

CCH Finance Committee Meeting January 2020

Ekerete Akpan, Chief Financial Officer

January 23, 2020



COOK COUNTY
HEALTH

Agenda

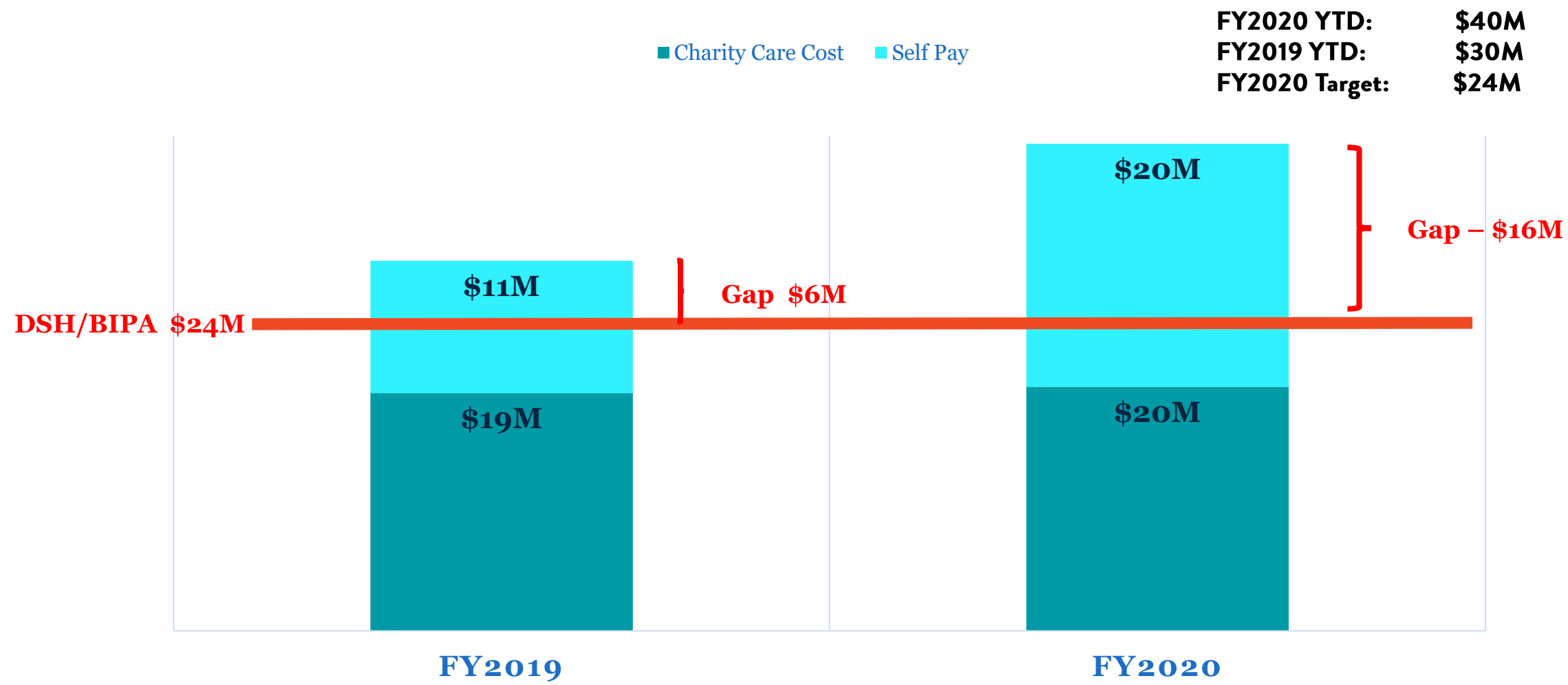
1. **FY2020 System-wide observations & Stats**
 - a. **Charity Care Charges Vs DSH/BIPA as of Dec-2019**
 - b. **Revenue Cycle metrics as of Dec-2019**
2. **Preliminary FY2019 Budget/ “Modified Cash Basis” Financial Statement**
 - a. **Financials and Observations**
3. **FY 2019 – Preliminary Systemwide reports & stats**
 - a. **Total Charges**
 - b. **Total collections**
 - c. **CCH Provider of Cere – observations and operational**
 - d. **Correctional Health Service Stats**
 - e. **Cook County Department of Public Health Stats**
4. **Appendix – FY 2019 System-wide volumes/stats**

FY 2020 - Systems-wide Observations, and Revenue Cycle Metrics



COOK COUNTY
HEALTH

FY 2020 - Charity Care & Self Pay Cost vs. DSH/BIPA funding as of end Dec-2019



FY2020 - Revenue Cycle Metrics as of end Dec-2019

Metric	Average FYTD 2019	Average FYTD 2020	Dec-19	CCH Benchmark /Targets	Some Industry Targets
Average Days in Accounts Receivable <i>(lower is better)</i>	97	88	88	45.85 – 54.9*	47.8**
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	8	8	7	5*
Claims Initial Denials Percentage <i>(lower is better)</i>	20%	20%	20%	20%	5-10%***

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.

* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014

** *(Best Practice Target)*-Source HFMA Key Hospital Statistics and Ratio Medians, December 2018 47.8 days

****(Best Practice Target)*-American Academy of Family Physicians, 5-10% industry average



FY 2019 - Systems-wide Budget / “Modified Cash-Basis” Preliminary Report



COOK COUNTY
HEALTH

FY 2019 - Preliminary - “Modified Cash-Basis” Report

CCHHS - Draft FY2019 Budget vs Actual (on the Modified Cash basis) in Millions

	Budget	Actuals	\$Variance	%Variance	Encumb	Totals	\$Variance	%Variance
Revenues	\$ 2,690.40	\$ 2,523.60	\$ (166.80)	-6.20%	\$	2,523.60	(166.80)	-6.20%
Expenses	\$ 2,689.40	\$ 3,007.10	\$ (317.70)	-11.80%	29.5	3,036.60	-347.2	-12.90%
	\$ 1.00	\$ (483.50)	\$ (484.50)		\$29.50	(513.00)	(514.00)	

CCHHS FY 2019 Cash Deficit vs Budget – Major items

Revenue Deficit Total - Actual \$2.44B vs \$2.6B budgeted Negative 167M /6%

1. 25K less Countycare membership over \$100M less Revenue and late state payments \$66M

Expense Deficit Total - Actual \$3B vs \$2.7B budgeted Negative ~ 317M /12%

1. Lower than anticipated internal capture of CountyCare thus increased External Claims payout ~\$100M
2. FY2018 Payments in FY2019 appropriation ~\$200M
3. One-time strategic decision to payout Cash PMPM receipts to reduced CountyCare “Days in Payable” to under 90 days but with a negative impact on FY2019 modified cash basis results

