

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Lead Executive: Craig Williams, Chief Administrative Officer, Operations and Development
Reporting Period: December 2024
Report Date: January 15, 2025

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Over the past several weeks, several providers have undergone specialized training to support our new Birthday Screening Program, developed and delivered by experts in Breast Oncology, Urology, and OB-GYN. The training focused on:
 1. **Breast Health** – Providers were trained to perform focused breast histories and exams to enhance breast disease detection and ensure women, starting at age 40, undergo regular mammography screenings every other year, even if they show no symptoms.
 2. **Prostate Screening** – Training was provided on conducting prostate cancer screenings, particularly for vulnerable populations (e.g., those with a family history or of Black ancestry). This included guidance on identifying signs and symptoms of prostate disease.
- These trained providers (Advanced Practice Providers) are stationed at five key ACHN sites (Belmont Cragin, North Riverside, GMC, Blue Island, Sengstacke), ensuring that patients enrolled in the Birthday Screening Program receive top-tier care, screening, and education.
- The Radiology team has expanded mammography screening to Saturdays to accommodate patients unable to attend weekday appointments, improving access for County residents and established CCH patients.
- The Quality team continues to follow up on Joint Commission compliance data for each finding and collaborates with operations leadership to address ongoing action plans related to the implementation and compliance of the self-management goal worksheet. Weekly rounding assignments are distributed to ACHN leadership, and clinic managers continue to conduct weekly audits related to Joint Commission findings to ensure continuous preparedness.



Health Equity, Community Health & Integration



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- In December 2024, the Patient Support Center handled 50,500 patient calls with an average response time under 54 seconds, and 4,500 nurse triage calls with an average response time of 54 seconds. This was a 15% increase in calls from last month after the Central Triage Unit expanded to add Sengstacke nurse calls.
- The Patient Support Center reduced the average post-hospital primary care wait time from over 30 days to under 17 days by scheduling across two shifts, maximizing schedule utilization, and increasing efforts to connect more patients with community primary care sites.
- Cook County Health continues its vaccination efforts for both the community and our patients. In December, the total number of individuals vaccinated for COVID-19 was 2,278 including 22 staff members, 813 non-CCH patients, and 1,443 CCH patients.
- All ACHN clinics are equipped to screen, test, and vaccinate community members. Additionally, the CORE Center administered 17 MPox vaccinations this month.
- This month, the Belmont Cragin New Arrival Health Center reported serving 33,366 unique patients to date. The CCH Mobile Care Coordination team registered 12,515 new arrival patients at the City of Chicago landing zone, with 50% receiving same-day medical screenings and care at the New Arrival Clinic. 7,591 were vaccinated with the Measles, Mumps, and Rubella (MMR) vaccine, and 5,572 with the chicken pox vaccine.
- The Mobile Care Coordination Team (MCCT) achieved a 61% vaccination rate for measles, mumps, and rubella (MMR) and a 45% vaccination rate for chickenpox (varicella). Through our partnership at the Landing Zone (new arrivals), ACHN successfully reduced outbreaks of MMR and chickenpox at city shelters.
- On December 19, 2024, the CCH Mobile Care Coordination Team wrapped up services at the Landing Zone as the city transitioned its shelters to the state's One Source initiative. By December 31, 2024, the team had also completed services at the remaining city shelters, which were similarly transferred to state management.
- In its debut year, Express Care successfully met the FY24 visit volume goal of 2,400 visits, with an average triage time of less than 30 seconds. In December, 16% of patients who visited the Express Care Clinic were triaged and resolved by a Registered Nurse without needing to see a provider. The operations team is working to expand weekend hours starting in February to increase access for patients when primary care is closed.
- The development of an Intake Center for Behavioral Health is ongoing. This center will serve as a centralized access point for all behavioral health services within CCH. A workflow has been developed and will be initially focus on psychiatry.
- CORE/Cook County HIV Integrated Programs (CCHIP) celebrated World AIDS Day with community awareness and testing events held throughout the Chicagoland area. The Executive Director of HIV Services received an award of appreciation on December 1st from Congressman Danny K. Davis for outstanding work and activism in the field of HIV/AIDS.



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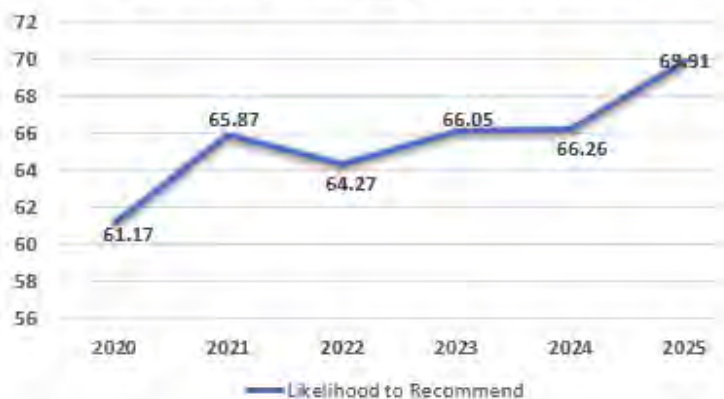
- In December, a total of 54 patients were re-engaged in ambulatory care after being lost to care for more than 12 months. The retention in care rate was 74%, with an undetectable viral load rate of 89%. Additionally, 130 individuals in the community received a rapid HIV test through targeted screening, and 4 newly diagnosed clients were successfully linked to care. New collaborations were established with Air Force Academy High School and the School of Opulence.
- The Women and Children’s Service Line has partnered with a vendor to provide 10 doulas at Stroger Hospital through a \$1M pilot program. This initiative offers free doula services for patients during pregnancy and postpartum, aiming to improve outcomes like fewer C-sections and better communication with healthcare teams.



