

# CEO Report

Israel Rocha, Jr., CEO

June 25, 2021



COOK COUNTY  
**HEALTH**

# Recognition



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# National Association of Counties (NACo) Achievement Awards

- Annual achievement awards for projects in 18 different categories
- Cook County Health submitted two applications, which were both selected for 2021 awards:
  - Housing is Health: Partnering to Establish a Medical Respite Center (Health Category)
  - Managing and Mitigating COVID-19 in a Large County Jail – in partnership with Cook County Sheriff's Office (County Administration and Management Category)
- Both awards highlighted the work and dedication of CCH staff in providing high-quality, compassionate care to our patients and Cook County residents, and also recognized the importance of these interventions in addressing health equity
- To be presented at NACo Achievement Awards Luncheon on July 11

# Housing is Health:

## Partnering to Establish a Medical Respite Center

- What is medical respite?
  - Acute and post-acute care for persons experiencing homelessness who are too ill or frail to recover from a physical illness or injury on the streets but are not ill enough to be in a hospital
- CCH & City of Chicago Medical Respite Center, South Side YMCA
  - May 2020
  - COVID-19 isolation housing with lower barriers to entry than any other program
  - CCH designed and implemented infection control policies, implemented team-based approach with onsite and remote clinicians, and strengthened partnerships with community organizations to manage behavioral and medical comorbidities
  - 100% of 51 clients completed COVID-19 isolation
- CCH & Housing Forward Medical Respite Center, Oak Park
  - Opened December 2020 with funding through September 2021
  - Expanded scope of care beyond COVID-19 isolation to provide low-barrier post-acute care
  - Through May 2021, 52 patients served



# Oak Park Medical Respite Center (MRC)



- 19 beds
- Serves individuals and small families
- Referrals CCH & suburban Cook County hospitals
- Services provided
  - Temporary Housing & Meals
  - 24/7 clinical support
  - CCH physician volunteers (general medicine, preventive medicine, podiatry)
  - Housing case management
  - Transportation to/from medical appointments
  - Coordination with external service providers
- If the MRC can absorb 70% of days that would otherwise be provided by a nursing home or in an inpatient unit at Stroger or Provident, the MRC could yield nearly half a million in annual cost savings

# Managing and Mitigating COVID-19 in a County Jail

- Correctional facilities have seen higher rates of COVID-19; detainees have higher rates of medical vulnerabilities compared to general public
- First COVID-19 case was detected in Cook County Jail detainee on March 18, 2020, with hundreds of detainees and staff testing positive over next several weeks
- Unique challenges of correctional congregate setting, safety/security, and daily movement of staff and detainees in/out of Cook County Jail required rapid and coordinated mitigation efforts between Cook County Health and Cook County Sheriff's Office, including:
  - Testing and quarantining all new detainees
  - Universal masking for staff and detainees
  - Restricting movement within the jail and suspending programming and visitation
  - Social distancing through use of single cell occupancy and re-opening of previously closed buildings
  - Implementing contact tracing and expanding testing to asymptomatic detainees
- COVID-19 positivity rate at the Cook County Jail fell below City of Chicago average following mitigations and remain relatively low to date

# \$1.5 Million Sexual Nurse Assault Examiner Grant from Health Resources and Services Administration

Cook County Health has been awarded funding for \$1.5 million over three years by the Health Resources and Services Administration. This grant will support Cook County Health's Sexual Nurse Assault Examiner program which trains nurses to care for patients who have been sexually assaulted or abused. Congratulations to:

- **Amir Budhwani**, Assistant Grant Management Director
- **Juandalynn Johnson**, Grants Program Manager
- **Heather Prescaro**, Interim Lead, Emergency Medicine
- **Beena Peters**, Chief Nursing Officer
- **Leticia Reyes-Nash**, Director of Programmatic Services and Innovation
- **Whitney Towey**, Grant Writer
- **Serena Valino**, Nurse Coordinator, Emergency Services
- **Ashanté Wells-Baines**, Administrative Analyst, Emergency Medicine

# Promoting Inclusivity for Physicians and Patients

Staff in Emergency Medicine are working to ensure minority patients, including LGBTQ+ patients, feel safe and comfortable when seeking care in the Emergency Department. Among the initiatives to promote a more diverse and inclusive environment include a lecture series and care simulations focused on minority patients. The Department is also working to improve experiences for staff by promoting diversity within the emergency residency program and creating a safe space for these individuals once recruited.

- **Dr. Ashlea Winfield**, Chair, Diversity & Inclusion Committee for Emergency Medicine and Asst Program Director
- **Dr. Anthony Alexander**, Resident, Anesthesia
- **Dr. Dhara Amin**, Director, Quality Improvement and Patient Safety and Attending Physician
- **Dr. Victor Bui**, Resident, Emergency Medicine
- **Elizabeth Ciennik**, Physician Assistant, Emergency Medicine
- **Dr. Emily DeDonato**, Simulation Fellow
- **Dr. Sean Dyer**, Clerkship Director and Attending Physician
- **Dr. Ameera Haamid**, Assistant Medical Director of Emergency Medical Services and Attending Physician
- **Dr. Asma Hashim**, Resident, Emergency Medicine