FY 2019 - Systems-wide Preliminary Reports and Statistics



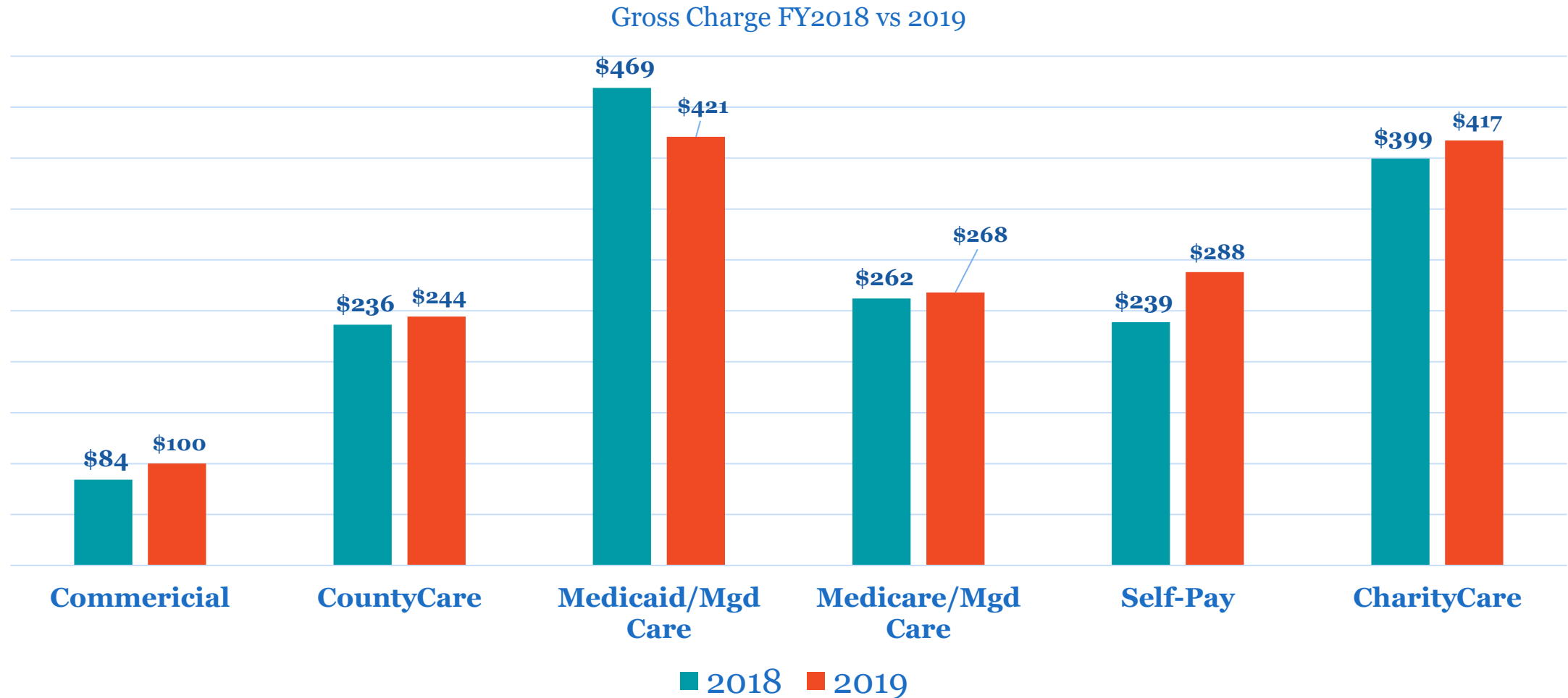
COOK COUNTY
HEALTH

FY 2019 - Preliminary Results - Gross Charges

	2018	2019	2019v2018	2019v2018 %tage
Commercial	\$ 84.18	\$ 100.18	\$ 16.00	19.0%
CountyCare	\$ 236.42	\$ 244.38	\$ 7.96	3.4%
Medicaid	\$ 241.67	\$ 204.84	\$ (36.84)	-15.2%
Medicaid Mgd Care	\$ 227.04	\$ 215.95	\$ (11.09)	-4.9%
Medicare	\$ 196.57	\$ 190.83	\$ (5.75)	-2.9%
Medicare Mgd Care	\$ 65.74	\$ 77.09	\$ 11.34	17.3%
Self-Pay	\$ 238.85	\$ 287.98	\$ 49.12	20.6%
CharityCare	\$ 399.49	\$ 417.21	\$ 17.72	4.4%
Grand Total	\$1,689.97	\$1,738.45	\$ 48.47	2.9%

	2018	2019	2019v2018	2019v2018 %tage
Aggregate View	2018	2019	2019v2018	%tage
Charges with Reimb. Potential	\$1,051.63	\$1,033.26	\$ (18.37)	-1.7%
Charges with No /Low Reimb. Potential	\$638.34	\$705.18	\$ 66.84	10.5%
Total	\$1,689.97	\$1,738.45	\$ 48.47	2.9%

FY 2019 Preliminary Results - Gross Charges



FY 2019 Preliminary Results - Cash Collections

Fiscal Year	Amount	Growth	Growth%tage
2017	\$ 363.28		
2018	\$ 382.51	\$ 19.24	5.3%
2019	\$ 409.21	\$ 26.70	7.0%



Provider of Care Services Financial and Operational Statistics

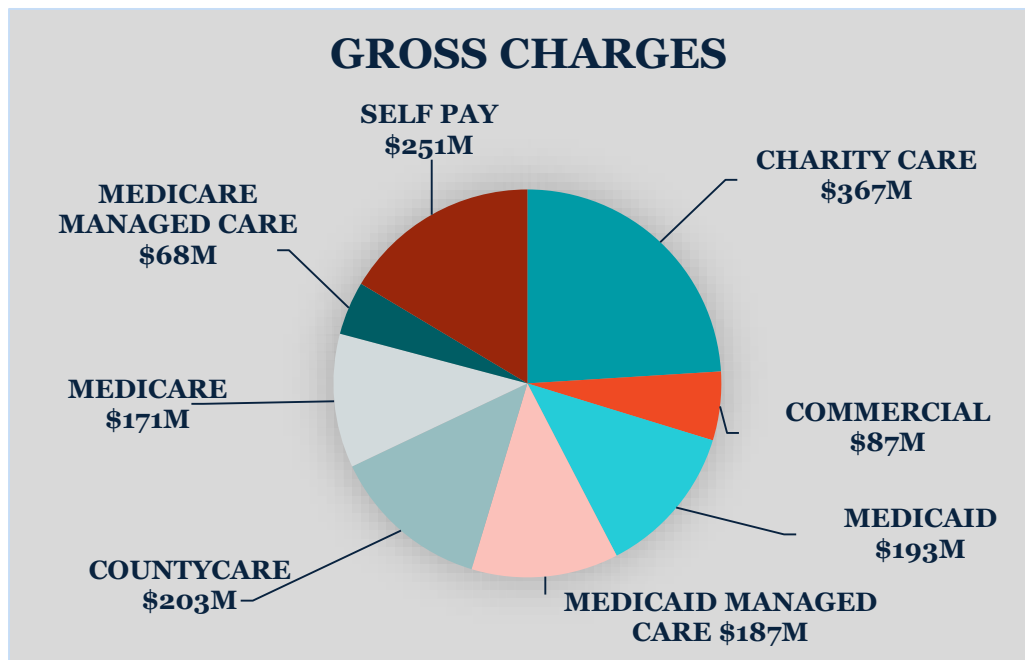


COOK COUNTY
HEALTH

Clinical Activity Observations

- Primary Care visits are up by 10% versus FY18, and up 5% versus FY19 target
- Specialty Care visits are up by 9% versus FY18 up 3% versus FY19 target
- Surgical Cases are down by 4% versus FY18, and down 9% versus FY19 target
- Inpatient Discharges are down 1% versus FY18
- Length of Stay is up 1% versus FY18, and up 1% versus FY19 target
- Emergency Department visits are down 2% versus FY18
- Deliveries are up by 6% versus FY18, and down 5% versus FY19 target
- Case Mix Index is up by 6% versus FY2018

Stroger Operations Overview for the Twelve Months ending November 2019



Comments:

- Sustained growth primary and specialty care provider exceeding FY2019 targets
- Targeted efforts to improve surgical volumes is ongoing, focused on improving throughput and expediting equipment purchases
- Focused efforts on reviewing observation days
- Focused efforts on reviewing long stay admissions

Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Inpatient Discharges	17,317	17,592	17,575	-2%	0% from FY2018
- Long Stay Admissions	3,667	3,564	3,569	3%	0% from FY2018
- One Day Admissions	988	996	991	-1%	0% from FY2018
Inpatient Days	89,267	86,352	87,315	3%	0% from FY2018
Observation Discharges	10,369	10,284	10,325	1%	0% from FY2018
Observation Days (Observation Discharge)	20,427	18,792	19,881	9%	0% from FY2018
Avg LOS (Inpatient Discharge)	6	---	5.6	---	0% from FY2018
Average Daily Census (Inpatient & Observation)	301	295	293.7	2%	0% from FY2018
Surgical Cases	12,257	12,972	12,315	-6%	6% increase from FY2018
Procedures (CPTs)	---	---	---	---	---
Radiology Tests	42,760	---	42,075	---	no target, contingent on volumes
Deliveries	1,041	1,092	986	-5%	11% increase from FY2018

Emergency- FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Emergency Visits (includes LWBS & Trauma)	118,368	118,635	119,976	0%	0% from FY2018
Adult Emergency Visits	98,395	100,259	100,263	-2%	0% from FY2018
Peds Emergency Visits	6,765	6,865	6,861	-1%	0% from FY2018
Trauma Visits	6,956	6,712	6,712	4%	0% from FY2018
LWBS	6,252	4,799	6,140	30%	<4%, final LWBS= 5.3%
Radiology Tests	99,734	---	100,177	---	no target, contingent on volumes

Outpatient Clinic- FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Total Registrations*	587,401	562,032	542,564	5%	5% increase from FY2018
Total Provider Visits*	360,028	343,428	334,265	5%	5% increase from FY2018

