

Minutes of the meeting of the Audit and Compliance Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, February 21, 2020 at the hour of 9:00 A.M. at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chair Koetting called the meeting to order.

Present: Chair Mike Koetting and Directors Ada Mary Gugenheim; Robert G. Reiter, Jr.; and Layla P. Suleiman Gonzalez, PhD, JD (4)

Telephonically

Present: Director Hon. Dr. Dennis Deer, LCPC, CCFC (1) and Gerald Bauman (Non-Director Member)

Absent: None (0)

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer  
Cathy Bodnar – Chief Corporate Compliance and Privacy Officer  
Debra D. Carey – Interim Chief Executive Officer  
Jeff McCutchan – General Counsel  
Barbara Pryor – Chief Human Resources Officer  
Deborah Santana – Secretary to the Board  
Tom Schroeder – Director of Internal Audit

Mark Shipman – Information Security Officer  
Robert Sumter, PhD – Interim Deputy Chief Executive Officer, Operations and Chief Information Officer  
Dianne Willard – CCH Compliance Officer  
Shirley Williams – Assistant Coding Manager

Director Reiter, seconded by Director Gugenheim, moved to allow Director Deer to telephonically participate in the meeting as a voting member. THE MOTION CARRIED UNANIMOUSLY.

## **II. Public Speakers**

Chair Koetting asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

## **III. Report from Chief Corporate Compliance and Privacy Officer** (Attachment #1)

### **A. Report on External Coding Audit**

Cathy Bodnar, Chief Corporate Compliance and Privacy Officer, and Dianne Willard, CCH Compliance Officer, provided an overview of the information contained in the Report. The Committee reviewed and discussed the information.

The Report included information on the following subjects:

- External Coding Audit Results
- Actions in Response to Results

### **III. Report from Chief Corporate Compliance and Privacy Officer**

#### **A. Report on External Coding Audit (continued)**

During the review of the information regarding internal workforce coders, Director Reiter inquired regarding staffing levels; he asked whether Cook County Health (CCH) is appropriately staffed, based on industry standards for coders. Ms. Bodnar responded that she will provide that information.

The Committee discussed the subject of the recruitment of coders. Shirley Williams, Assistant Coding Manager, noted that CCH has been trying to fill the two (2) vacant coder positions for the past two (2) years. Barbara Pryor, Chief Human Resources Officer, provided additional information. Coders are highly sought after and typically work remotely. Although CCH has a telework policy, in order for internal CCH coders to work remotely, metrics need to be established to measure the productivity for these positions, which are highly unionized. They will continue to discuss this subject; she hopes that a decision will be reached soon.

### **IV. Recommendations, Discussion/Information Items**

#### **A. Report on Revenue Cycle Optimization (Attachment #2)**

Ekerete Akpan, Chief Financial Officer, and Robert Sumter, PhD, Interim Deputy Chief Executive Officer of Operations and Chief Information Officer, provided an overview of the Report on Revenue Cycle Optimization. The Committee reviewed and discussed the information.

The Report included information on the following subjects:

- Overview of the Revenue Cycle
- Healthcare Financial Management Association (HFMA) – The Revenue Cycle
- CCH Revenue Cycle Journey, Successes and Challenges
- Revenue Cycle Lookback
- The Journey – Successes and Challenges
- Cerner Patient Accounting Project Status
- Program Governance
- Committee Details and Objectives
- CCH Financial Metrics (as of January 2020)
- Patient Access Status – People, Process, Technology
- Pre-Service in Perspective
- The Revenue Cycle Program: Scheduling, Pre-Registration, Pre-Certification (Authorization)
- Time of Service Status – People, Process, Technology
- Time-of-Service in Perspective
- The Revenue Cycle Program: Patient Arrival, Validation and Activation, and Documentation and Revenue Recognition
- Post-Service Status – People, Process, Technology
- Post-Service in Perspective
- The Revenue Cycle Program: Claim and Remit Processing, Denials Management, and Payer Payment Analysis
- Next Steps and Discussion
- Optum Charge Description Master (CDM) Services and Software
- What to Expect by March 20<sup>th</sup>

**V. Action Items**

**A. Minutes of the Audit and Compliance Committee Meeting, December 12, 2019**

Director Gugenheim, seconded by Director Suleiman Gonzalez, moved to accept the minutes of the Audit and Compliance Committee Meeting of December 12, 2019.  
THE MOTION CARRIED UNANIMOUSLY.

**B. Any items listed under Sections V and VI**

**VI. Closed Meeting Items**

**A. Report from Director of Internal Audit**

**B. Discussion of Personnel Matters**

Director Reiter, seconded by Director Gugenheim, 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,” 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 was taken, the votes of yeas and nays being as follows:

Yeas: Chair Koetting and Directors Deer, Gugenheim, Reiter and Suleiman Gonzalez (5)

Nays: None (0)

Absent: None (0)

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

Chair Koetting declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

**VII. Adjourn**

As the agenda was exhausted, Chair Koetting declared the meeting ADJOURNED.

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

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Mike Koetting, Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Requests/Follow-up:

Request: Information was requested regarding whether CCH is appropriately staffed for coders, based on industry standards. Page 2