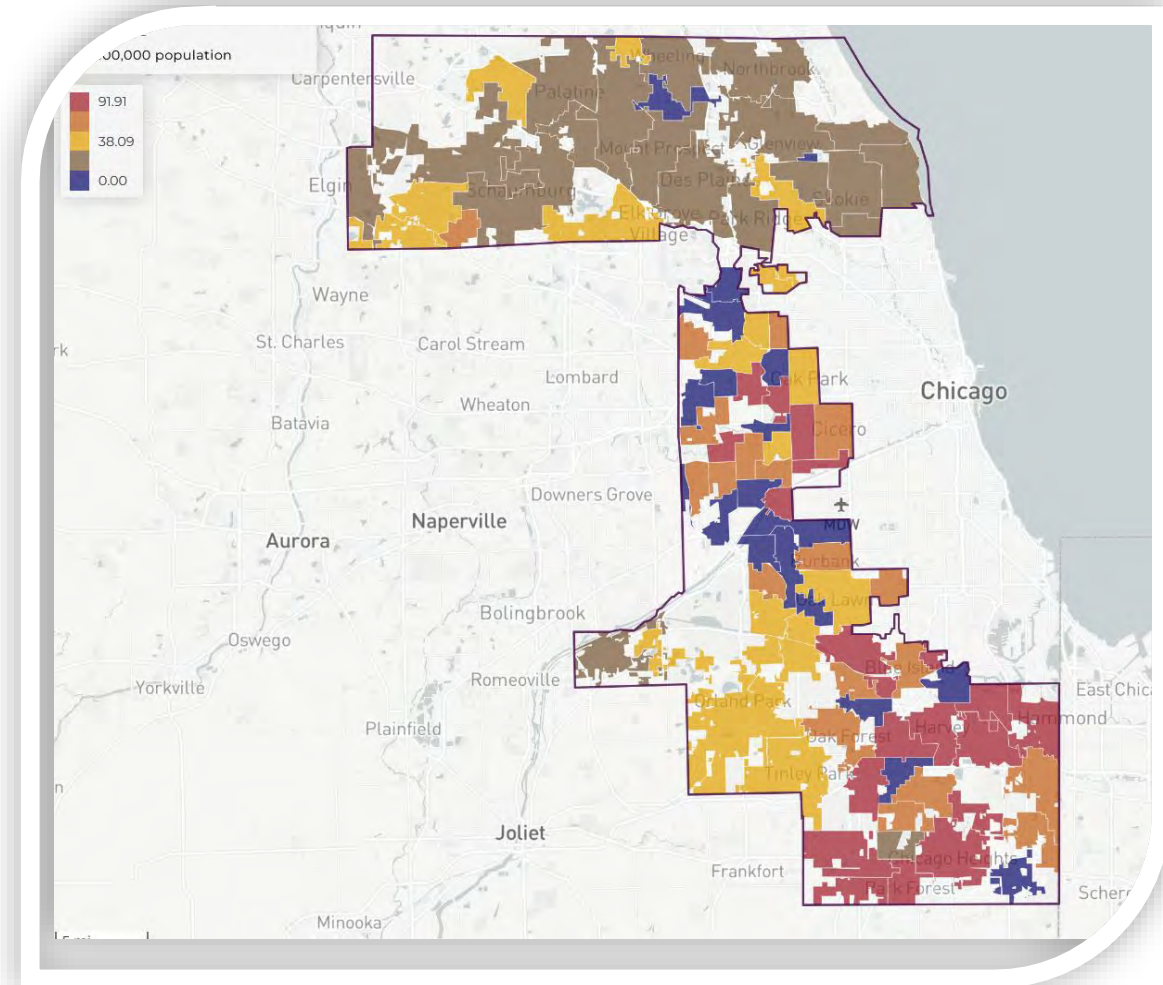


Example 1: Stroke Mortality Rate