Patient Experience

- ACHN's overall "Likelihood to Recommend" score increased this month, surpassing the 67.13% goal with a score of 69.91%, reflecting a 3.65% improvement from the previous month.

ACHN Patient Experience Score



- Specialty Care surpassed their goal of 67.55% this month, achieving a strong 70.15%. Additionally, top box scores have consistently been met since Q4, exceeding expectations.
- Primary Care exceeded its goal of 68.71%, achieving 70.23%. The majority of sites surpassed their individual targets, contributing to this improvement, which represents a 5% increase from the previous month.



Growth Innovation & Transformation

- Phase 1 of construction at the new Bronzeville clinic for the Psychiatry outpatient space has been completed. Over the next weeks, we will install furniture and computer equipment. We expect



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to start seeing patients beginning in March for Psychiatry with Family Medicine and Rehab Services in early April.

- CORE Medical Services revamped the medical fellow's clinic and launched a pilot project aimed at reducing no-show rates and enhancing the overall clinic experience for new patients seen by the fellows.
- CORE has been approved to launch a new service for FY25, focusing on HIV Anal Dysplasia. Providers will refer and screen high-risk patients for anal cancer. The CORE team has begun collaborating with project management, revenue cycle, and other departments to plan for implementation and the upcoming go live date.



Optimization, Systemization & Performance Improvement

- Revisions to the Psychiatry order in the electronic medical record were finalized, and an algorithm was developed to ensure appropriate referrals to various levels of care and help address patients waiting for psychiatry appointments.
- The CORE Executive Director continues to collaborate with CCH Human Resources and the Sponsored Programs Office on the transition of Hektoen-funded grants and staff. A total of 26 staff members transitioned from Hektoen to the third-party transitional vendor, Medix/CCH. Additionally, CCH received a Notice of Award from the Health Resources and Services Administration (HRSA) for the Part C Early Intervention, Community Testing, and Linkage to Care programs, as well as Notices of Award from CDPH for Ryan White Health Care Access, Ambulatory Care, and PrEP/Pre-Exposure Prophylaxis Prevention services.
- The Cancer Center Service Line team partnered with HIS to implement template and provider updates across the Oncology scheduling books, optimizing the scheduling process and reducing errors.
- The team also changed chemotherapy administration processes for some drugs from IV formulations to subcutaneous (Sub-Q) formulations, reducing patient chair time and the need for IV fluids. Moving forward, we will track cost savings and volume improvements resulting from this change.



Workforce: Talent and Teams

ACHN has 235 vacant positions: 8 Administrative Support Staff, 31 Clinicians/Physicians, 14 Management Positions, and 182 Clinical Support Staff. Of the 235, currently 169 roles are in recruitment (16 posted, 8



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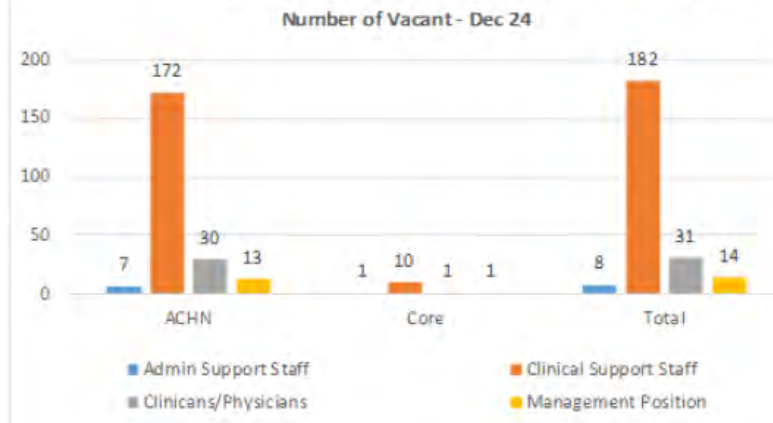
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pending, 42 validations in progress, 35 interviews underway, 49 decision-to-hire packets under review, 19 offers accepted, and 3 on hold).