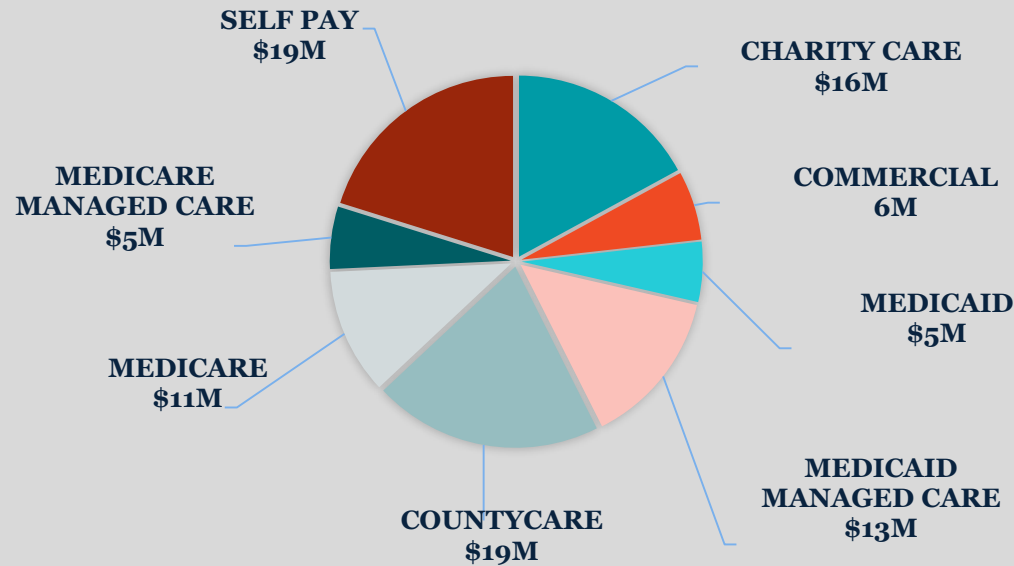
Specialty/Diagnostic/Procedure Provider Visits					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Austin (AH)	5,394	5,676	5,427	-5%	5% increase from FY2018
Core Specialty	9,686	10,464	10,057	-7%	5% increase from FY2018
Hospital - Based	20,380	20,628	20,427	-1%	5% increase from FY2018
Specialty Care / Fantus / Professional Bldg	252,224	240,768	235,448	5%	5% increase from FY2018
Total	287,684	277,536	271,359	4%	5% increase from FY2018

Primary Care Provider Visits					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Core	13,474	13,824	13,229	-3%	5% increase from FY2018
Core Peds	570	588	561	-3%	5% increase from FY2018
GMC	52,429	46,980	44,811	12%	5% increase from FY2018
Peds	4,879	4,500	4,305	8%	5% increase from FY2018
Total	71,352	65,892	62,906	8%	5% increase from FY2018



Provident Operations Overview for the Twelve Months ending November 2019

GROSS CHARGES



Comments:

- Sustained growth in primary care and specialty care provider visits exceeding FY2019 targets
- Leadership reviewing left without being seen in Emergency Dept.
- Leadership reviewing observation stays.
- Sustained growth of ambulatory activity at Sengstacke



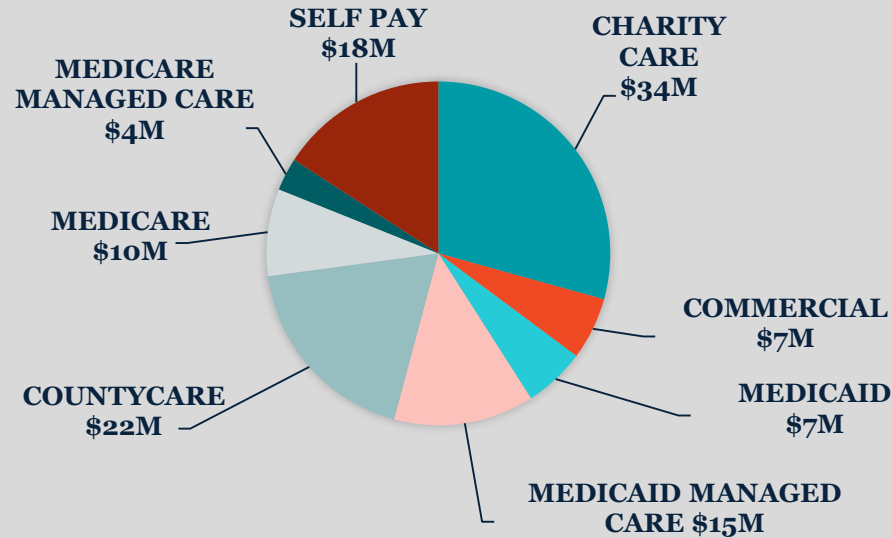
COOK COUNTY
HEALTH

Inpatient/Observation-FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Inpatient Discharges	562	588	569	-4%	0% from FY2018
- Long Stay Admissions	114	120	123	-5%	0% from FY2018
- One Day Admissions	36	36	37	0%	0% from FY2018
Inpatient Days	3,397	3,000	3,104	13%	0% from FY2018
Observation Discharges	730	624	646	17%	0% from FY2018
Observation Days (Observation Discharge)	1,636	1,236	1,339	32%	0% from FY2018
Avg LOS (Inpatient Discharge)	6	---	5.9	---	0% from FY2018
Average Daily Census (Inpatient & Observation)	14	12	12.2	13%	0% from FY2018
Surgical Cases	2,248	3,636	2,796	-38%	30% increase from FY2018
Procedures (CPTs)	---	---	---	---	---
Radiology Tests	442	---	304	---	no target, contingent on volumes
Emergency- FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Emergency Visits (including LWBS)	29,994	31,944	30,971	-6%	6% increase from FY2018
Adult Emergency Visits	26,590	28,860	27,232	-8%	6% increase from FY2018
Peds Emergency Visits	1,476	1,776	1,667	-17%	6% increase from FY2018
LWBS	1,928	1,308	2,072	47%	<4%, LWBS=6.4%
Radiology Tests	16,229	---	16,407	---	no target, contingent on volumes
Outpatient Clinic- FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Total Registrations	89,313	89,376	85,496	0%	5% increase from FY2018
Amb of Prov - Specialty/Diagnostic/Procedure Provider Visits	1,615	2,434	2,343	-34%	5% increase from FY2018
Sengstacke - Specialty/Diagnostic/Procedure Provider Visits	36,614	33,414	32,617	10%	5% increase from FY2018
Sengstacke Primary	17,132	16,740	16,056	2%	5% increase from FY2018
Sengstacke Primary Peds	888	756	720	17%	5% increase from FY2018
Radiology Tests	10,240	---	11,162	---	5% increase from FY2018

Source: Charge Report & Business Intelligence

ACHN Operations Overview for the Twelve Months ending November 2019

GROSS CHARGES



Comments :

- Sustained growth trends in Primary care and Specialty care provider visits exceeding FY2019 targets
- Leadership continues to focus on initiatives including patient access and increasing specialty care availability at clinics

CCHC Total- FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Total Registrations	291,619	263,076	251,677	11%	5% increase from FY2018
Total Provider Visits	187,575	178,020	170,771	5%	5% increase from FY2018
CCHC Primary- FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Arlington Heights (AR)/Vista (VH)	13,536	11,772	11,471	15%	5% increase from FY2018
Austin (AH)	13,574	13,584	12,987	0%	5% increase from FY2018
Child Advocacy	497	564	537	-12%	5% increase from FY2018
Cicero (CH)	11,378	11,484	10,990	-1%	5% increase from FY2018
Cottage Grove (CG)	10,312	10,008	9,564	3%	5% increase from FY2018
Englewood (EH)	14,706	12,636	12,132	16%	5% increase from FY2018
Logan Square (LS)	15,306	14,436	13,796	6%	5% increase from FY2018
Morton East (ME)	969	936	896	4%	5% increase from FY2018
Near South (NS)	15,274	15,156	14,556	1%	5% increase from FY2018
OFHC (OF)	16,944	15,612	15,016	9%	5% increase from FY2018
Prieto (PH)	19,206	17,556	16,817	9%	5% increase from FY2018
Robbins (RH)	11,329	10,428	9,991	9%	5% increase from FY2018
Woodlawn (WH)	11,784	10,656	10,185	11%	5% increase from FY2018
Total Primary Care Provider Visits	154,815	144,828	138,938	7%	5% increase from FY2018
CCHC Specialty/Diagnostic/Procedure - FYTD					
Measure	FY2019	FYTD Target	FY2018	Percent From Target	FY2019 Target Notes
Austin (AH) OBGYN	446	468	453	-5%	5% increase from FY2018
CDPH	12,935	---	---	---	5% increase from FY2018
Cicero (CH) Family Planning & OBGYN	824	1,032	985	-20%	5% increase from FY2018
Logan Square (LS) OBGYN	641	972	927	-34%	5% increase from FY2018
Morton East (ME) Psych & OBGYN	117	108	99	8%	5% increase from FY2018
OFHC (OF)	29,698	30,528	29,282	-3%	5% increase from FY2018
Oral Health (OH)	11,586	5,292	5,061	119%	5% increase from FY2018
Siegle Health Center (CCHHS)	410	---	44	---	5% increase from FY2018
Total Specialty Care Provider Visits	56,657	38,400	36,851	48%	5% increase from FY2018