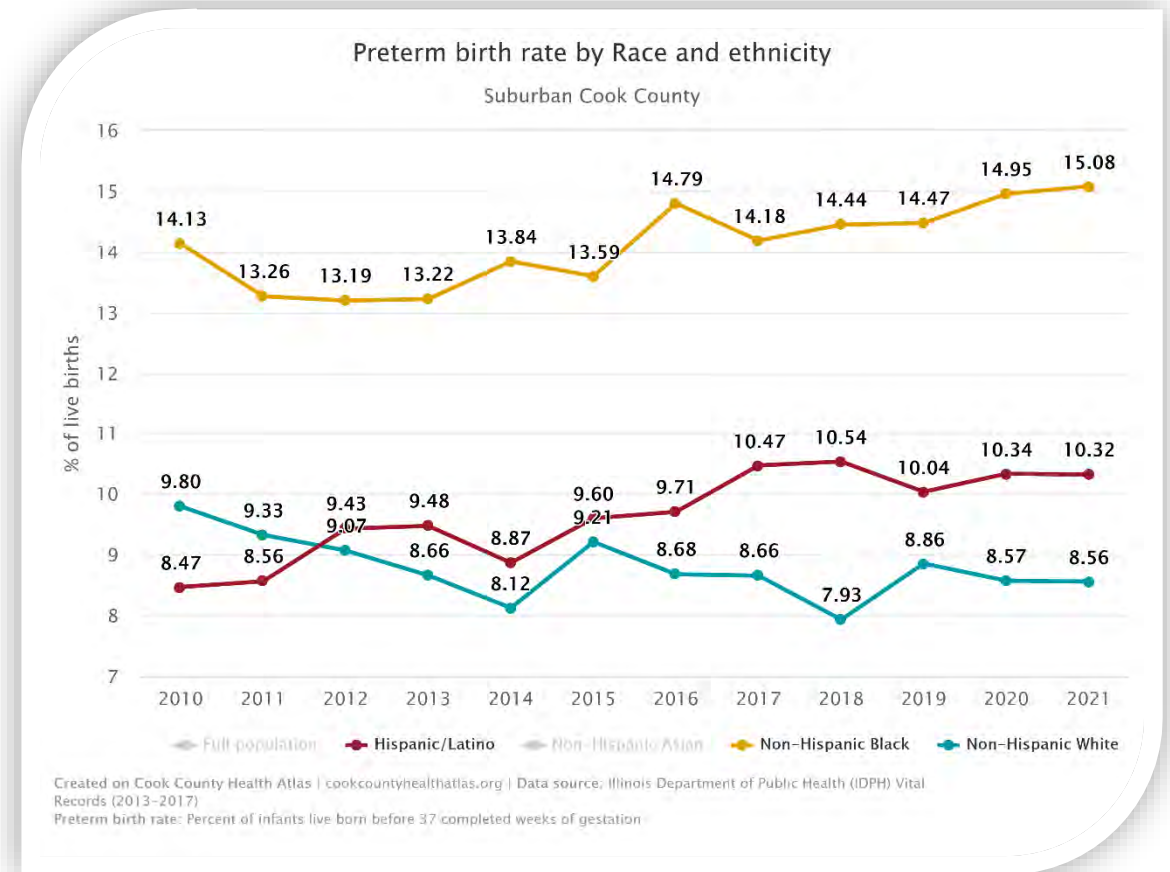
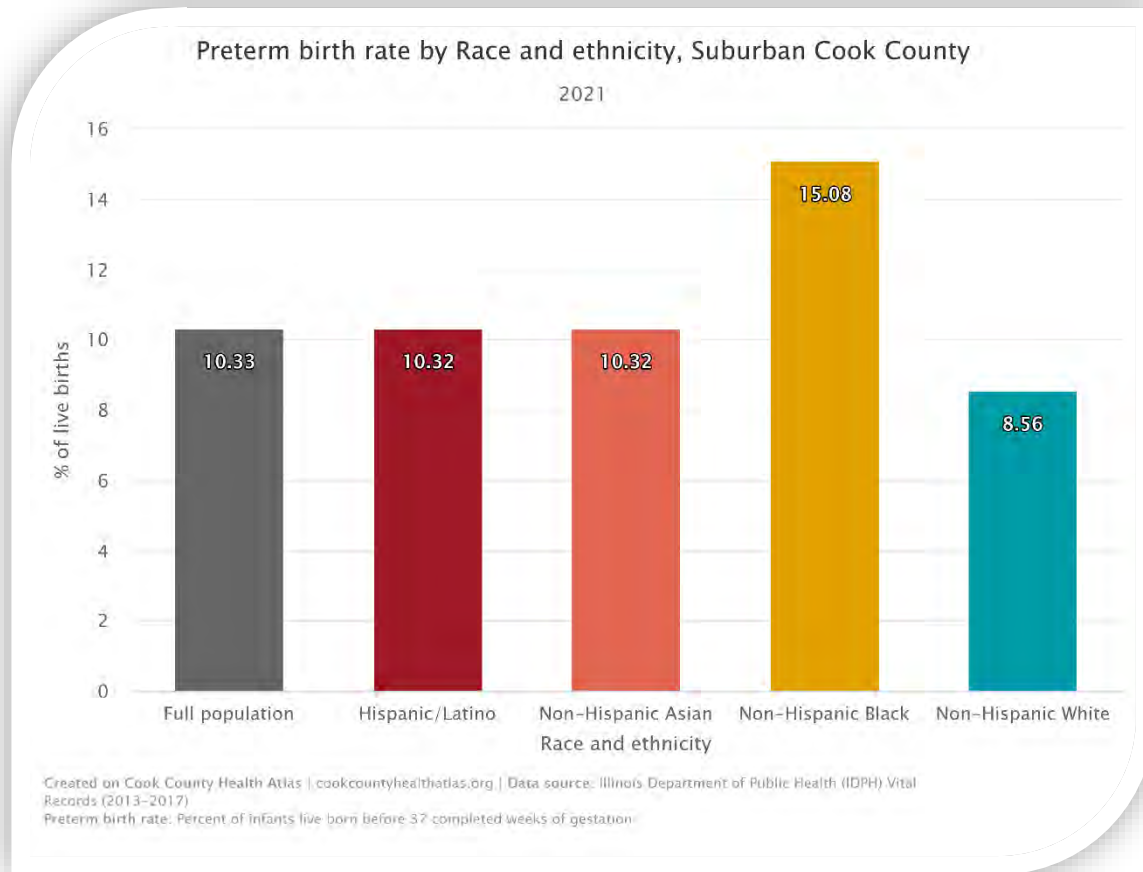


