

FY2024 Proposed Budget

Israel Rocha, CEO

Pamela Cassara, CFO


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COOK COUNTY
HEALTH

FY 2023 Accomplishments



 Advanced service expansion at Provident and ACHN locations: cardiology, general surgery, gynecology, plastic surgery, pain, rheumatology, thoracic surgery, and vascular

 Staffed to 36 beds at Provident; expanding up to 38


 Launched a nursing externship program

 Established CountyCare emergency meals program

 Launched CCH brand recognition campaign, and CCDPH “Here to Hear You” mental health campaign

 Awarded \$17M in Building Healthy Communities and behavioral health grants

 Exceeded CountyCare member utilization of CCH services revenue targets for Q1

 Hosted first annual nursing summit with regional nursing schools

 Increased Stroger Leapfrog rating to a “B”, Received “Gold Plus Award” from the American Heart Association for the management of heart failure, COPD, and stroke

 Cermak achieved accreditation from National Commission on Correctional Health Care

 Rolled out 100 Ideas for Change initiative

 2,500+ retention bonus agreements finalized

 Launched CiCARE training/train the trainers

 Performed trans-catheter mitral valve repair (MitraClip) and transcatheter aortic valve replacement (TAVR)










 Reduced Accounts Receivable days from 83 to 54 days

 Continued to serve health needs of thousands of asylum seekers

 Announced 2023 Provident Scholarship Fund

FY 2024 Key Initiatives



-  Continued expense management/revenue cycle improvements
-  Expand services at Provident Hospital
-  Roll-out OneSource Enterprise: Virtual Care
-  Enhance recruitment initiatives and job fairs
-  Achieve CountyCare NCQA re-accreditation
-  Establish Office of Life Sciences
-  Reorganize structure for professional coding, billing, collections, prior authorization and insurance notification to bring back in house
-  Participate in HFS's 1115 waiver process
-  Grow comprehensive service lines for oncology, cardiology and neurology

-  Create 5 year legislative/policy roadmap
-  Launch of third phase of food program to provide medically tailored meals to CountyCare members with complex conditions
-  Mitigate impact of redetermination on Medicaid members
-  Identify technology platform replacement for referral management/scheduling
-  Submit proposals to utilize State Opioid funding
-  Expand tele-med at Cermak Health Services
-  Begin community mural process for Cermak, Englewood, Cottage Grove, and Robbins
-  Establish Behavioral Health Authority, expand behavioral health footprint and access

FY24 Budget Assumptions

FY2023 actual/projected volume run rate as baseline

+ Continued increase in surgical cases and procedures at Stroger and Provident

+ Continued ramp up of service lines – Cardiac, Neuro, Cancer

ED, Observation and Births kept flat

+ 3% increase in CountyCare PMPM capitation rate

+ 4% chargemaster increase to market rates for select services

- FY2023 Medicare IPPS Proposed Rule Net Impacts

+ County tax allocation increase \$10M to cover Correctional and Public Health

- CountyCare average membership decrease to 364,000 due to redetermination



FY24 Volume Assumptions

Statistic	FY2021	FY2022	FY2023 Budget	FY2023 Projected	FY2024 Budget
Surgical Cases	14,234	14,371	14,684	14,784	15,166
Emergency Visits	100,523	101,847	125,000	106,670	106,821
Primary Care Visits	282,908	217,684	220,000	231,465	235,000
Specialty Care Visits	314,177	360,947	350,000	365,433	370,000
Deliveries	794	794	900	786	800
ADC – Stroger*	264	279	265	285	288
ADC - Provident*	11.7	12	26	20	21
CountyCare Members	422,519	449,049	390,000	440,000	364,000