*excludes Stroger Specialty Care, CORE, Stroger-Hospital Based Clinics, Sengstacke GMC & Psych, Austin Behavioral Health, and assuming all registrations are provider visits

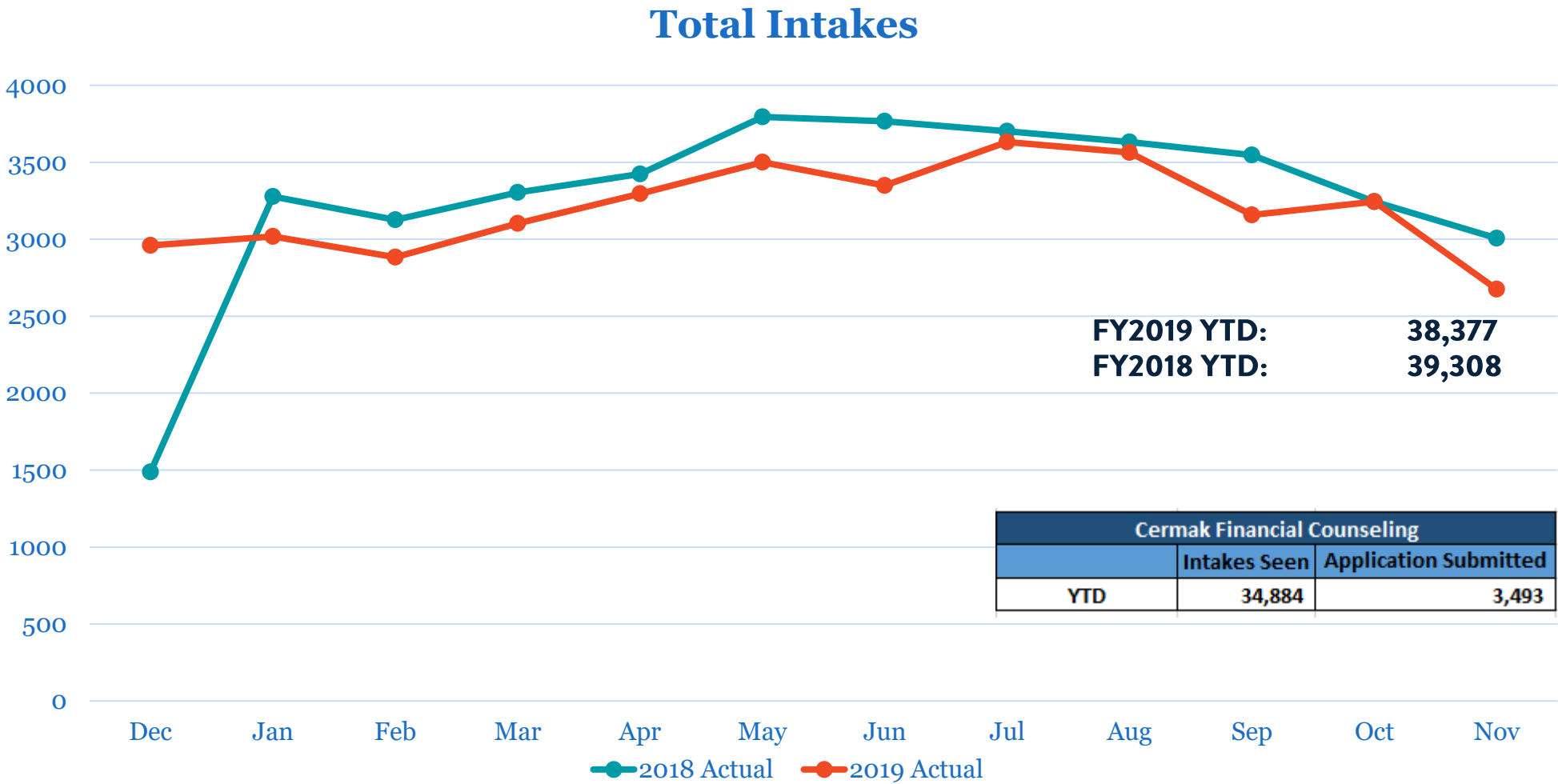


Correctional Health Services Operational Statistics



COOK COUNTY
HEALTH

Correctional Health Operation Overview for the Twelve Months ending November 2019



Comments:

- 91% of intakes are screened by financial counselling to ensure continuity of coverage

Cook County Dept. of Public Health

Operational Statistics



COOK COUNTY
HEALTH

CCDPH Operation Overview for the Twelve Months ending November 2019

Public Health	Program Title	Metric	YTD Thru Nov. 19	FY19 Target
	Integrated Health	Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	95%	85%
	Administration	Cost per county residents served	\$5.71	\$5.71
	Environmental Health	Cost per Inspection Efficiency	\$208.56	\$208.56
		Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint	100%	100%
	Communicable Diseases	Time from receipt of Chlamydia or gonorrhea report to field (days)	7	5
Lead Poisoning Prevention	Program Title	Metric	YTD Thru Nov. 19	FY19 Target
	Lead Poisoning Prevention	Percentage of cases with elevated blood levels visited within the timeline provided in protocols	53%	90%
		Percentage of cases with elevated blood lead levels who receive joint nursing visit and environmental risk assessment visit	44%	95%
TB Program	Program Title	Metric	YTD Thru Nov. 19	FY19 Target
	TB Program	Number of completed Direct Observation Treatments (DOT)	94%	91%