Example 1: Stroke Mortality Rate

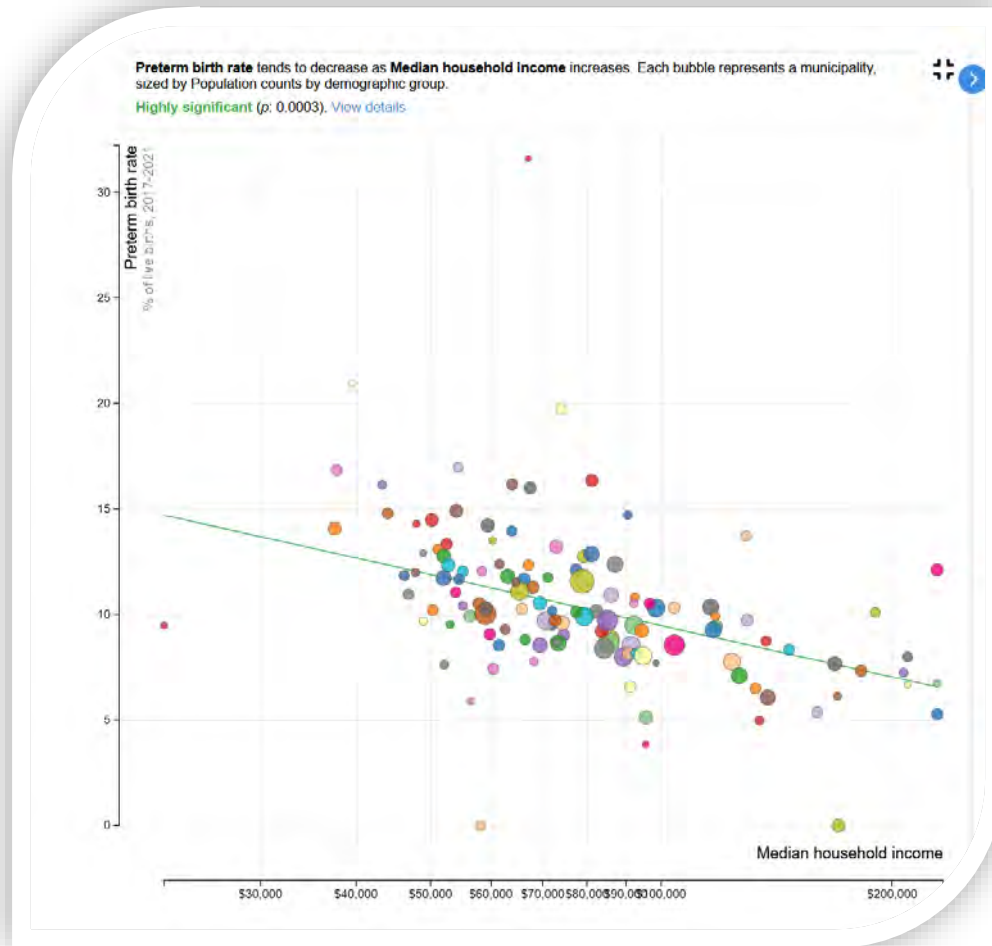
- Age-adjusted stroke mortality rate by SCC
- Rates between 0 and 91.9 per 100,000 population (2018 - 2022)
- Rates in the upper quintile are largely clustered in the South and West areas of SCC



Example 2: Pre-Term Birth Rate



Example 2: Pre-Term Birth Rate



- On average, the preterm birth rate decreases by 0.33 for every 10% increase in median household income
- Median household income explains 33.4% of the variation in preterm birth rate
- This regression is based on 127 data points



Opportunities

Increasing access to and understanding of data



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Increasing Access – Published Surveillance and Behavioral Health Reports

Reports

- Joint Opioid Report 2019-2020
- STI surveillance reports
- West Nile Virus Reports