* Inpatient & Observation

FY24 Proposed Revenue

In millions	FY2023 Budget	FY2023 Projected	FY2024 Proposed Budget	Variance (FY23B vs FY24B)
CCH Net Patient Revenues	\$638.9	\$690.3	\$702.0	\$62
DSH/BIPA/GME/Dir Pymts	\$537.3	\$853.5	\$733.0	\$196
Health Plan Services	\$2,648.3	\$3,175.5	\$2,642.0	\$(6)
Tax Allocation	\$147.7	\$147.7	\$157.7	\$10
Other	\$19.7	\$33.0	\$22.0	\$2
Total	\$3,992	\$4,900	\$4,257	\$264

FY24 Health Fund

In millions	FY2023 Budget	FY2024 Proposed Budget	Var	FY2023 Budgeted FTEs	FY2024 Proposed FTEs	Var
240 – Cermak	\$92	\$107	\$15	654	601	(53)
241 – JTDC	\$10	\$10	\$0	64	61	(3)
890 – Health Admin	\$86	\$125	\$39	469	564	95
891 – Provident	\$82	\$101	\$19	396	375	(21)
893 – ACHN	\$130	\$180	\$50	905	830	(75)
894 – CORE	\$30	\$30	\$0	72	70	(2)
895 - Public Health	\$20	\$22	\$2	173	123	(50)
896 - Health Plan Svcs	\$2,650	\$2,528	\$(122)	444	436	(8)
897 – Stroger	\$852	\$1,117	\$265	4,457	4,266	(191)
899 - Fixed Charges	\$40	\$36	\$(4)	0	0	0
Total	\$3,992	\$4,257	\$264	7,634	7,326	(308)*

FY2024 Proposed Budget



Health Care Services



Correctional Health

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 FTEs	FY2024 FTEs Proposed	Variance
Cermak	\$92	\$107	\$15	654	601	(53)
JTDC	\$10	\$10	\$0	64	61	(3)

Expense Drivers:

- Rising number of detainees needing care
- Expand tele-medicine services
- Mental Health staffing and programmatic realignment to meet clinical needs of increased mental health demands
- 44 vacant FTEs removed and 12 reclassified (moved) to Health System Admin (HSA) for pending needs of the Health System

Provident

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 FTEs	FY2024 FTEs Proposed	Variance
Provident	\$82	\$101	\$19	396	375	(21)

Expense Drivers:

- Reestablish Neurology and Stroke Center services
- Expansion of GI services
- Expansion of Women’s services
- Resume physical therapy, occupational therapy, and speech therapy services
- 10 vacant FTEs removed and 11 reclassified (moved) to Health System Admin (HSA) for pending needs of the Health System

Outpatient (ACHN/CORE)

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 FTEs	FY2024 FTEs Proposed	Variance
ACHN/Outpatient Services	\$180	\$210	\$50	977	900	(77)

Expense Drivers:

- Expand virtual care and urgent care to select clinics
- Radiology services expanded to Arlington Heights
- Continue to serve health needs of Asylum Seekers
- 53 vacant FTEs removed and 24 reclassified (moved) to Health System Admin (HSA) for pending needs of the Health System

Stroger

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 FTEs	FY2024 FTEs Proposed	Variance
Stroger	\$852	\$1,117	\$265	4,457	4,266	(191)

Expense Drivers:

- Continued ramp up of new service line investment: cardiology, neurology, and cancer center
- Increase in lab, registry, medical and pharmacy supplies due to rising costs, utilization rates, and service line investments
- 87 vacant FTEs removed and 104 reclassified (moved) to Health System Admin (HSA) for pending needs of the Health System



Public Health

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 Budgeted FTEs	FY2024 FTEs Proposed	Variance
Health Fund	\$20	\$22	\$2	173	123	(50)
Lead Fund	\$4	\$1	\$(3)	18	15	(3)
Other Grants	\$59	\$72	\$13	281	191	(90)
Total	\$83	\$94	\$11	471	333	(138)

Expense Drivers:

- 38 vacant FTEs removed and 12 reclassified (moved) to Health System Admin (HSA) for pending needs of the Health System. Remainder of reductions due to grants ending.
- Top 3 Grants:
 - 1) CDC Health Equity Grant \$15.9 million
 - 2) Community Health Worker Grant \$10.9 million
 - 3) Local Health Protection Grant \$2.4 million

Health Administration

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 FTEs	FY2024 FTEs Proposed	Variance
Health Administration	\$86	\$125	\$39	469	564	95

Expense Drivers:

- Establishes Office of Clinical Research to support research operations for the Health System
- Establishes Position Control department to balance organizational goals relative to vacancies
- FTE increase due to reclasses from across all offices for pending needs of the Health System

FY2024 Proposed Budget



Health Plan Services

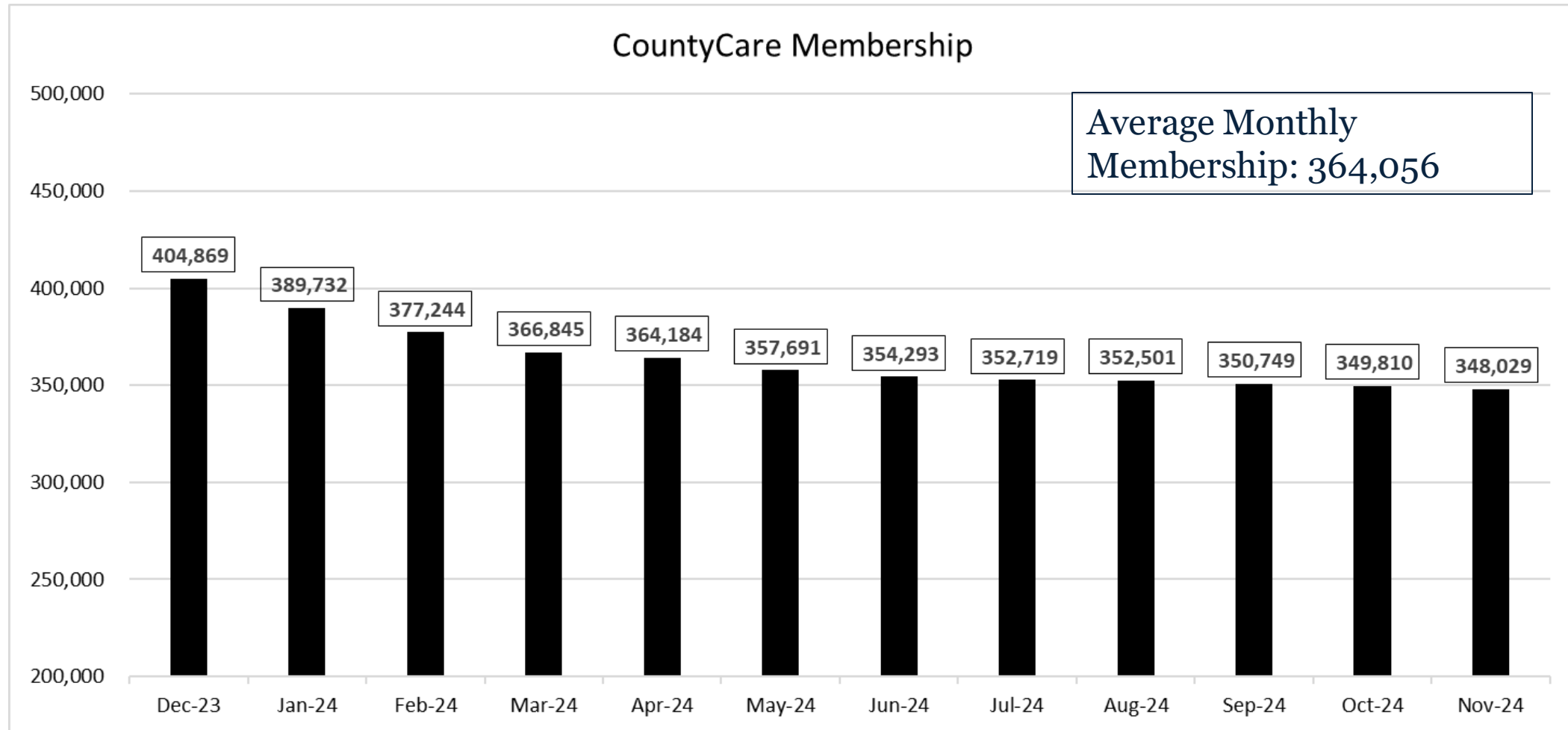


FY24 Health Plan Services: CountyCare

In millions	FY2023 Budget	FY2024 Proposed Budget	Variance	FY2023 Budgeted FTEs	FY2024 Proposed FTEs	Variance
Health Plan Services	\$2,650	\$2,528	\$(122)	444	436	(8)

- Projected membership to decline due to redetermination resumption and annual State assessment of auto assignment; reduction in auto assignments to 35%
- Average membership per month is estimated to average 364,056 a month
- Revenue per member per month expected to increase 3% in line with prior year trends
- Medical Loss Ratio is estimated to be 92.2%, consistent with prior year trends
- CountyCare CCH expense is projected to be consistent with current trend
- 8 vacant FTEs removed and reclassified to Health System Admin (HSA) for pending needs of the Health System

FY2024 Membership Projections: CountyCare



FY2024 Proposed Health Plan Services Financial Summary

(in millions)

	ACA Adult	FHP	SPD	MLTSS/ LTSS/IMD	SNC	TOTAL
Projected 2024 Membership	91,564	228,993	27,135	8,280	8,084	364,056