Human Resources Recruitment

Vacant PID's by Role	Nov-24			Dec-24		
	ACHN	Core	Total	ACHN	Core	Total
Admin Support Staff	17	1	18	7	1	8
Clinical Support Staff	157	9	166	172	10	182
Clinicians/Physicians	30	2	32	30	1	31
Management Position	13	1	14	13	1	14
Total	217	13	230	222	13	235



Fiscal Resilience

- As of December 2024, ACHN is meeting expectations, having used 5% of the budgeted spending projections year-to-date.
- Primary Care: ACHN is above budgeted volumes for December by 4,845 visits and 23.9% above budget year-to-date totaling 25,077 visits in FY2025.
- Specialty Care: ACHN is above budgeted volumes for December by 6,764 visits and 33% above budgeted volumes year-to-date totaling 27,338 visits in FY2025.
- We have three non-personnel contracts valued at \$500,000 or more. Two of these contracts has expired, but amendments are in progress and there are no service gaps.



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Budget

Office / Program / Account	FY25 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4893 - Ambulatory & Community Health Network of Cook						
Grand Total	207,499,811	4,680,935	4,993,745	9,674,680	197,825,131	5%

Procurement

Non Agency Contracts				
Contract Number	Contract Name	Agreement Amount	Expiration	Notes
H17-25-064	Medspeed	\$3,843,844.06	11/30/2024	RFP and amendment in progress.
H18-25-037	Alivio	\$1,262,145.09	11/30/2024	RFP-Contract awarded.
H20-25-033	Chicago Lighthouse	\$6,220,000.00	2/28/2025	Amendment in progress.



DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: Kiran Joshi, MD, MPH, Interim Chief Operating Officer
Reporting Period: December, 2024
Report Date: January 2, 2025

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Cook County Department of Public Health (CCDPH) Nursing and Community Health Promoter (CHP) teams, in collaboration with County Care and the ACHN clinics, distributed free Flu and COVID vaccines in December. The nursing team administered 181 Flu vaccines and 226 COVID vaccines.
- The new Respiratory Disease Dashboard is now operational. Information on Influenza, COVID-19, and RSV is compiled into a weekly surveillance report that is distributed to our partners in the healthcare community, schools, community groups, and the public. Visit at <https://ccdphcd.shinyapps.io/respiratory/>.
- The Cottage Food Industry, or home-based food business, is expanding. CCDPH has been receiving 3-4 licensing applications a week and is carefully monitoring for food safety issues, as home-based food preparation needs to adhere to strict hygienic standards to prevent food-borne illnesses. Learn more about [cottage food operations HERE](#).
- The Community Immunization Program worked with Illinois Chapter - American Academy of Pediatrics (ICAAP) to develop a survey for distribution to healthcare partners. The survey will assess interest and readiness to participate in a quality improvement activity focused on increasing vaccine uptake.



Health Equity, Community Health & Integration

- The CCDPH Policy team is participating in meetings preparing for state implementation of the Medicaid 1115 waiver that expands access for low-income residents through CountyCare and municipal collaboration to advance health equity and healthcare access.
- CCDPH continued its ongoing promotional support of the “Every Mother, Every Child” initiative through [various media sources](#) and community outreach. The marketing campaign attracted 700 unique visitors, and the *Lawndale News* featured a story generated from the campaign which reached over 1,800 viewers.



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- CCDPH deployed the [Myth vs. Fact](#) Initiative. The team plans include ongoing marketing through various media sources and the initiative's dedicated webpage. In addition, the *Chicago Tribune* published an article highlighting CCDPH's free vaccine clinics and emphasizing the importance of public health departments on busting myths about the vaccine.
- CCDPH participated in the Cook County Safety Action Plan Steering Committee to develop a traffic safety plan that aims to reduce traffic-related injuries in high-risk communities by addressing the following statistics:
 1. Fatalities increased even though total crashes stayed relatively flat
 2. Deadly crashes surged 52% from 2018 to 2022
 3. Fatalities for Black residents are twice that of White residents
 4. Bike and pedestrian crashes comprise 2% of all crashes, but make up 23% of fatal and serious injury crashes
- CCDPH hosted a kickoff meeting for WePlan 2030, the Community Health Assessment/Community Health Improvement Plan for Suburban Cook County. The steering committee consists of partners including community-based organizations and Cook County agencies. The steering committee reviewed the planning process, roles and responsibilities, and discussed how health equity principles could be integrated.



Fiscal Resilience

- The 2025 Fiscal Year budget was published at \$24.1M, denoting a \$2.1M increase from last year.

Human Resources Recruitment

As of January 2, 2025, CCDPH has – 16 vacant positions to date (actively recruited) - 4 Requests to Hire (RTH) are awaiting budget approval or to be posted/reposted. The remaining positions are being actively recruited (see table below).



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

FY25 metrics Snapshot, as of January 2, 2025

RTHs Submitted MTD/YTD	Current posted	Validation in Progress	Interviews in Progress	DTH Review Underway	Offer Accepted	Vacancies Filled In December	YTD Position Filled
16/69	4	4	3	3	1	1	37

Budget

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4895 - DPH Total	24,102,557	813,103	126,424	939,528	23,163,030	4%

1/2/2025

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
H21-25-182	United Way of Metropolitan Chicago	5/31/25



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CERMAK HEALTH SERVICES

Lead Executive: Manny Estrada, Chief Operating Officer, Cermak Health Services
Reporting Period: December 2024
Report Date: January 10, 2025

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. Machines have been received and will be deployed soon.