Community Health Plans

- WePlan Health Status Assessment
- WePlan Community Health Improvement Plan



Interactive Apps

- Health Atlas
- Opioid Overdose Shiny App
- Comprehensive Respiratory Dashboard



Supporting Materials

- Webpages
- Social Media graphics
- Infographics
- Handouts



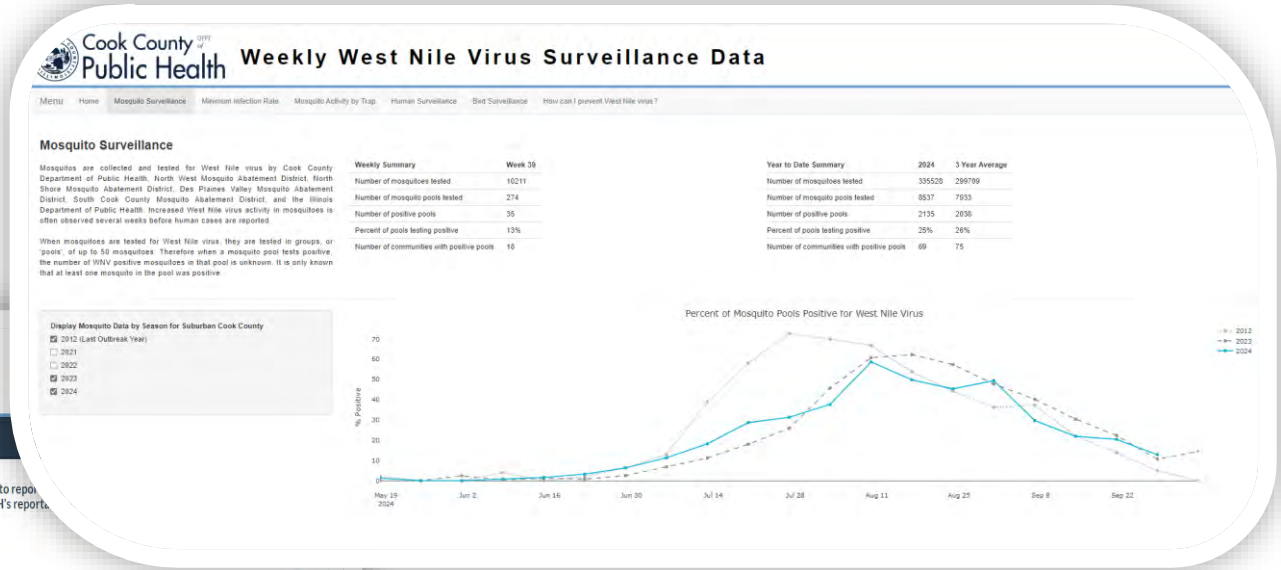
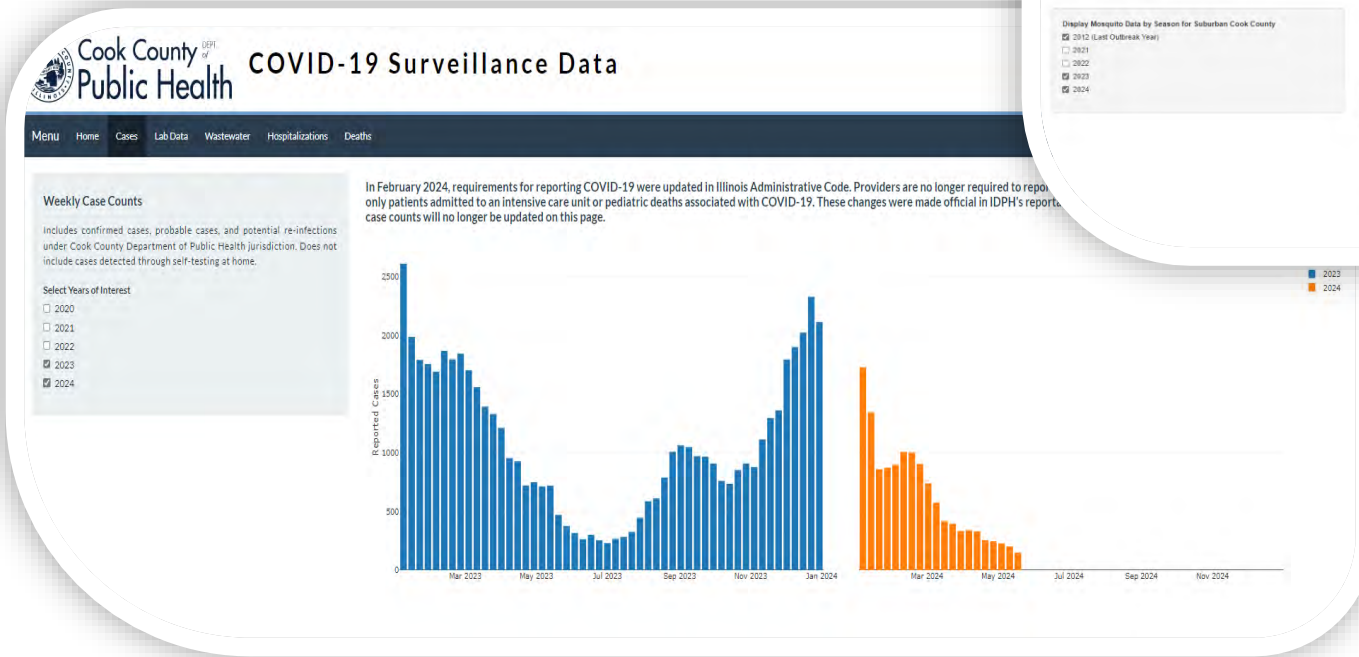
Improving Data Availability

- Increase availability of provisional data
- IDPH data modernization
- Add more indicators to Health Atlas
- Create more user-friendly dashboards

The image shows a screenshot of a webpage titled "HIV Surveillance Update Reports 2024". The page lists five reports: "July 2024 HIV Surveillance Update Report", "June 2024 HIV Surveillance Update Report", "May 2024 HIV Surveillance Update Report", "April 2024 HIV Surveillance Update Report", and "March 2024 HIV Surveillance Update Report". A blue oval callout labeled "Provisional Data" is positioned to the right of the reports, highlighting the July 2024 report.



Example - Data dashboards



Thank You



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Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
October 25, 2024