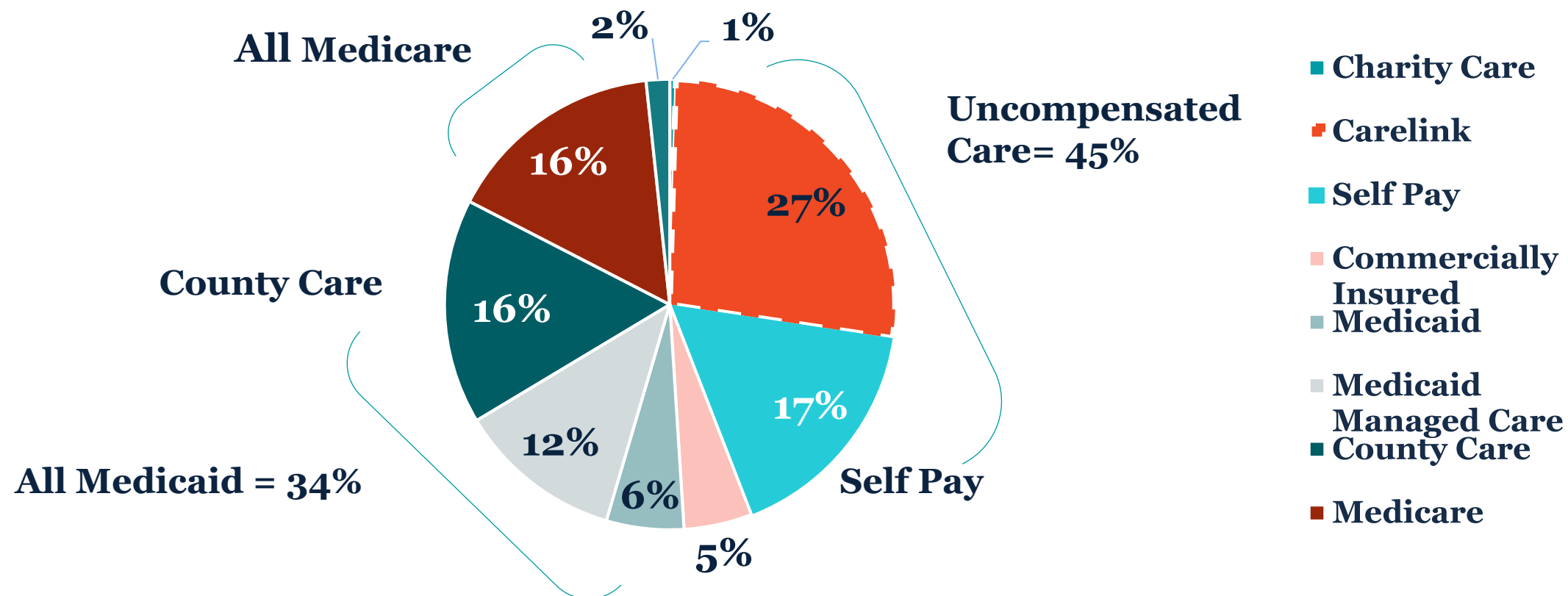


Appendix FY 2019 - System-wide Volumes / Stats

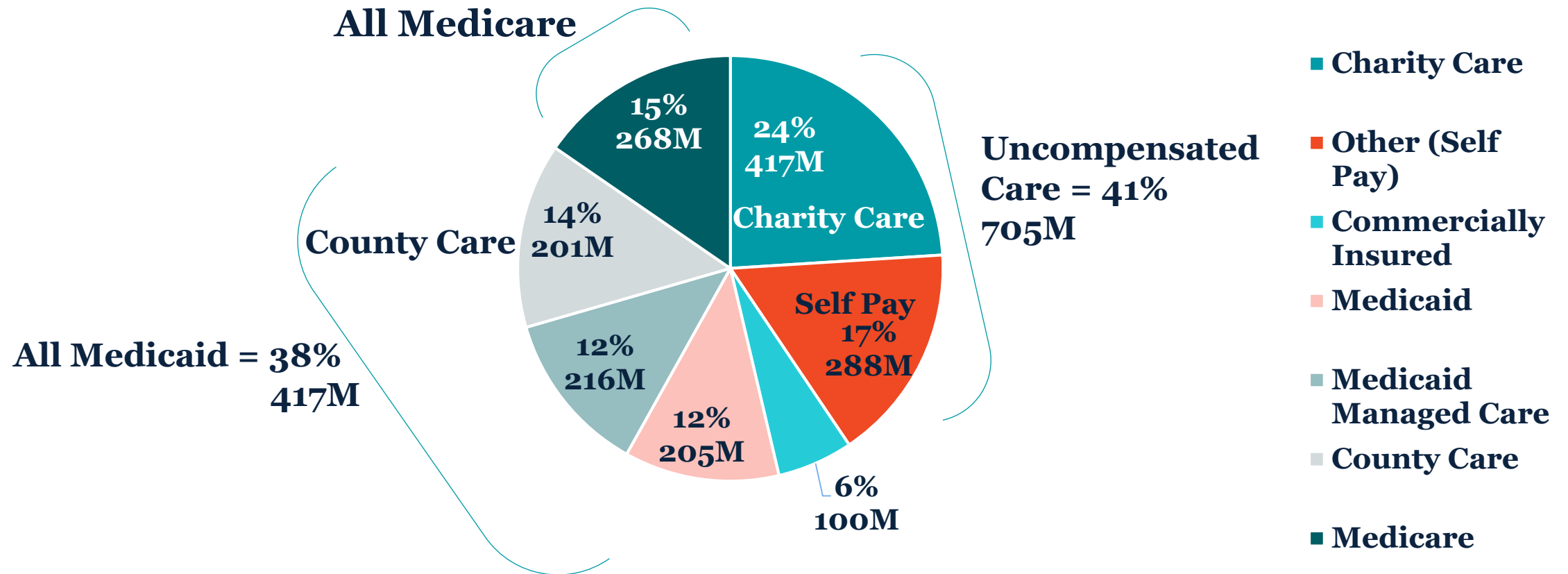


COOK COUNTY
HEALTH

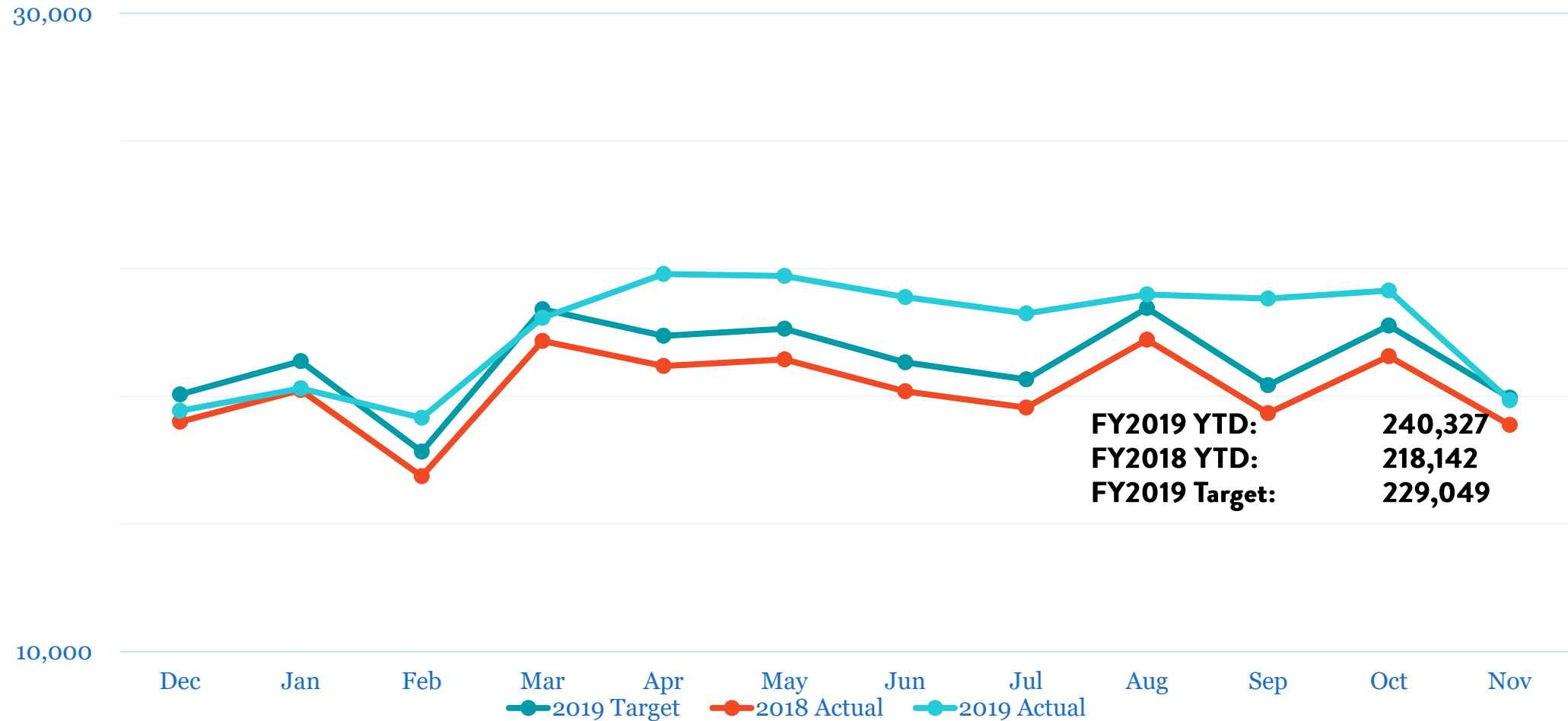
System Payor Mix By Visit as of November 2019