The Illinois Department of Juvenile Justice (IDJJ) reported the medical services available to youth at the Juvenile Temporary Detention Center (JTDC), "exceed the standards identified in County Detention Standards. Likewise, the breadth of mental health services available to youth at the JTDC exceed minimum standards".



Health Equity, Community Health & Integration

To address the ongoing public health issue of ectoparasites, Cermak Patient Care Services and Infection Control are coordinating a new ectoparasite eradication program together with our Department of Corrections partners. This will involve building new upstream screening protocols in our intake facility, surveillance and treatment sweeps, and sustained monitoring for future outbreaks.



Patient Experience

Cermak employees developed and initiated the "Lunchtime Jump Session". The session includes jumping rope, hula hooping, and water weights and is conducted two times a week. The program was established to motivate staff from all departments to get moving, get healthy and de-stress.



Growth Innovation & Transformation



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CERMAK HEALTH SERVICES

Cermak Analytics Team is working with the Cook County Sheriff's IT to determine root causes for some security alerts not always transferring to CCH's electronic medical record system. The interface issue was identified by our clinical team. It appears to be intermittent. Until the issue is resolved (as a stop gap measure) the Cermak Analytics Team performs a daily reconciliation of the security alerts not passing from the jail management systems to Cerner.



Optimization, Systemization & Performance Improvement

Cermak Patient Care Service leaders developed and participated in a bed control staffing pilot call. This call was implemented to address staffing during the holidays and to address unforeseeable call offs. The team will meet on Monday to evaluate and formalize standing bed control staffing calls throughout the year.



Workforce: Talent and Teams

Cermak Health Services onboarded a returning psychiatrist as the new Chief Psychiatrist.

Cermak Health Services has hired a physician in the Infectious Diseases physician position and is expected to be onboarded in the summer of 2025.



Fiscal Resilience

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.

Human Resources Recruitment



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CERMAK HEALTH SERVICES

A Look into HR Recruitment

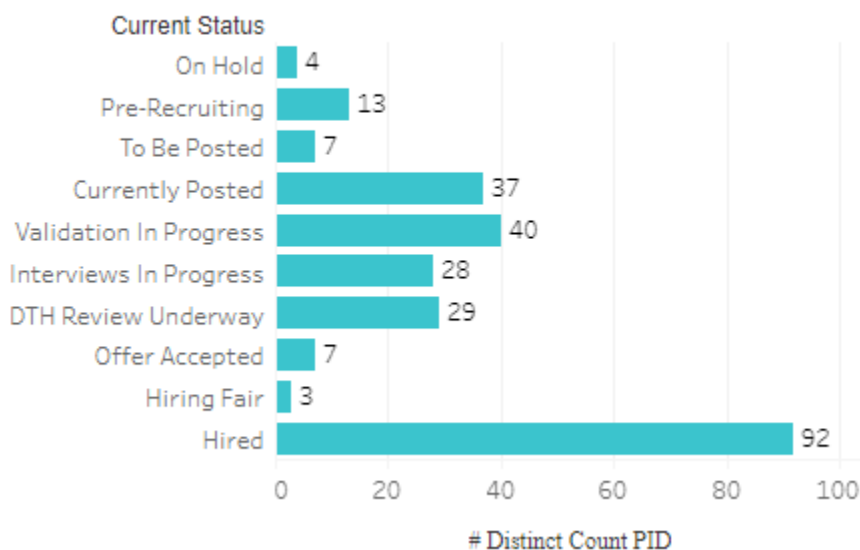
Access the dashboard training guide and request new user access through Hiring Central. [↔](#)



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)

151 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In-Dept</small>	92 Total Hired	40 Validation in Progress	28 Interviews in Progress	13 Open Interviews Greater than Two Weeks	14 Submitted DTHs Older than 5 Days	8 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
				VIEW DETAILS	VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