ATTACHMENT #7

Human Resources Metrics Report

Carrie Pramuk-Volk

Interim Chief Human Resources Officer

October 25, 2024



COOK COUNTY
HEALTH

FY 2024 Metrics

Hiring Impact



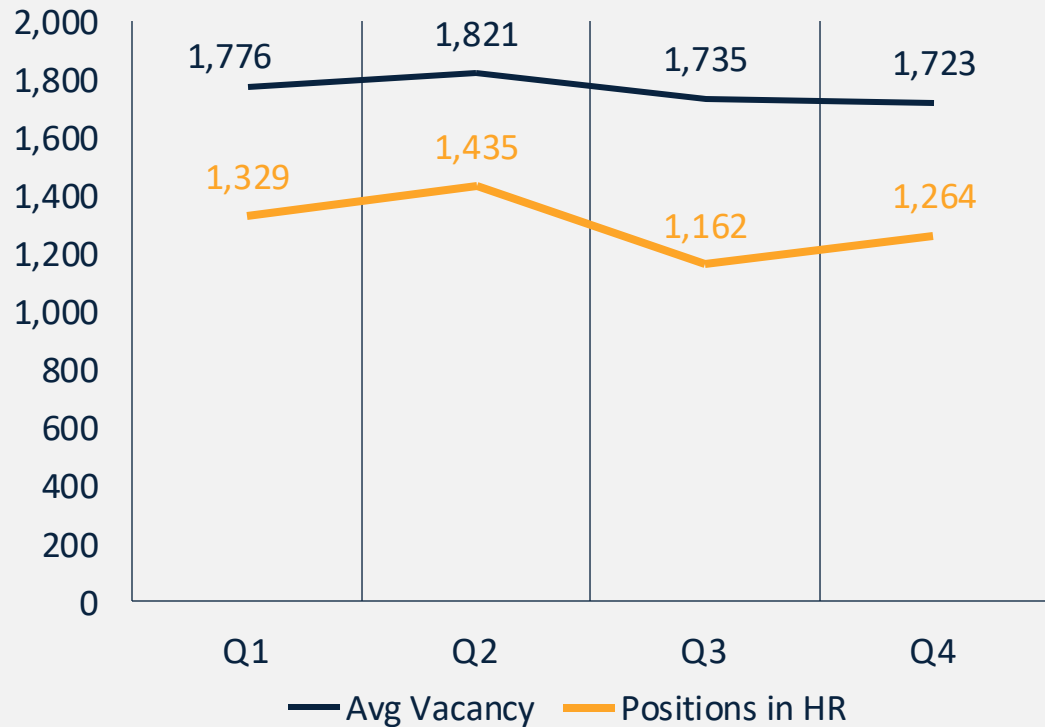
COOK COUNTY
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CCH HR Activity Report