# Promoting Inclusivity for Physicians and Patients (con't)

- **Dr. Melissa Hoshizaki**, Resident, Emergency Medicine
- **Dr. Jennifer Lee**, Resident, Emergency Medicine
- **Dr. Bobby Needleman**, Assistant Program Director, Emergency Medicine
- **Dr. Adrian Robles**, Resident, Emergency Medicine
- **Dr. Michael Schindlbeck**, Program Director and Attending Physician, Emergency Medicine
- **Dr. Michelle Sergel**, Director, Cook County Health Simulation Center
- **Dr. Pankti Thakkar**, Resident, Emergency Medicine
- **Dr. Larissa Unruh**, Resident, Emergency Medicine

# Welcome



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# Valarie Amos

## Chief Human Resources Officer

Ms. Amos will oversee all functional areas within Human Resources, including Administration, Recruitment and Selection, Classification and Compensation, Leadership Development, Customer Service, Labor Relations, and Performance Management, and will be responsible for strategic planning and the delivery of effective HR services for all CCH affiliates.

Ms. Amos brings more than 16 years of Human Resources leadership experience to CCH. She began her career as a nurse at Rush University Medical Center, holding various nursing roles with Rush, Ingalls Memorial Hospital, and Northwestern Medicine before transitioning to Human Resources. She most recently served as the Director of Compensation, HRIS and Talent Acquisition at Ann & Robert H. Lurie Children's Hospital, where she was responsible for the development and implementation of a comprehensive organization-wide talent acquisition strategy.

Ms. Amos holds a Bachelor of Science in Nursing from the University of Mississippi Medical Center and a Master of Science in Nursing from the University of Illinois. She is a Certified Professional in Human Resources and a Lean Human Capital Recruiter Academy Certified Recruiter (RACR).

# Curtis Haley

## Chief Revenue Officer

As the Chief Revenue Officer, Curtis Haley will be responsible for providing strategic direction, planning and development of revenue cycle management to ensure that CCH is maximizing its revenue potential. He will focus on enhancing and maintaining revenue cycle functions across the organization working closely with clinical and system leadership. Mr. Haley will design a system to support the patient's financial interface across the continuum of care, using best practices of cash collection and posting, registration, insurance verification, coding and billing – all to optimize reimbursements.

Mr. Haley brings to CCH more than 12 years of healthcare operational and financial leadership and consulting experience including serving as the Vice President of Revenue Cycle Operations for AMITA Presence Health with \$4B in revenue and System Director of Revenue for Sinai Health. Mr. Haley has also worked at MetroSouth Medical Center, Saint Elizabeth Medical Center and Kishwaukee Health.

Mr. Haley holds a Bachelors Degree in Finance and Insurance from Illinois State University and an MBA in Healthcare Administration from Lewis University.