Juvenile Temporary Detention Center



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A Look into HR Recruitment

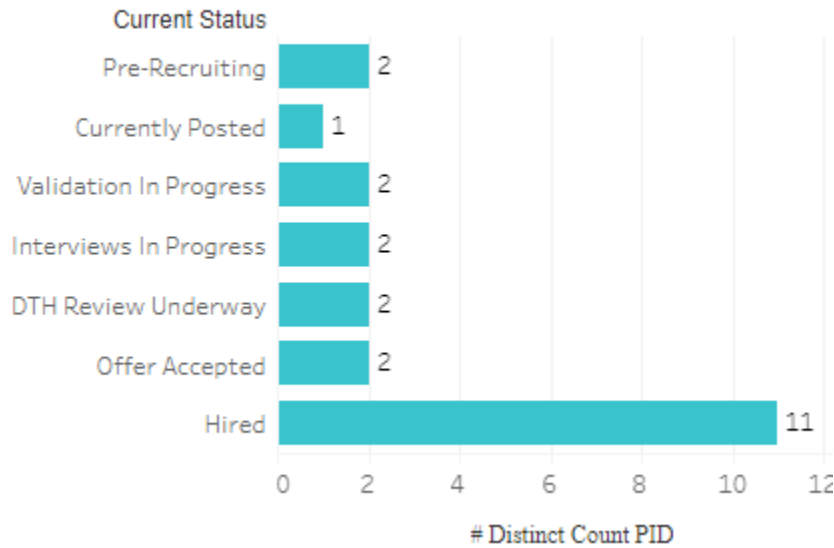
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Job Title	Job Code	Job Classification	Union	Department	Office #	Business Unit	Hiring Manager	Senior Leader	PID
[All]	[All]	[All]	[All]	[All]	4241	[All]	[All]	[All]	[All]

9 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	11 Total Hired	2 Validation In Progress	2 Interviews In Progress	1 Open Interviews Greater than Two Weeks	2 Submitted DTHs Older than 5 Days	New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



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CERMAK HEALTH SERVICES

Budget

Overall, across all accounts, Cermak and JTDC are on track with budgeted expectation through the end of December 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	-	9,770	-	(9,770)	No Budget
10155 - Administration (41195.4240.10155) Total	12,446,771	11,176,883	732,904	536,984	96%
10160 - Administration and Clerical (41195.4240.10160) Total	-	-	3,571	(3,571)	No Budget
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	2,599,235	15,398	147,828	95%
13945 - Finance (41195.4240.13945) Total	243,273	227,839	-	15,434	94%
14915 - Human Resources (41195.4240.14915) Total	263,532	153,178	-	110,354	58%
15050 - Information Technology (41195.4240.15050) Total	231,171	241,853	-	(10,682)	105%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	521,769	5,751	114,130	82%
15805 - Material Management (41195.4240.15805) Total	462,003	312,534	16,805	132,664	71%
15880 - Med/Surg - Administration (41195.4240.15880) Total	-	-	2,810	(2,810)	No Budget
15895 - Medical Administration (41195.4240.15895) Total	10,762,658	8,815,800	188,524	1,758,335	84%
16480 - Nursing - Administration (41195.4240.16480) Total	-	-	283	(283)	No Budget
17015 - Oral Health (41195.4240.17015) Total	2,496,986	1,758,259	412	738,315	70%
17170 - Patient Care Services (41195.4240.17170) Total	42,980,058	33,212,985	489,752	9,277,321	78%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	1	-	(1)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	6,528,399	224,115	3,086,319	69%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	748,657	-	27,674	96%
18485 - Radiology (41195.4240.18485) Total	845,217	733,149	-	112,068	87%
19650 - Storerooms (41195.4240.19650) Total	-	-	18	(18)	No Budget
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	581,473	6,836	(588,310)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	407,799	-	14,938	96%
16125 - Mental Health Services (41195.4240.16125) Total	15,008,018	12,057,419	57,340	2,893,259	81%
19635 - Store Room (41195.4240.19635) Total	-	-	141	(141)	No Budget
20475 - Txbl GO Ser 2009B BABS Bond Fd (41195.4240.20475) Total	-	16,832	-	(16,832)	No Budget
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	210,565	49,976	11,146	96%
15485 - Law Administration (41195.4240.15485) Total	-	-	562	(562)	No Budget
17005 - Ophthalmology-Administration (41195.4240.17005) Total	-	4	-	(4)	No Budget
Grand Total	100,453,386	80,314,405	1,795,201	18,343,781	82%



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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	871,097	101,911	68,806	93%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	710,030	-	21,700	97%
17015 - Oral Health (41197.4241.17015) Total	309,492	336,247	-	(26,755)	109%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	3,041,876	30,305	557,321	85%
19815 - Support Services Administration (41197.4241.19815) Total	-	-	356	(356)	No Budget
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	3,328,917	319	641,868	84%
Grand Total	9,683,643	8,288,167	132,892	1,262,585	87%



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
7.7E+10	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
H19-25-063	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.¹	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



DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer, Health Plan Services
Reporting Period: December 2024
Report Date: January 17, 2025

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Preventing lead exposure in children

A study published 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 the fall, 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. 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.”

To prevent lead exposure in children, CountyCare 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.

- Educational materials were developed with the Cook County Department of Public Health and the Chicago Department of Public Health and were mailed with a coupon to nearly 90,000 households or 126,500 members.
- As of December, over 7,900 lead-removing water pitchers have been redeemed through this program.



Hello from CountyCare!

Supporting your family's health is important to us! Please use this coupon to get a **free water filter** to remove lead from your drinking water.



What is lead?

Lead is a highly toxic metal that can cause health problems, especially in children under age 6. There is no safe level of lead in children.



Why is lead bad?