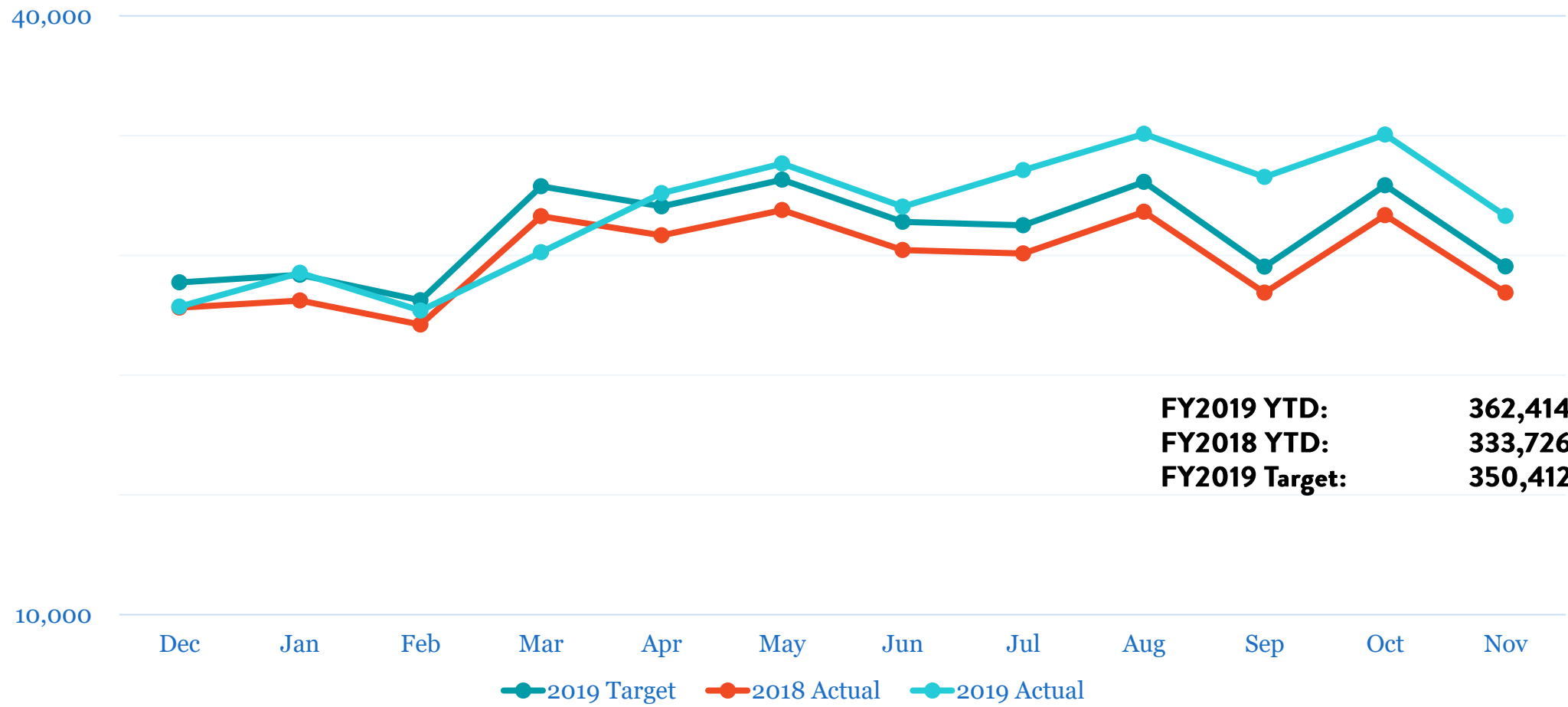
System Payor Mix By Charges as of November 2019