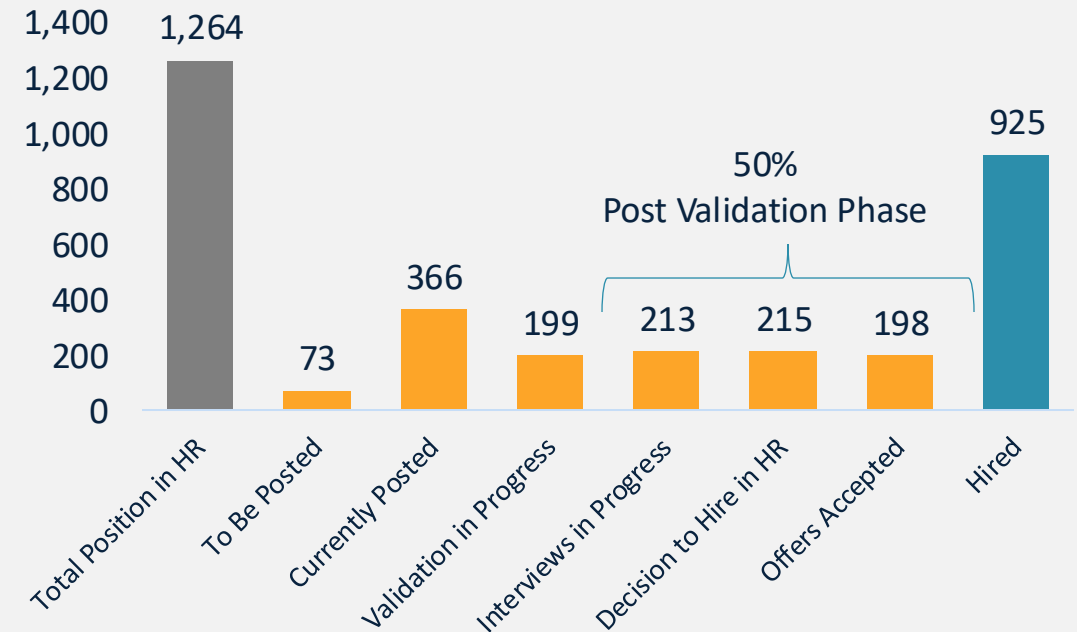
As of 09/30/2024



Vacant Positions



Positions in Process



12/01/2023 thru 09/30/2024



Filled Positions

925

Total Filled Positions YTD

65%

Offer Acceptance Ratio



External Filled Velocity

631

Total External Filled Positions