Children exposed to lead may have stomach (belly) pain, low blood count (anemia), behavior problems, and trouble paying attention in school.



How are children exposed to lead?

80% of children's lead exposure comes from paint in homes built before 1978. Lead can break down into dust or chips that children can breathe in or swallow. Lead can also be found in drinking water when the water takes in lead from lead pipes.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Health Equity, Community Health & Integration

National Committee for Quality Assurance Health Equity Accreditation

CountyCare is a 4-star health plan accredited by the National Committee of Quality Assurance (NCQA). NCQA accreditation is a best practice and requirement of our contract with Healthcare and Family Services. To build on this foundation, CountyCare will be pursuing a new Health Equity Accreditation from NCQA in 2026 that is focused on:

- Improving race, ethnicity, gender identity, and sexual orientation data
- Accessibility of language and interpretation services
- Provider network cultural and linguistic appropriateness
- Linguistically and culturally responsive programs
- Reducing health inequities

In 2024, CountyCare conducted a gap analysis to better understand the changes that would be required to its policies and procedures, and data infrastructure. In December, CountyCare began a readiness project prior to applying for this new accreditation in 2026.



Member Experience

Turkey Giveaway Events

In November and December, CountyCare held Turkey Giveaway Events in partnership with various Cook County Commissioners and local food vendors.

- In total, **17 events were held, and 3,400 turkeys and 1,700 sides were given away** to Cook County community residents.
- **Approximately 1,100 CountyCare families and 1,700 community members were served at the events**, and 600 meals were donated to local food pantries.
- **Over 100 volunteers participated.** CountyCare, Cook County Health, Cook County Commissioners, and other elected officials donated their time to support these events throughout Cook County.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Growth, Innovation & Transformation

Open enrollment

Each year Medicaid members have the opportunity to select a new health plan, and members stay with their existing plan if they take no action during their open enrollment period. Forty-nine percent, or over 207,000 members will go through open enrollment between January and May 2025. Between September 2024-December 2024, CountyCare completed the following Open Enrollment activities:

- **CountyCare has launched its CountyCare Rewards You open enrollment campaign.** The CountyCare Rewards You is an omnichannel campaign that launched in September and will go through May of 2025. It includes digital (e.g., social media), out of home (e.g., billboards, bus shelters), and video assets (e.g., broadcast and streaming). The CountyCare Rewards You Campaign had more than 358.4 million total impressions (a 29% increase from the prior year), over 3.8 million digital video views (a 20% increase), and over 404,700 clicks to the campaign webpage (an 84% increase).
 - **CountyCare sent over 299,000 open enrollment postcards.**
 - **Provider partners sent over 75,000 letters to their patients sharing that CountyCare is their health plan of choice.**
 - **[The health plan also launched a new campaign webpage that promotes the health plan and its Rewards Program.](#)**



Optimization, Systemization & Performance Improvement

Expanding Telehealth Services

In alignment with CountyCare's commitment to improve access to care for our members, in 2024, CountyCare focused on expanding its telehealth network and partnering with [Cook County Health's new Express Care services](#). CountyCare fully covers telehealth appointments that are conducted using a member's computer, tablet, or phone.



DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

As of December, CountyCare has contracts with over 10 new telehealth providers, with a special focus on telehealth providers with virtual behavioral health services. In the first quarter of 2025, CountyCare will be raising awareness about these expanded services on its website and social media.



Workforce: Talent and Teams

Holiday Breakfast and Staff Townhall

On December 3, the Health Plan Services department held a Holiday Breakfast for its staff, including games and festivities. Immediately following the Holiday Breakfast, Health Plan Services held its third employee Townhall in 2024 with highlights from each of the health plan's divisions:



- Finance shared CountyCare's financial results through October 2024.
- Member Operations highlighted membership data, and the results of a project focused on member experience and growth.
- Clinical Services celebrated the health plan's 4-star NCQA rating and HEDIS performance and provided updates on its Community Transitions Initiative.
- Provider Operations updated the department on the new provider directory and contract management tool.

Health Plan Services will continue its focus on team satisfaction utilizing results from the Cook County Health Employee Engagement Survey.



Fiscal Resilience

Medical Cost Action Plans

In 2024, CountyCare implemented several key cost savings initiatives, or Medical Cost Action Plans, that will continue to generate savings in 2025. The most critical initiatives in 2024 included:

- Transition to a new non-emergency medical transportation partner.
- An increase in investment earnings.
- Enhanced contract with a key physical therapy provider.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- Fraud, waste, and abuse and payment integrity recoveries.

In 2025, CountyCare plans to focus on value-based contracting and risk adjustment strategies to continue to improve quality care and reduce unnecessary healthcare costs.

Human Resources Recruitment

Of the 103 FY2024 positions in recruitment, 75 (73%) of requisitions have been hired, 6 positions have interviews in progress, and 3 new hires are on track to start in the coming weeks. Since last month's update, 1 new team member has been hired. Health Plan Services is continuing to prioritize staff recruitment to ensure the continued success of the plan.