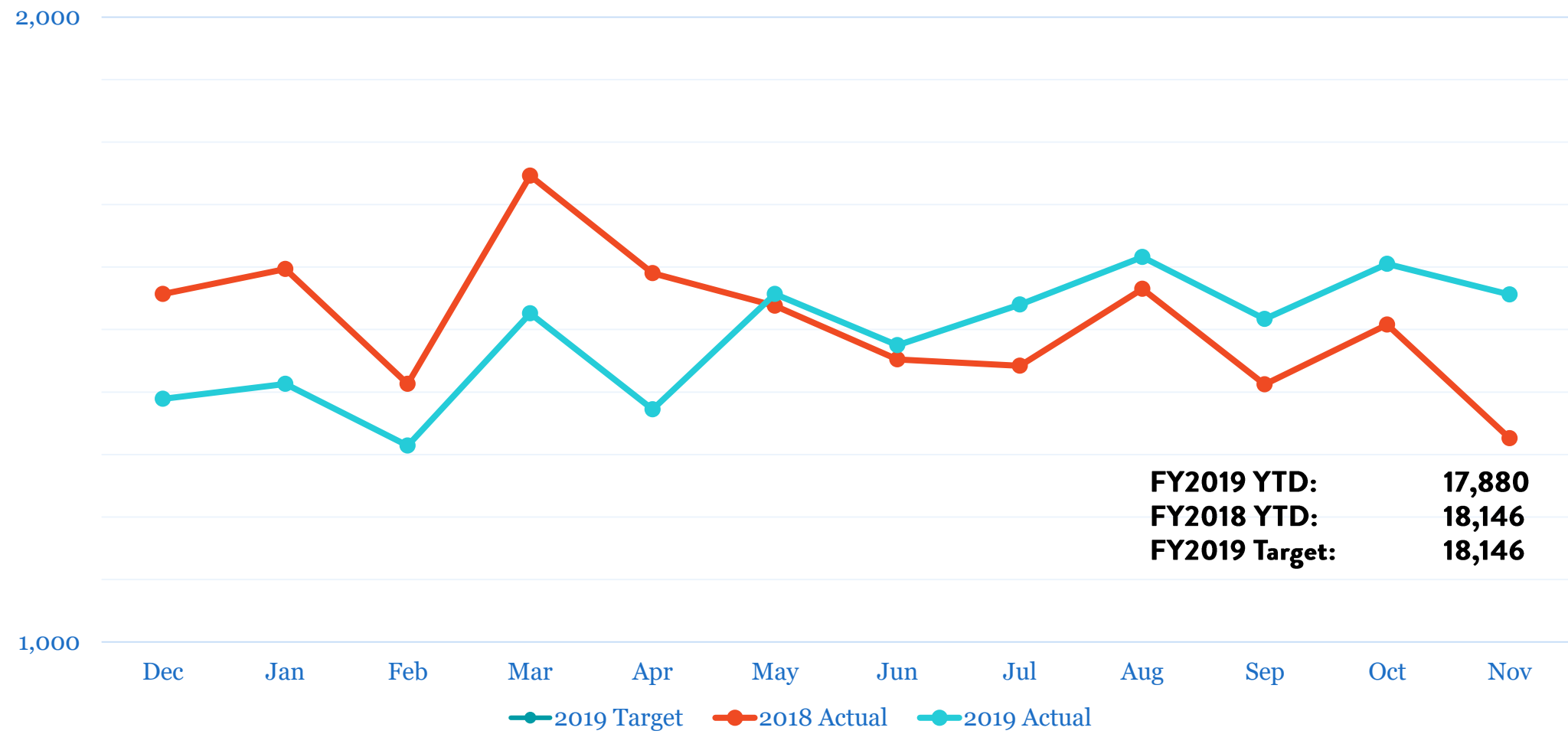
Primary Care Provider Visits



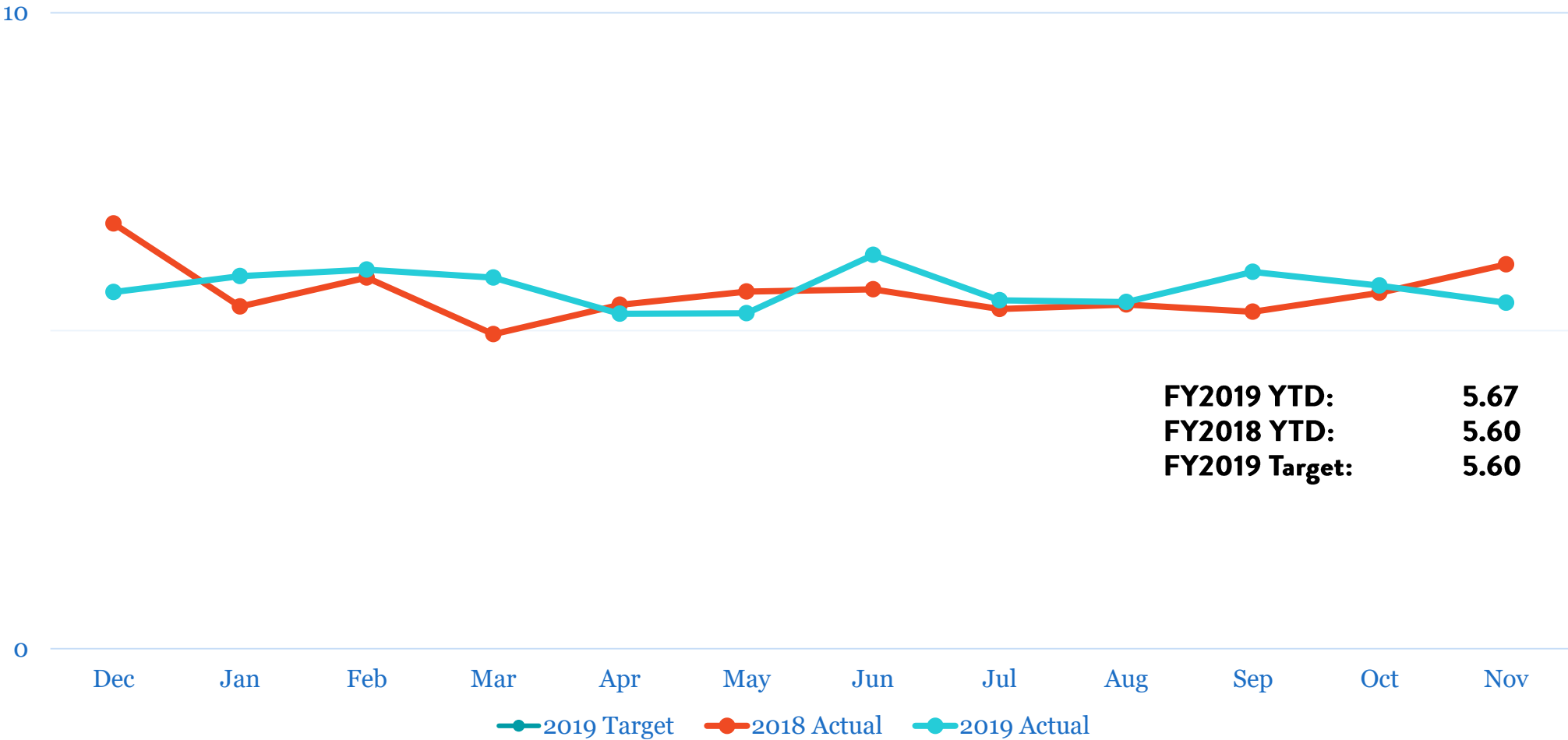
Specialty Care Provider Visits



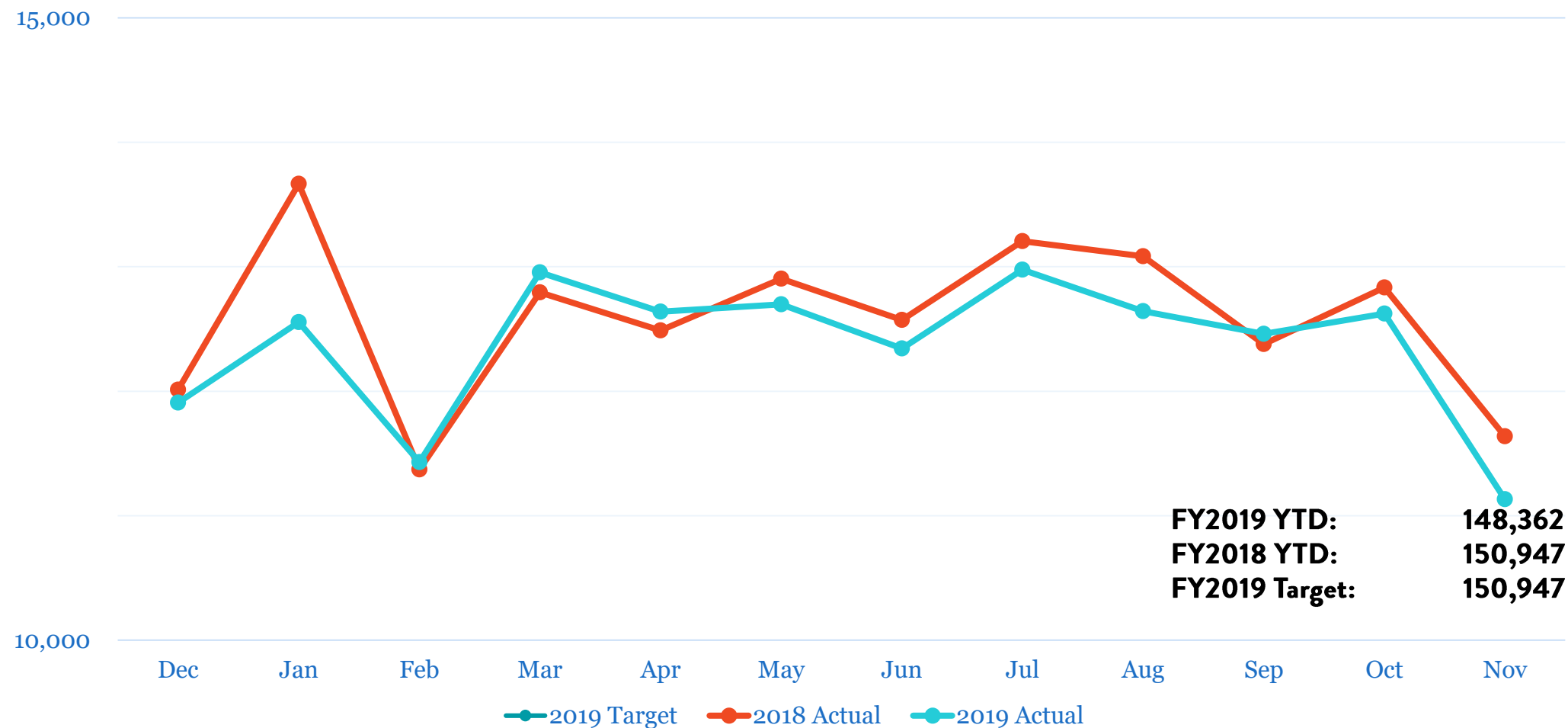
Total Inpatient Discharges



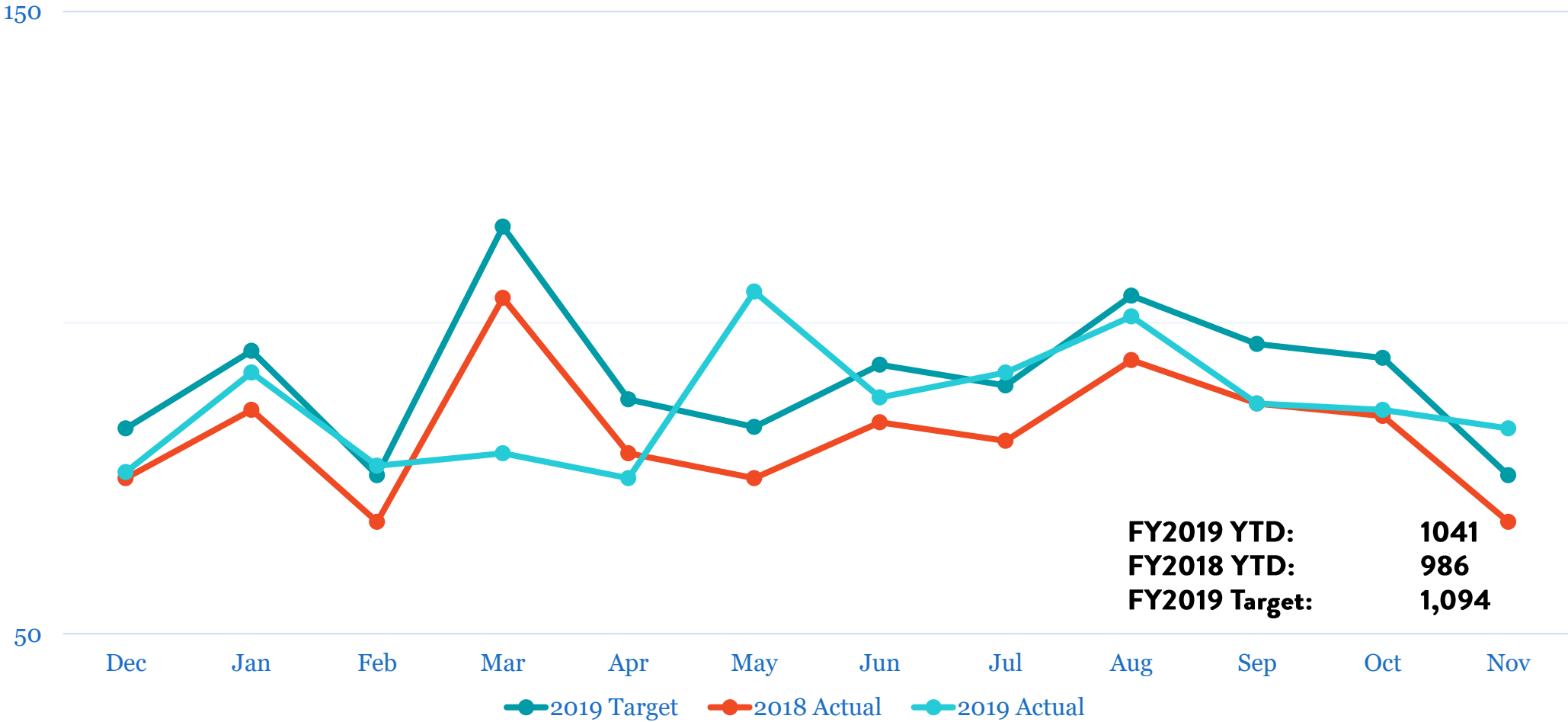