+214 Net Gain

113 days Time to Fill

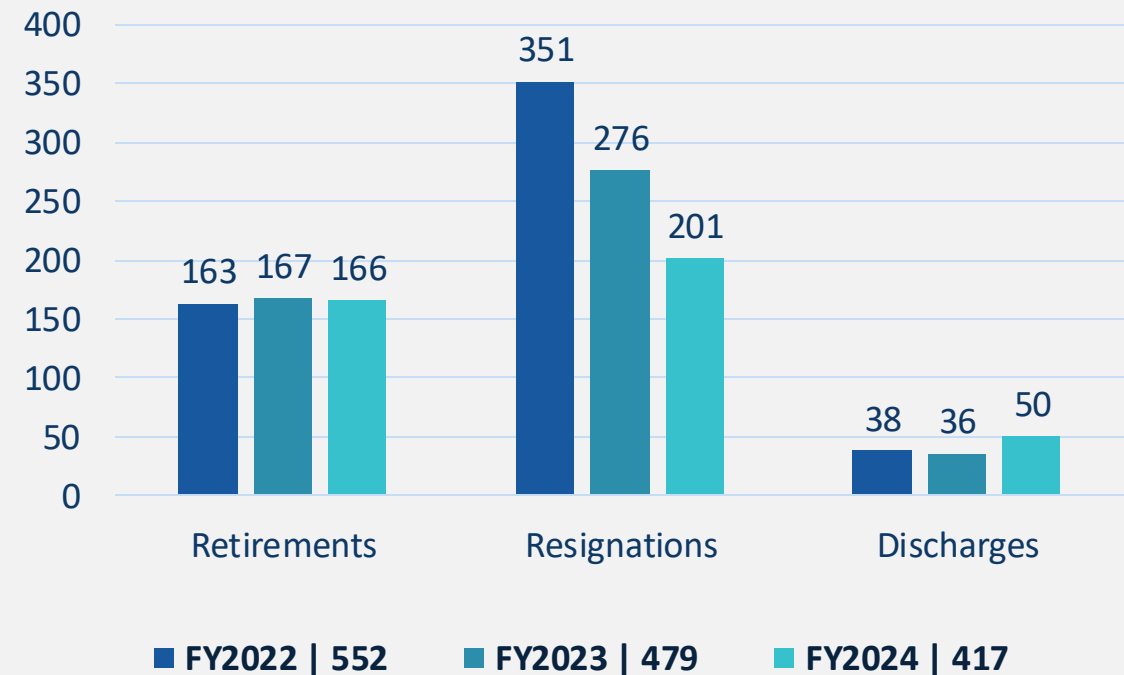
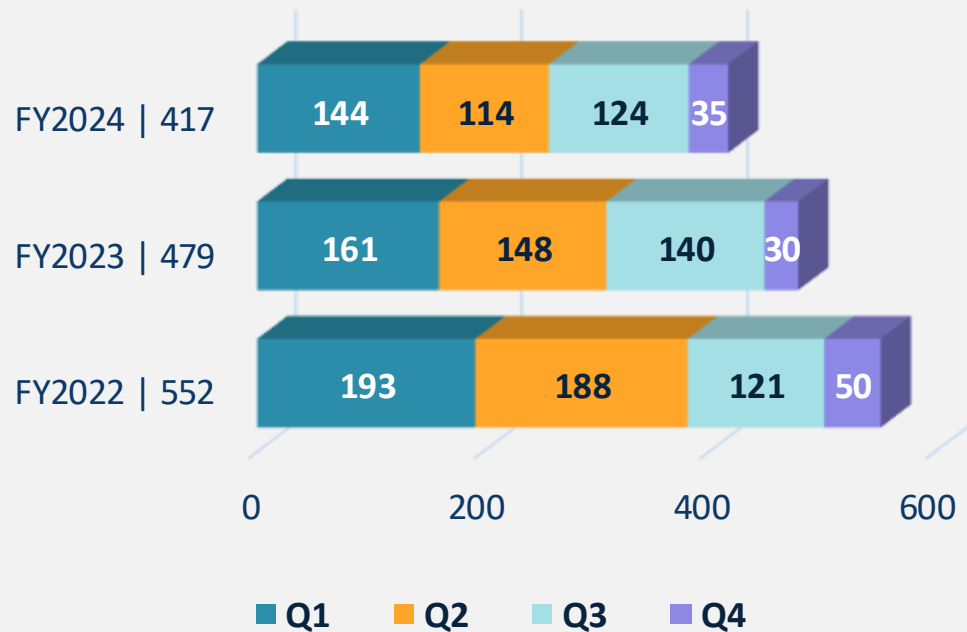
CCH HR Activity Report

12/01/2023 thru 09/30/2024



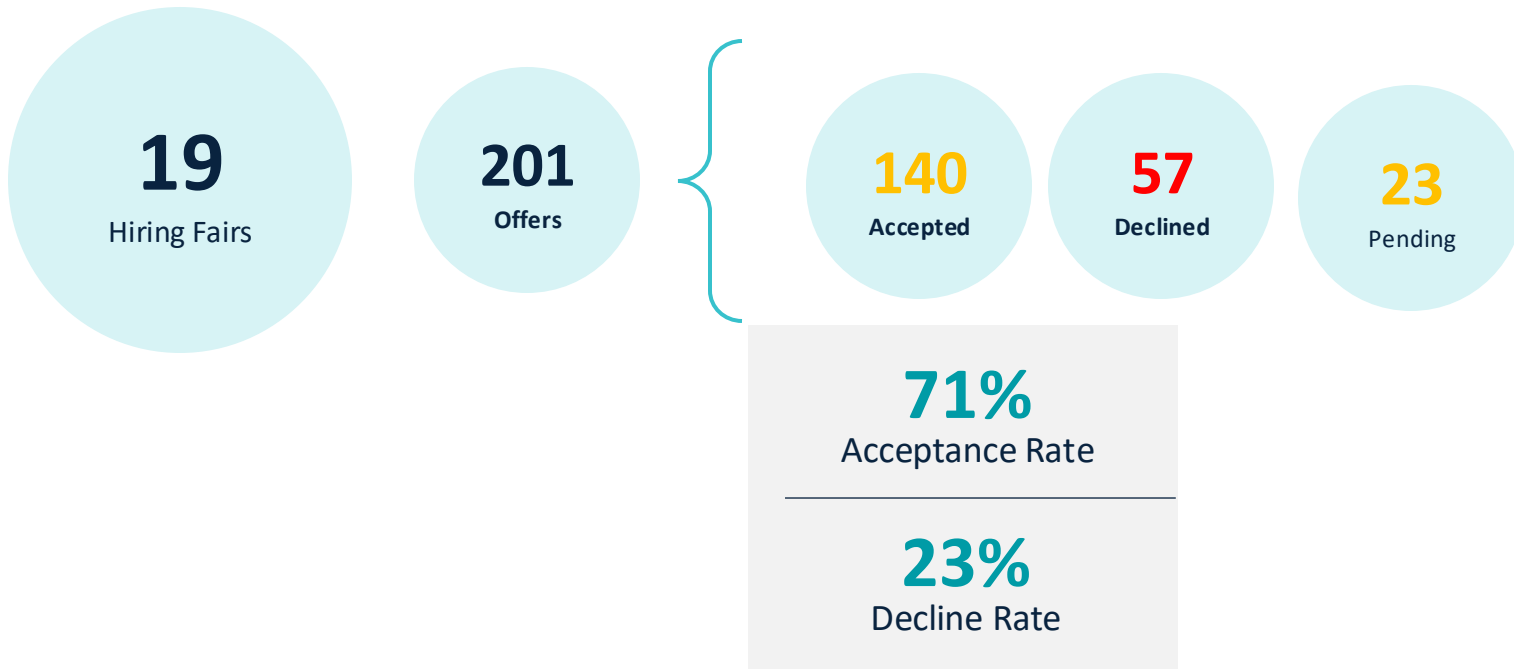
Separations – Year to Date and Year Over Year