Budget

Health Plan Services' December membership of over 419,200 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 December:

Office & Account	FY25 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4896 - Health Plan Services						
CONTRACTUAL SERVICE Total	3,275,308,559	395,480,073	1,858,490	397,338,563	2,877,969,996	12%
OPERATIONS & MAINTENANCE Total	28,205	27,413	-	27,413	792	97%
PERSONAL SERVICES Total	49,465,221	501,384	-	501,384	48,963,837	1%
4896 - Health Plan Services Total	3,324,801,985	396,008,870	1,858,490	397,867,359	2,926,934,625	12%
Grand Total	3,324,801,985	396,008,870	1,858,490	397,867,359	2,926,934,625	12%

Procurement

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



COOK COUNTY HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, M.D. Chief Hospital Executive, Provident Hospital
Reporting Period: December 2024
Report Date: January 17, 2025

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Provident Hospital was awarded Leapfrog's Top General Hospital 2024 Award on December 17, 2024. Only four Illinois hospitals received a Leapfrog award and Provident was the only recipient of the Top General Hospital Award in Illinois. President Preckwinkle, Commissioner Lowry and members of the Sengstacke family were present held a press conference announcing the award.
- CCH's Police Superintendent conducted a walkthrough of the Clinical Triage and Stabilization Center (CTSC) and surrounding area for a security assessment and made recommendations to enhance the security of the center.



Health Equity, Community Health & Integration

- Pulmonary function testing resumed at Provident with new equipment and upgraded software.
- The required documents for the CTSC were submitted to IDPH on December 10, 2024. After their review, they will schedule an onsite inspection of the facility.



Patient Experience

- Provident received 13 new Styker wheelchairs that were assigned to departments, labelled and color coded.
- The renovation of the second passenger elevator, resulted in the completion of the passenger elevator renovation project. The programming of the software will be completed in January.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS



Growth Innovation & Transformation

- Plastics surgery expanded its services at Provident by opening a clinic on Thursday mornings in the Sengstacke Specialty Clinic.
- The Provident Hospital and Behavioral Health leadership met to discuss establishing a behavioral health intake center. The discussion included the purpose, space requirements, and the staffing. At the conclusion of the meeting, it was decided to proceed with a walkthrough of the proposed space on 6 East and develop this initiative as a project.



Optimization, Systemization & Performance Improvement

- The assembly and installation of the new cart washer was completed on 11/27/2024. The vendor trained the staff on the new equipment in early December. The Sterile Processing Department renovation project is expected to be substantially completed by the end of February.
- The CTSC staff held the first operations planning meeting to prepare for the opening of the behavioral health center. The staff discussed the admission process, workflows, and discharge planning. The meeting included a tour of the center.



Workforce: Talent and Teams

- Provident Hospital onboarded a new Manager of Imaging Services.



Fiscal Resilience

- | Budget 2024
(in 000's) | Expenditures | Variance |
|---------------------------|--------------|--------------------------|
| \$100,984 | \$82,618 | \$18,366 (18%) Favorable |

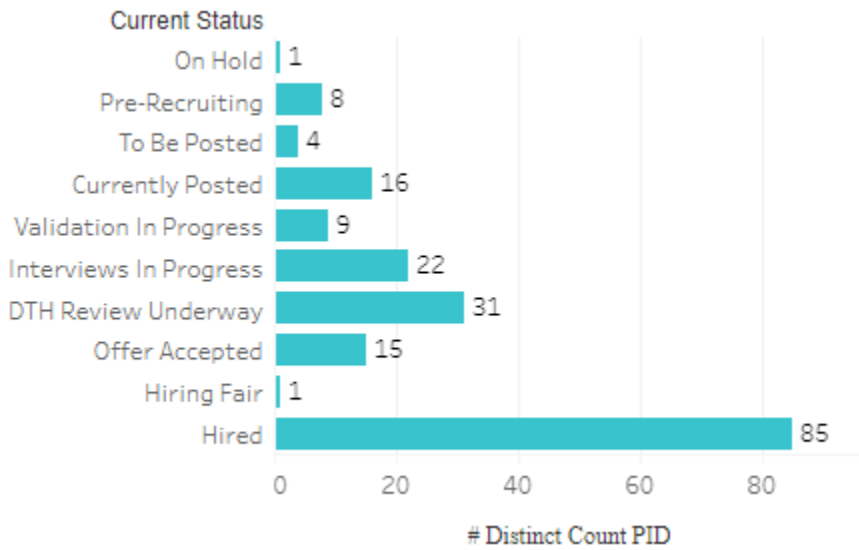


COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Human Resources Recruitment



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Budget

Office	FY25 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non- Personnel	16,904,145	(172,749)	328,375	155,626	16,748,519	0.92%
Personnel	29,861,908	968,484	-	968,484	28,893,424	3.24%
4891 - Provident Hospital of Cook County Total	46,766,053	795,735	328,375	1,124,110	45,641,944	2.40%

Procurement

The following contracts for \$500K or more and are set to expire in the next 6 months.