Average Length of Stay



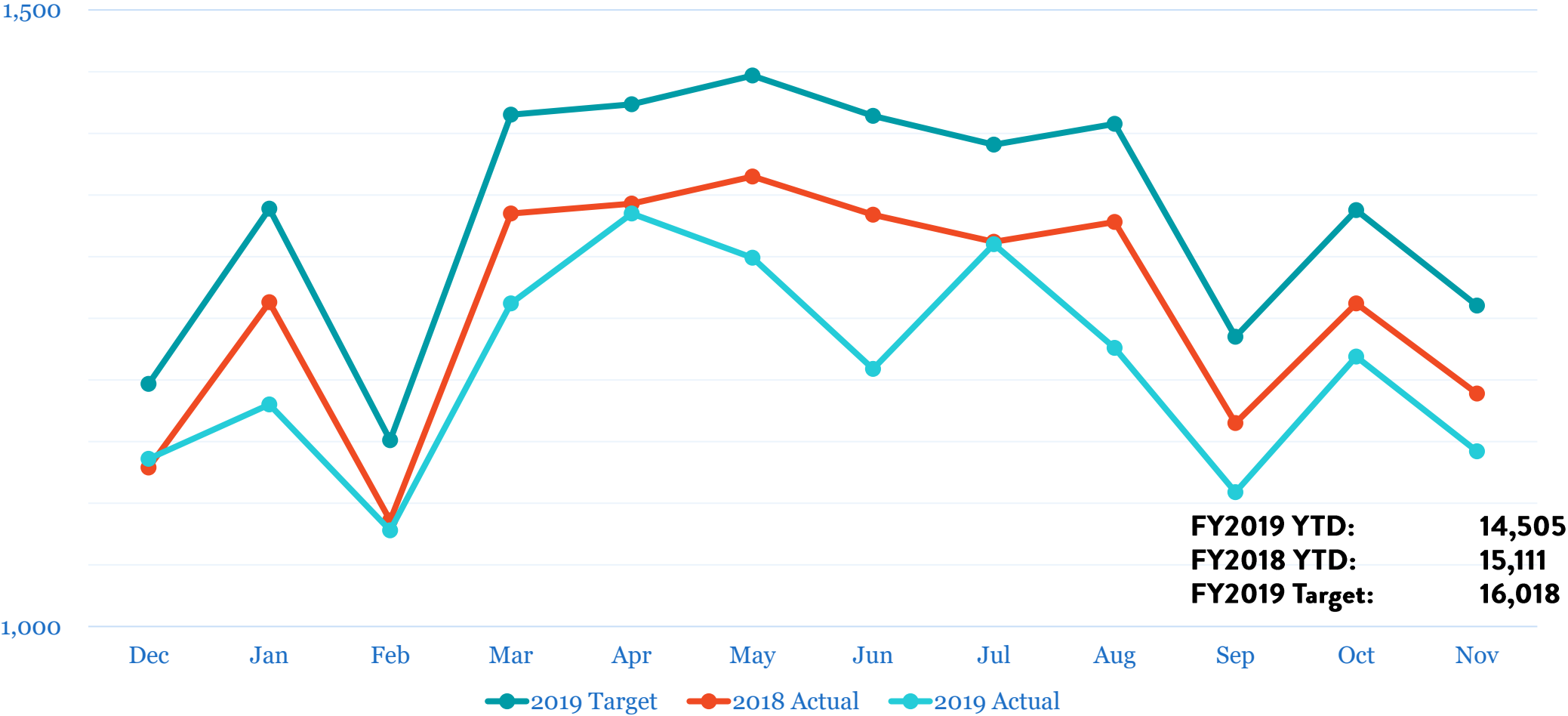
Total Emergency Room Visits



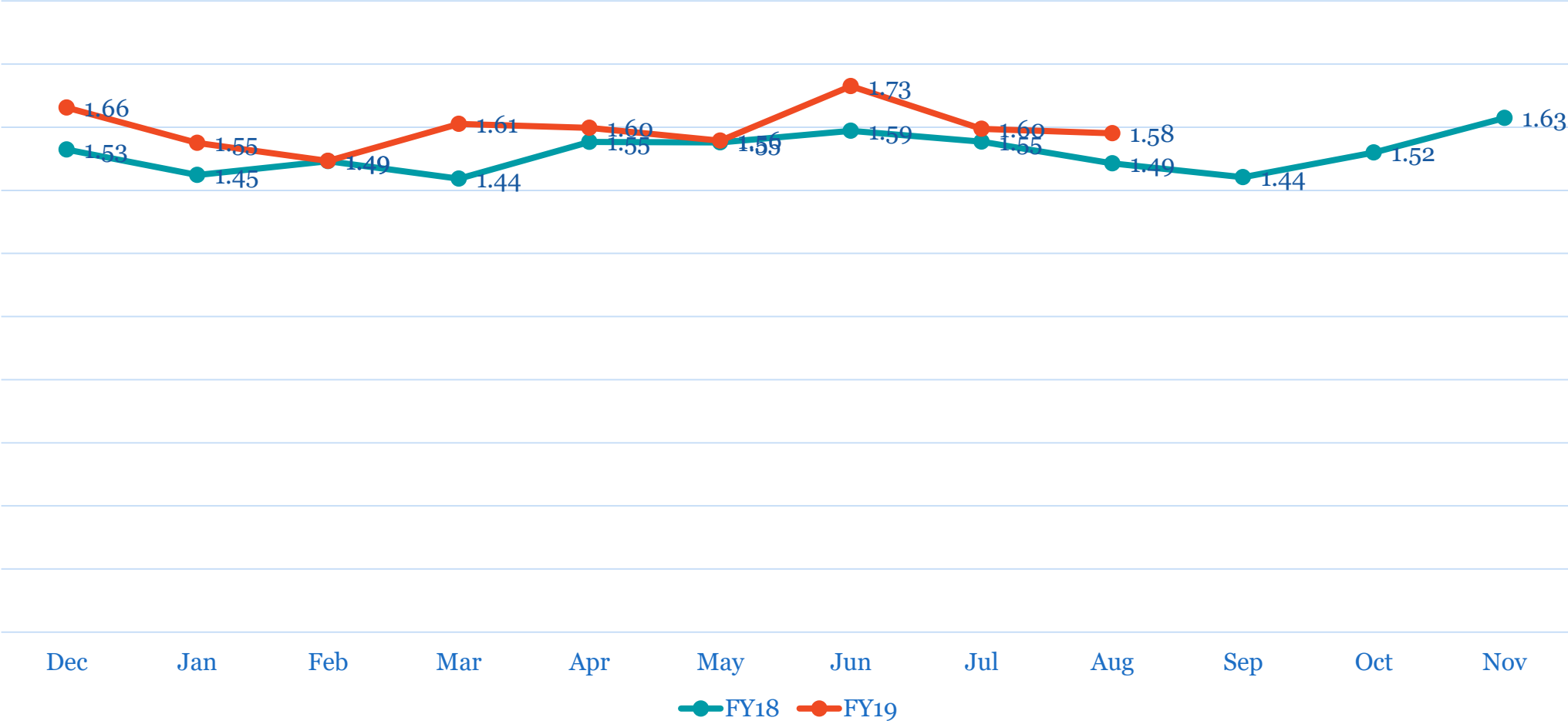
Total Deliveries



Total Surgical Cases



Case Mix Index



Questions?



COOK COUNTY
HEALTH