# COVID-19 Update

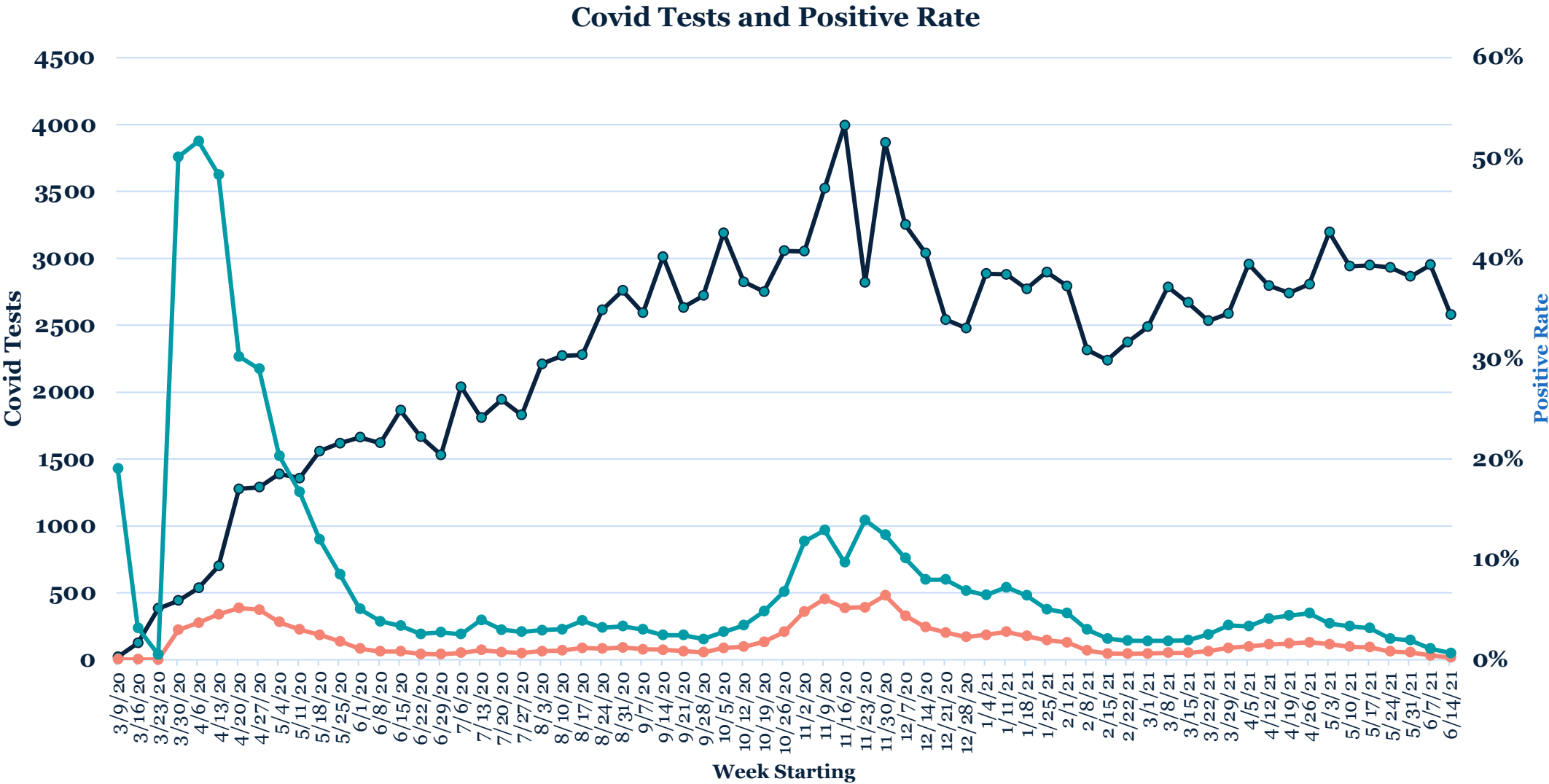
CCH Patient COVID Testing



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# CCH COVID Testing and Positivity Rate



# CCH COVID Testing

All CCH Testing\* as of 6/18/21

| Test Result        | Test Count     | Percent     |
|--------------------|----------------|-------------|
| Negative           | 145,183        | 93%         |
| Positive           | 9,444          | 6%          |
| Undetermined       | 1,475          | 1%          |
| <b>Grand Total</b> | <b>156,102</b> | <b>100%</b> |

*\*This slide represents all tests conducted at CCH. If a patient was tested multiple times, each test is counted.*

# Cermak Update



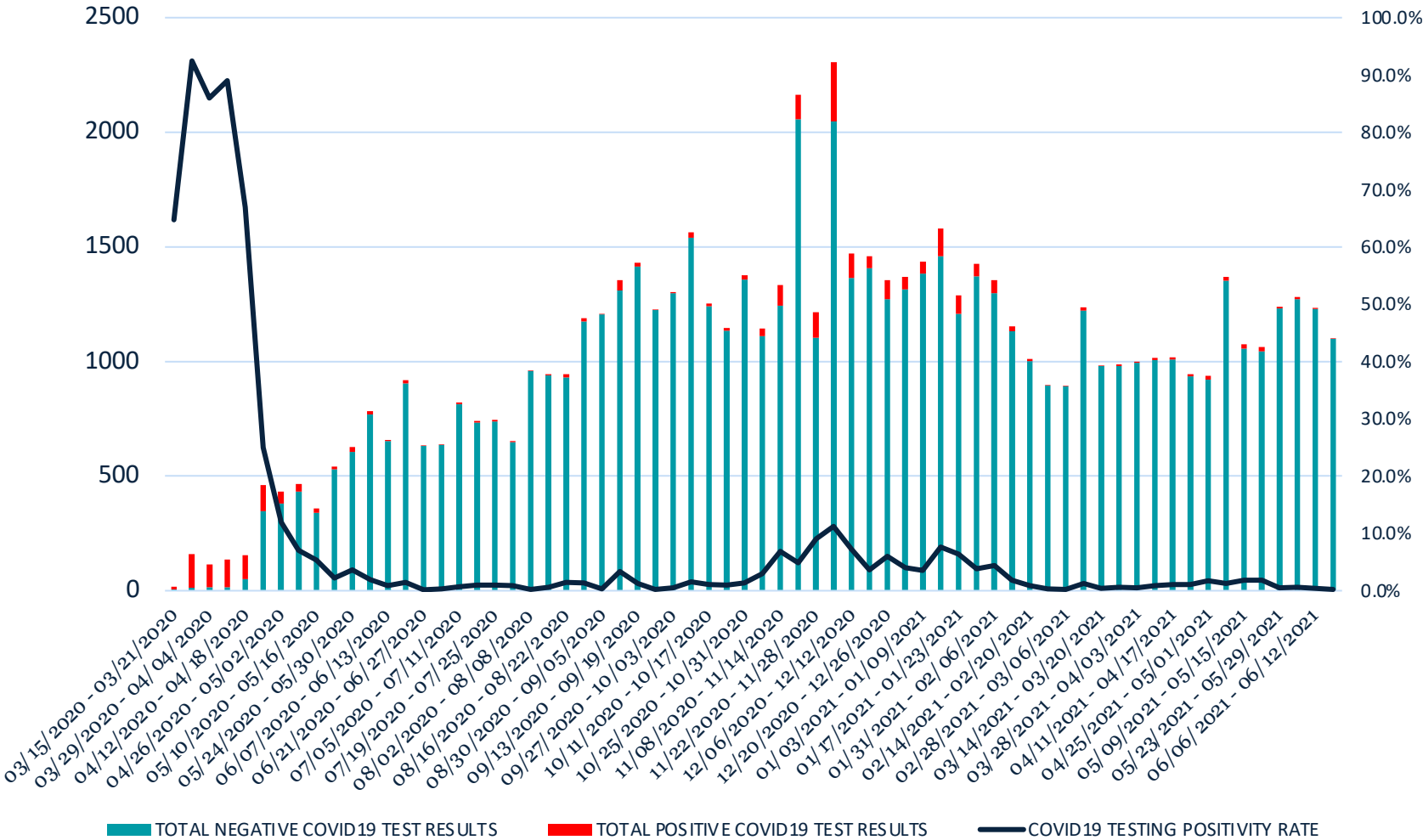
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# Cermak Update