CountyCare PMPM Revenue	\$722	\$787	\$740	\$299	\$94	\$2,642
Medical Expense (CCH)	\$47	\$26	\$38	\$3	\$.27	\$114
Medical Expense (Network)	\$634	\$722	\$669	\$274	\$80	\$2,379
Administrative Expense	\$41	\$38	\$33	\$22	\$14	\$148
Total CountyCare Expenses	\$722	\$787	\$740	\$299	\$94	\$2,642
Health Plan Net Income (Loss)	\$0	\$0	\$0	\$0	\$0	\$0
Total CCH Contribution	\$47	\$26	\$38	\$3	\$.27	\$114



FY2024 BUDGET CALENDAR

- **May 2 – 8, 2023** **Budget Training**
- **May 2 - 26, 2023** **Department Budget Preparation**
- **May 26, 2023** **Deadline Budget Submissions**
- **May 30 - June 16, 2023** **Department Review Meetings**

- **June 19 – July 7** **Roll up and Review**
 Prioritization of Requests
 Circle back to Depts for Final Changes
 Final Executive Leadership Approval

- **July 13** **Deadline Budget Submission to County**

- **August 17,2023** **CCH Finance Committee – FY2023 Budget Consideration**

- **August 25,2023** **CCH Budget Vote- Request for Approval**

Appendix: Acronyms

- 340B – federal drug pricing control program
- ACA – Affordable Care Act
- ACHN – Ambulatory and Community Health Network of Cook County (CCH Outpatient Services)
- BIPA – Benefits Improvement and Protection Act (in terms of revenue source)
- CORE – Ruth M. Rothstein CORE Center of Cook County
- DSH – Disproportionate Share Hospital (in terms of revenue source)
- DNFB – Discharged Not Final Billed
- FMAP – Federal Medical Assistance Percentage
- FMLA – Family Medical Leave Act
- FTE – Full Time-Equivalent Employee
- GME – Graduate Medical Education (in terms of revenue source)
- IBNR – Incurred But Not Received
- JTDC – Juvenile Temporary Detention Center
- MBE/WBE – Minority and Women-Owned Business Enterprise
- MCO – Managed Care Organization
- MLR – Medical Loss Ratio
- PMPM – Per Member Per Month



Questions?



COOK COUNTY
HEALTH