Contract #	Vendor Name	Expires
H21-25-136	Hospital Medicine Associates, LLC (dba TeamHealth)	07/31/2025



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: December 2024
Report Date: January 15, 2025

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Due to a new collaboration between nursing, phlebotomy, Infection Control and Microbiology, the Laboratory's blood culture contamination rate was lower than the 3% benchmark target for the third month in a row at 2.3%.
- Stroger Nursing recently implemented a "Fall Bundle" throughout the Critical Care Division. The Med-Surg fall rate was 2.37 per 1,000 patient days in December which is below the state and national average.
- The Emergency Department treated a total of 7,381 patients with a 1.48% Left Without Being Seen percentage.
- The mammography department has received accreditations for all new mammography units. This includes all five mammography sites; Stroger, Provident, Arlington Heights, Prieto and Blue Island.



Health Equity, Community Health & Integration

- The Laboratory partnered with Blue Island clinic team to ensure appropriate handling of endocrinology specimens and reduce high rates of hemolyzed specimens where the red blood cells are broken down. Successful implementation of the special processing requirements will prevent the need to send the patient to Stroger for the blood draws.
- The implementation of the Cook County Birthday Screening Mammography screening program will go into effect in January 2025. The IT team had created two new appointment types which will help us track these birthday screening exams better in our system.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Patient Experience

- Stroger Press Ganey Rolling 12 month % Top Box for Communication with Nursing Domain is 71.80 against the goal of 73.0.
- Stroger Press Ganey Percentage Top Box for Communication with Nursing Domain is 86.45 exceeding the goal of 73.0.
- The Imaging Team is collaborating with Patient Experience to achieve 100% compliance with the C-I-Care training.



Growth Innovation & Transformation

- Stroger Laboratory automation refresh project went live with two urinalysis analyzers, one AU5800 chemistry analyzer and one Abbott Alinity M for molecular testing. The lab took delivery of two new Abbott architect analyzers for Infectious disease serology testing.
- The Rehab Division has temporarily opened Clinic N at Stroger to see outpatients once again until the Bronzeville location is ready.
- The PET/CT Scanner in Clinic P has been installed at Stroger. There are some minor equipment needs that still need to be corrected.



Optimization, Systemization & Performance Improvement

- The Hospital Throughput Initiative for “Phlebotomy AM draws completed by 7 am” was 70% for December which is below the 75% benchmark.
- The Laboratory has been working closely with Cross County agency to implement electronic - timekeeping which should go live in mid-January.



Workforce: Talent and Teams



DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

- SEIU certified the new job description for Clinical Lab Technologist. Human Resources and Laboratory Management have collected credentials for review and will begin the reclass process in the coming months.
- Twenty registered nurses were onboarded in November and December of 2024 in Critical Care.
- Many ancillary areas within Stroger are working with our HR Business Partners to work on a conversion process of our agency staff into permanent full-time positions.



Fiscal Resilience

- The implementation of the new Abbott Alinity M analyzer will reduce the cost per test for our HIV, HCV AND HBV PCR testing. This is estimated to save us \$275,000 per year based on our current volumes.
- The Chair of the Laboratory Department is working on forming a test utilization committee and is evaluating the clinical necessity of requests for high dollar send out tests.
- The Rehab Division has educated all staff on updated ICD-10 Codes, Medicare plan of care certification policy and changes in commercial healthcare authorization process.

Human Resources Recruitment



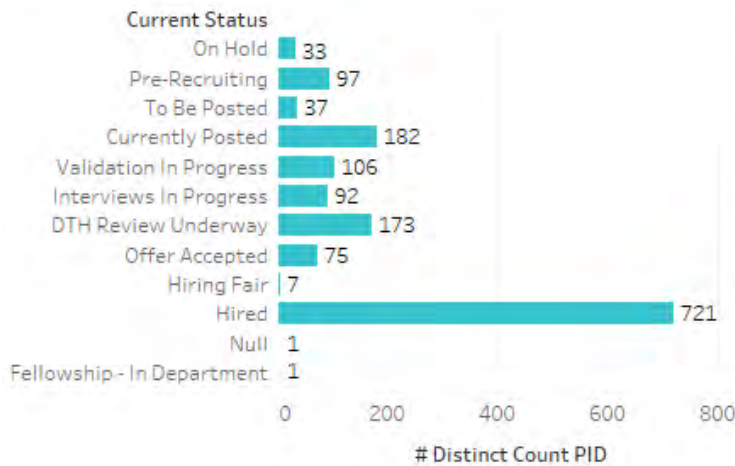
COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

673 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept.</small>	721 Total Hired	106 Validation in Progress	92 Interviews in Progress	43 Open Interviews Greater than Two Weeks	18 Submitted DTHs Older than 5 Days	58 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
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What Stage are my Current Requisitions?



Stroger Budget

Office & Account	FY25 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,222,924,976	27,232,163	13,789,323	41,021,486	1,181,903,490	3%