## The Importance of Testing

*This graph illustrates the impact of testing availability. As was true in the community, our initial testing was constrained exclusively to symptomatic patients. The availability expanded eventually to include patients without overt signs of infection and then to surveillance. Testing continues to inform care and housing and plays a critical role in focused interventions and ongoing containment.*

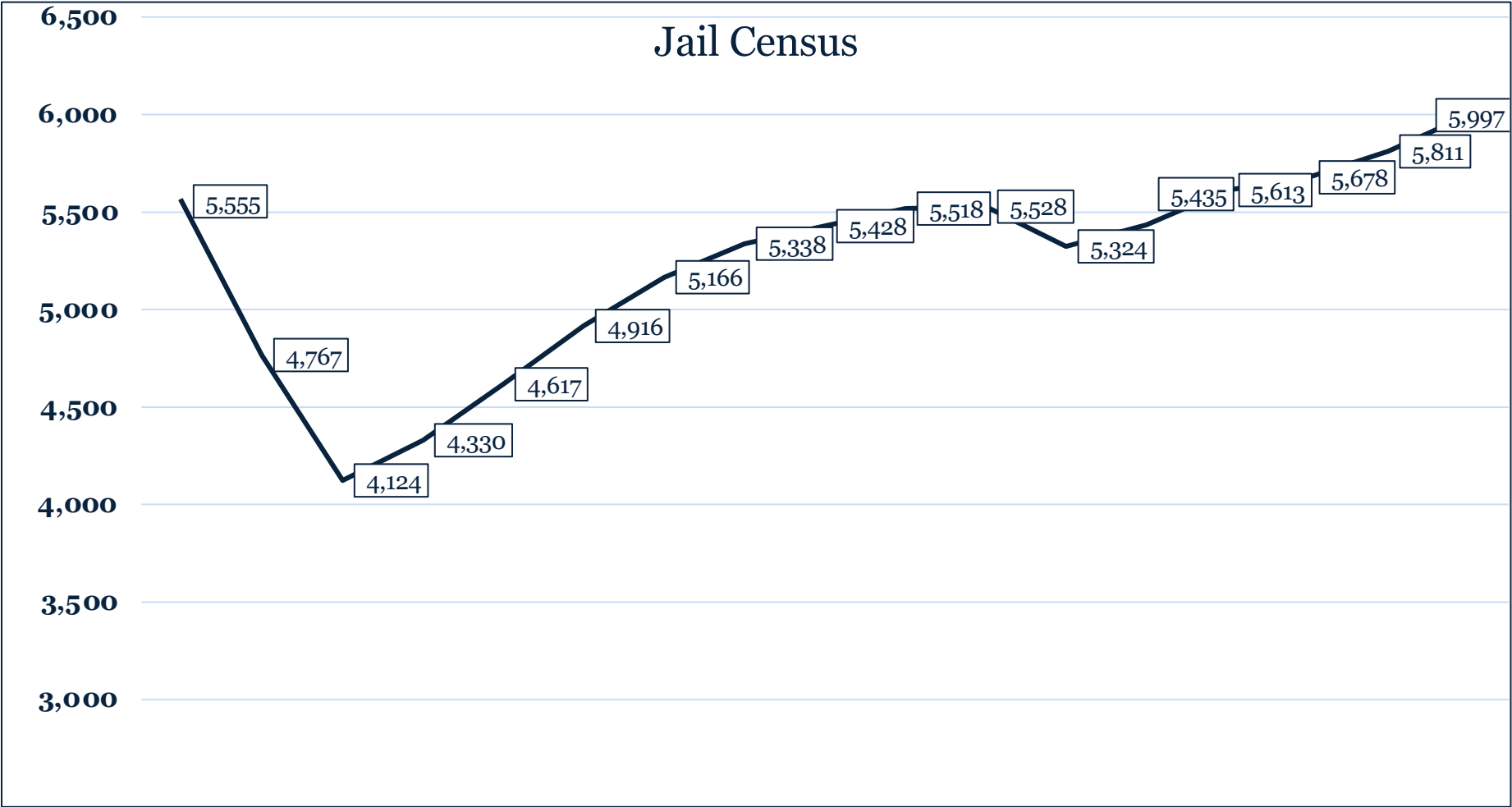
Cermak Health Services Patient Testing Volume & Positivity Rate



# Cermak Update

- Cermak remains our highest priority.
- Population continues to rise compressing space to accommodate social distancing. There are approximately 800 detainees awaiting transfer to the Illinois Department of Corrections. The state has limited prison transfers and requires all transfers to be fully vaccinated.
- Lower census allowed for single celling, distancing and other mitigation strategies that have led to containment.

|        | Feb 29 | Mar 31 | Apr 29 | May 31 | June 30 | July 27 | Aug 27 | Sept 22 | Oct 27 | Nov 17 | Dec 1 | Jan 27 | Feb 22 | Mar 24 | Apr 27 | May 25 | June 22 |
|--------|--------|--------|--------|--------|---------|---------|--------|---------|--------|--------|-------|--------|--------|--------|--------|--------|---------|
| Census | 5,555  | 4,767  | 4,124  | 4,330  | 4,617   | 4,916   | 5,166  | 5,338   | 5,428  | 5,518  | 5,528 | 5,324  | 5,435  | 5,613  | 5,678  | 5,811  | 5,997   |