Separations FY24 YTD

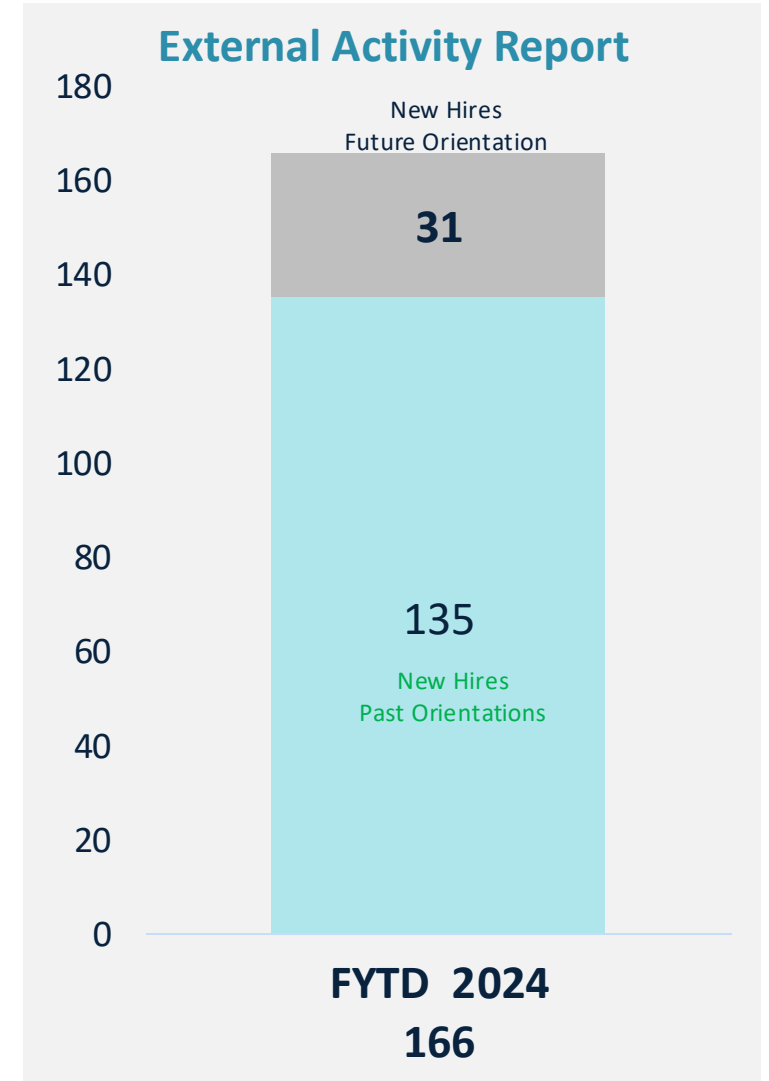


Hiring Fair Success

FY 2024 Timeframe: 12/1/2023 – 9/30/2024



Thru 09/30/2024



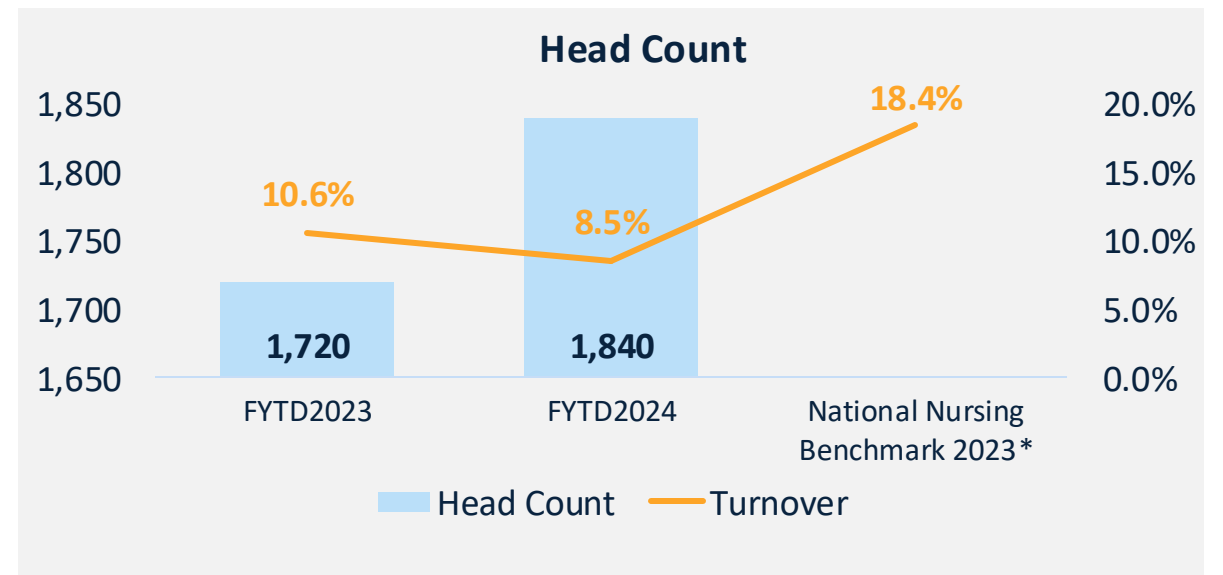
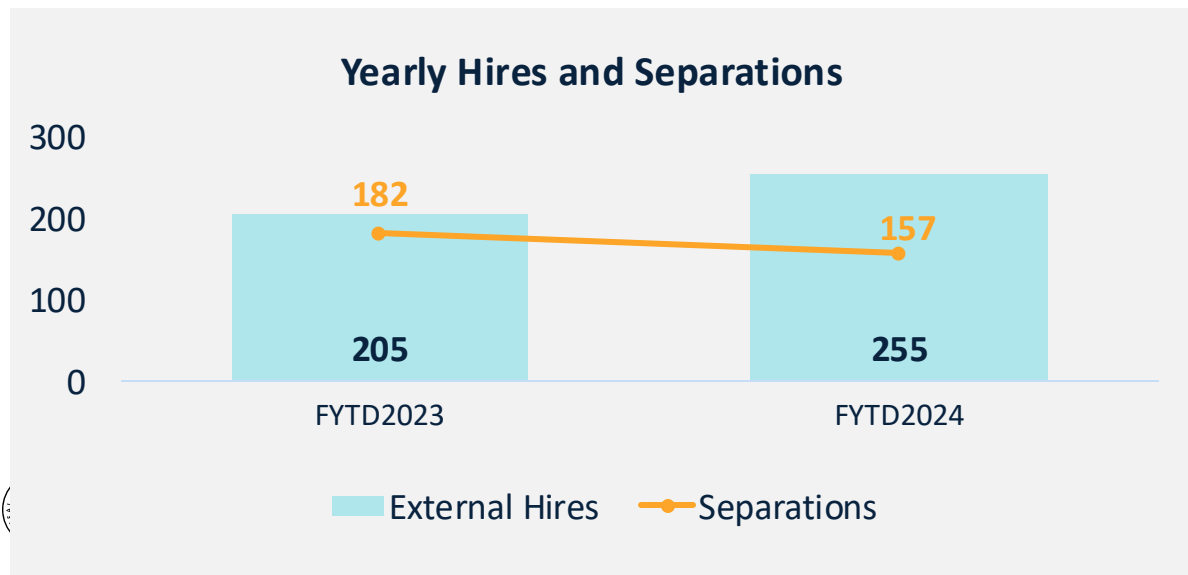
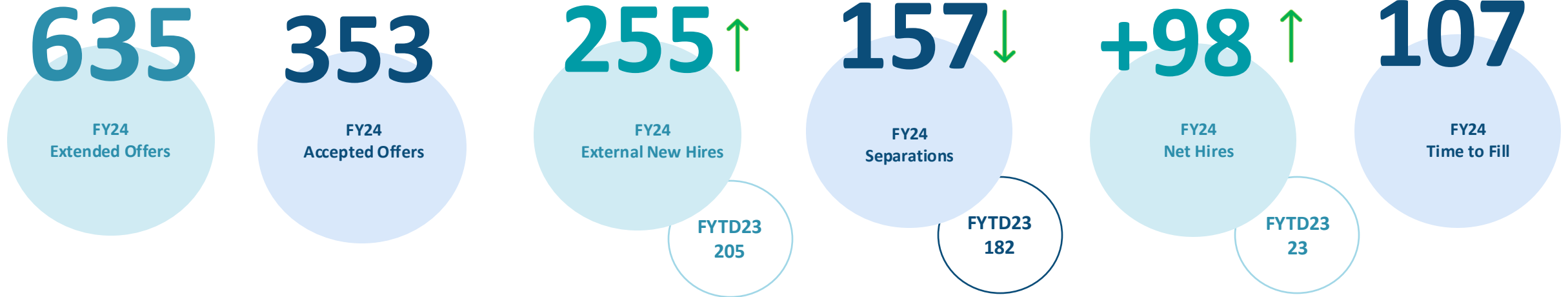
Hiring Fair Progress



As of 9/30/24

Nursing Hiring Velocity & Attrition

FY24 thru 09/30/2024



Thank You



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