# Department of Corrections & JTDC Vaccines

as of 6/18/21

|  | Total Doses<br>(first & second) | Unique<br>Individuals |
|--|---------------------------------|-----------------------|
| Dept. of Corrections and JTDC<br>Employees & Contractors | 4,485                           | 2,317                 |
| Cermak Health Services Patients                          | 6,924                           | 4,066                 |



# COVID-19 Vaccination

Patient & Community Points of Distribution (PODs)



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# Vaccine Updates

- Cook County Health administered its 850,000<sup>th</sup> dose of vaccine on June 15th.
- Suburban Cook County moved to Phase 5 re-opening on June 10 and COVID-19 case counts continue to fall.
- Youth Day was held at the Harvey priority site at Thornton Township High School on Saturday, June 19. The event featured a cook-out and live music. Numerous community-based organizations participated to provide families with information about their services. Individuals who got their shot received free tickets to Six Flags Great America and the Brookfield Zoo.
- CCH celebrated Juneteenth and Father's Day on Saturday, June 19 with free ice cream and live musical performances at its mass vaccination sites. Individuals who got their shot between June 14 and June 19 also received a free ticket to Six Flags Great America.
- On Thursday, June 17, Governor Pritzker announced that the State of Illinois would be holding a sweepstakes to incentivize residents to get vaccinated against COVID-19. The State will be giving away \$10M in cash prizes and scholarships between July and August. Every resident who has been vaccinated will be automatically entered for a chance to win. The first drawing takes place on July 8. Individuals who would like to be entered to win must receive at least their first dose of vaccine before July 1. For more details, visit [allin.illinois.gov](https://allin.illinois.gov).



# Doses Distributed at CCH PODs

## As of 6/18/2021

| CCH Chicago PODs*              | Total         | CCH Suburban PODs**             | Total         |
|--------------------------------|---------------|---------------------------------|---------------|
| Austin Health Center           | 4,974         | Arlington Heights Health Center | 35,785        |
| Dr. Jorge Prieto Health Center | 3,852         | Blue Island Health Center       | 13,425        |
| Englewood Health Center        | 4,961         | Cottage Grove Health Center     | 9,480         |
| Logan Square Health Center     | 4,733         | North Riverside Health Center   | 29,947        |
| Sengstacke Health Center       | 13,736        | Robbins Health Center           | 10,027        |
| Ruth M. Rothstein CORE Center  | 9,683         |                                 |               |
| Stroger Hospital               | 15,784        |                                 |               |
| <b>TOTAL</b>                   | <b>57,723</b> | <b>TOTAL</b>                    | <b>98,664</b> |

\*Vaccine Distributed to CCH by the Chicago Department of Public Health. City sites began later than suburban sites thus the lag in shots administered.

\*\*Vaccine Distributed to CCH by the Cook County Department of Public Health



# Doses Distributed at Mega and Targeted PODs

As of 6/18/2021

| Mega PODs   | Total          | Targeted PODs                          | Total         |
|---|----------------|--|---------------|
| Tinley Park Convention Center (consolidated effective 5/28) | 135,829        | Thornton Fractional South HS           | 23,982        |
| Triton College (consolidated effective 5/28)                | 60,477         | Morton East Health Center              | 20,816        |
| South Suburban College (consolidated effective 5/28)        | 71,828         | West Leyden (concluded 6/11)           | 5,568         |
| Des Plaines   | 179,846        | Thornton Township HS (concluding 5/26) | 555           |
| Forest Park   | 134,796        | Summit Priority POD (concluded 5/24)   | 7,449         |
| Matteson (opened 4/14)                                      | 31,575         |  |               |
| <b>TOTAL</b>  | <b>614,351</b> | <b>TOTAL</b>                           | <b>58,370</b> |

\* Morton East transitioned to a targeted POD on March 1<sup>st</sup> focusing on school personnel and other priority populations in the area.





# CCDPH COVID Update



Kiran Joshi, MD, MPH, Senior Medical Officer & Co-Lead

Rachel Rubin, MD, MPH, Senior Medical Officer & Co-Lead



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# Vaccination Data

## *CCDPH Suburban Cook County Jurisdiction*

As of June 21, 2021:

COVID-19 Vaccines Administered to Suburban Cook County Residents

1,288,580

People with at least one  
vaccine dose

1,037,594

People with complete  
vaccine series

56.6%

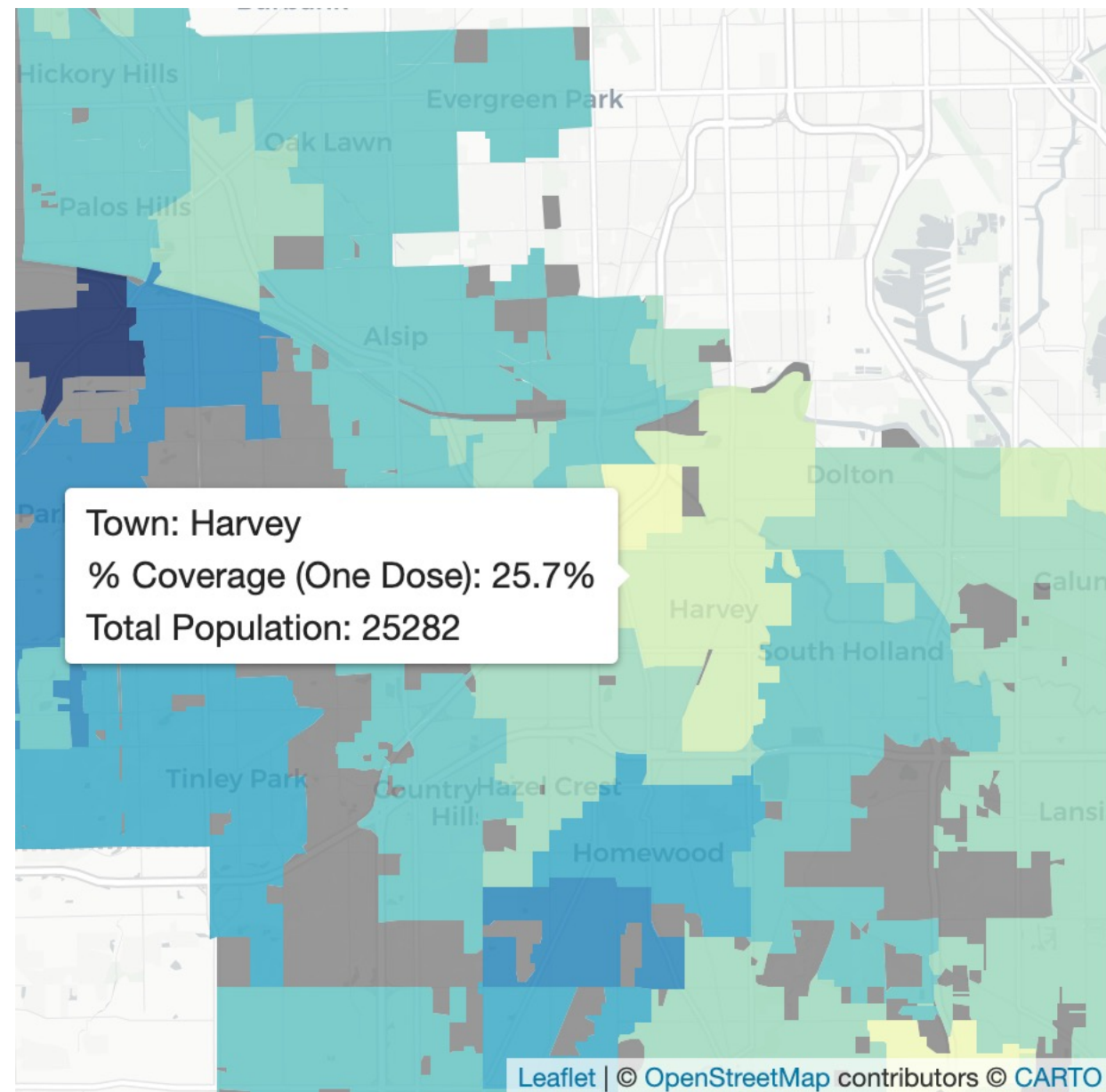
Percent of population  
with at least one vaccine

45.6%

Percent of population  
with complete vaccine

# Priority Communities

- Continue hyperlocal strategy
  - Mobile/pop-up events hosted by local organizations- go where people are already gathering (events, etc.)
  - Door to door outreach
  - In-home vaccination
  - Encourage referrals to existing community providers
  - Priority/Equity PODs if requested by community
- Focus outreach efforts on municipalities with lowest vaccination rates
- Continue to focus communication efforts on vulnerable groups
- Remove barriers, such as transportation
- Provide incentives for vaccination



# Priority Communities

## *Strategy example - Harvey*

- **Priority Pod 5/25- 6/26**
- **Mobile events & in-home vaccination through CCH & other vaccine providers**
- **Focused outreach**
  - Ongoing stakeholder meetings with CBOs and FQHCs
  - Education sector
  - Faith-Based Organizations via local coalitions
  - Local electeds and governments
  - Doorknocking with CBOs and FEMA volunteers with option to pair with IDPH J&J van
  - Media, Social Media and Outdoor advertising
- **Incentives –Six Flags, food basket coupons**
- **Special events – Youth Day, Thornton Township Days in the Park**
- **Communications** - robocalls to local community residents, social media, press releases in collaboration with local gov't, “Ask the Dr.”



# CCDPH Response Activities

Data as of 5/31/21

- **167,000** Binax tests allocated
- **31,777** Inquiries from the public responded to
- **35,000+** Doses provided at 263 mobile clinics throughout SCC; 38 more scheduled through June
- **1,000+** Homebound vaccinations completed
- **646** Food establishment and workplace complaints responded to
- **297** Order violation investigations completed
- **430** Schools and childcare facilities provided with ongoing technical assistance & support
- **220+** Congregate settings provided with ongoing technical assistance & support





# CDC Grant (CDC-OT21-2103)

## Funding Opportunity Overview

- **Two-year project period (June 1, 2021 – May 31, 2023)**
- **Awarded \$25,214,437**
- **CCDPH approach to funding opportunity aligns with**
  - CCDPH Strategic Plan and the community health planning for Suburban Cook County
  - Data, assessments, or other plans like the President's Policy Roadmap
  - Current response to COVID-19
- **Focus will be on priority communities and populations, with an expectation that this funding will impact 100% of jurisdiction through systems change**



# CDC Grant at a glance:

## Outcomes by Strategy

### #1: Mitigation and prevention resources and services

Increase testing and vaccine administration in priority communities and with priority populations; sustain contact tracing.

Develop and implement systems that strengthen access to health and social services and improve resource coordination.

Increase workplace compliance.

Increase policy and systems improvements to mitigate social and health inequities.

### #2: Data Systems

Increase efficiency, completeness and accuracy of case reporting (eCR).

Strengthen CCDPH data infrastructure and workforce.

Increase availability, access and understanding of health behavior and outcomes data by race and ethnicity.

### #3: Infrastructure

Establish a leadership-level health equity office and build capacity of CCDPH workforce to advance health equity.

Strengthen structure and function of the CCDPH Community Advisory Council.

Update COVID-19 plans.

Strengthen public health system workforce.

### #4: Mobilization of partners and collaborators

Expand current and develop new mechanisms for community leaders, workers and residents to inform COVID-19 & future responses.

Increase awareness and knowledge of COVID-19-related information and what creates health inequities.

Increase community capacity to reach populations disproportionately impacted by COVID-19 and advance programs, policies and systems to mitigate social and health inequities.

# CDC Grant

## Proposed Activities

- **Access to health and social services and resources:**
  - 211 System for the Chicago metro region
  - NAMI Chicago's Helpline
  - Suburban Cook County Call Center for individuals experiencing homeless/housing unstable
- **Build a comprehensive approach to address behavioral/mental health**
- **Continued promotion of worker rights, health and safety**
- **Availability, access and understanding of health status and outcome data by race and ethnicity**
  - Healthy Cook Survey and a Cook County Health Atlas
- **\$3.5 million set aside to fund 35-45 community organizations**



# CCDPH Contact Tracing Initiative



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# Contact Tracing Initiative Update

- **Staffing**

- The Contact Tracing Initiative (CTI) includes 175 contact tracers and 56 case investigators
- CTI includes more than 50 bilingual staff speaking eight different languages.

- **COVID-19 Positive Case Outreach Metrics (May 2021).**

- 9,560 cases
  - Outreach to 8,148 or ~85%
  - Interviewed 5,644 or ~60%

- **Close Contact Outreach (May 2021)**

- 5,635 actionable close contacts
  - Outreach to 5,356 or 95%
  - Interviewed 4,285 or 76%

*\* Numbers are lower than actual due to issues with the INEDSS/SalesForce interface. We are close to 100% in outreach for cases and contacts.*

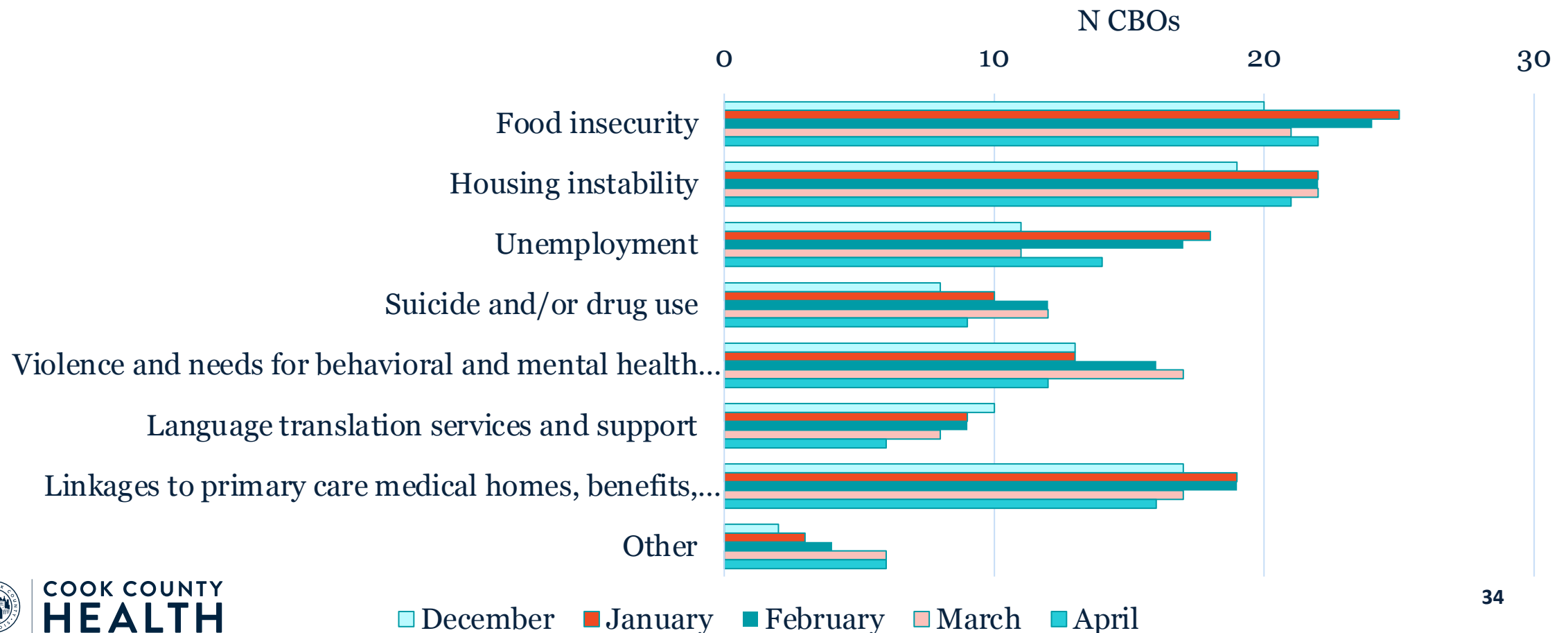
- **Resource Coordination**

- 488 total cases referred to Care Coordination team in May
  - 20.5% requested food resources; 22% household items and cleaning supplies; 18.4% income assistance
  - Women requested more than men (60/40)

# Contact Tracing Initiative

## Community-Based Organizations – Case Management

Case Management & Referrals  
January-April



# Contact Tracing Initiative

## CBO collaboration and outreach successes

- *“As a **result of collaboration with a local church** for a movie drive-in we were able to provide masks not only for adults but also for youths. Our flyers about the vaccine and wearing masks were placed in the hands of our youths at this event...”*
- *“... We were able to purchase much needed equipment with the grant funds that are a huge help with our food distributions. We completed a great **collaboration** with a fellow CCDPH grantee, **who provided wellness kits to our attendees for our food distributions...**”*
- *“A bright spot for the month was our PPE giveaway at a mass vaccination event at our local high school... We gave away 2,300 bags!”*
- *“**Through the collaboration with a fellow grantee**, we were able to form a new relationship with Niles Senior Center . . . opportunities in making an impact.”*



# Contact Tracing Initiative

## Trusted messengers help overcome vaccine hesitancy

- A number of previously vaccine hesitant clients decided to receive the vaccine, after **extended discussions with our case managers and health partners**
- In April, we administered 176 COVID tests and 1,770 vaccines. **We held a vaccine event...for the Arab-American Community and [an] event...for those experiencing homelessness, unemployment, underemployed.**
- We helped 65 individuals get vaccinated who had **language barriers and would not have walked into a mass vaccine site**

# Contact Tracing Initiative

## Worker Protection Program - outreach

**Employer Outreach:** 4/6 (67%) of worker centers reported outreach to employers in April

- **122 employers/establishments reached**
  - Significant increase from prior months (24 reported in Jan/Feb, 46 reported in March).
  - Outreach included provision of laws; compliance related information, COVID-19 safety measures, event organizing, interest in COVID-19 Mobile Clinic; facilitating vaccine access & flexibility and/or supply distribution.

# Contact Tracing Initiative

## Worker Protection Program - referrals

**Referrals:** 4/6 (67%) of worker centers reported referrals to workers in April

- 566 total referrals reported (included referrals for housing instability, food insecurity, primary care, and unemployment services).
- Significant increase in reporting from prior months (96 referrals reported in Jan/Feb, 90 in March).
- **Supplies:** 5/6 (83%) of worker centers reported supply distribution in April
- **Worker centers collectively reported reaching 221 total worksites with supplies**
  - Supplies included respirators (N95s), reusable masks, hand sanitizers, and gloves.
  - Workers receiving supplies included immigrant workers and Spanish-speaking workers, specifically mentioned by one worker center.
  - One worker center included fliers about COVID-19 vaccination clinics in supply kits; another worker center packed QR code stickers in supply kits which direct workers to join worker center mailing list.



# Provident Update



Projects in Operation to Preserve & Expand Care Access



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# Provident –Current State

## Projects Completed or Underway to Enhance Patient Experience

- **Project Scope & Timeline**      \$~28M

- *Improve existing facility to enhance patient experience*

|   |                             |
|---|-----------------------------|
| ▪ Ambulance Bay Door Replacement                  | Complete                    |
| ▪ Elevator Repairs                                | Complete                    |
| ▪ Multi Purpose Room Update                       | Complete                    |
| ▪ Telephone System Upgrade                        | In progress – June 2021     |
| ▪ Patient Flow Capacity Management Implementation | In progress – August 2021   |
| ▪ HVAC Upgrade                                    | In progress – August 2021   |
| ▪ Remote Patient Monitoring Implementation        | In progress – November 2021 |
| ▪ Ceiling/Lighting Improvements                   | In progress – December 2021 |
| ▪ Corridor/Wall Refurbish                         | In progress – December 2021 |
| ▪ Ambulance Bay Exterior Repairs                  | In-progress – January 2022  |
| ▪ Nurse Call System Installation                  | In progress – TBD           |

# Provident – Current State

## Projects Completed or Underway to Expand Care Access

- **Project Scope & Timeline**      **\$~6.2M**

- Expand service lines to increase patient volumes – including opening the ED to ambulance runs and expanding to a full 25 bed Medical Surgical Unit and opening the 6 bed ICU.

|  |                                  |
|--|----------------------------------|
| ▪ Dialysis Center                            | Complete                         |
| ▪ Lifestyle Center                           | Complete                         |
| ▪ Ophthalmology                              | In progress – June 30, 2021      |
| ▪ UCM Neurology Resident Sengstacke Rotation | In Progress – June 30, 2021      |
| ▪ Diagnostic Imaging                         | In progress – July 31, 2021      |
| ▪ Operating Room Expansion                   | In progress – July 31, 2021      |
| ▪ Colonoscopy                                | In progress – September 30, 2021 |
| ▪ Ambulance Runs/ICU/MedSurg                 | In-progress – October 2021       |

- **CON Considerations**

- Approval granted for Dialysis Center (2017) and ICU (2021)

# Questions?



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