

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Lead Executive: Craig Williams, Chief Administrative Officer, Operations and Development
Reporting Period: April 2024
Report Date: May 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- CCH has been developing a proposal to start a renal transplant clinic at Stroger with a UI Health renal transplant specialist. This partnership with UI Health will allow patients to prepare for a transplant while continuing their care with CCH. This will provide easier access to this care for CCH patients.
- The Quality team met with Ambulatory leaders to confirm Patient Centered Medical Home (PCMH) system wide needs. In addition, they also met with Marketing regarding updated PCMH brochures and to create a template for standardized provider profiles posted at Primary Care site for patient information.
- The Quality team is also working to complete the PCMH Tracer tool at scheduled on-site Primary Care clinics to assess readiness. They plan to use iPads with downloaded Joint Commission PCMH Tracer tool during their on-site rounding.



Health Equity, Community Health & Integration

- CORE's leadership approved the annual Continuous Quality Improvement Plan for Ryan White programs. Activities may include low-barrier care initiatives to improve appointment adherence and engagement in care.
- On April 19th, CORE hosted an event for transgender women of color at the community venue, the *LUXUR*. The event provided HIV testing, PrEP screening, sexual health education and workforce development referrals.
- This month 262 individuals in the community received a rapid test through targeted HIV screening. Additionally, we identified 11 newly diagnosed clients through routine & rapid screening and 9 clients were linked to care.
- Through the community vaccine program, ACHN continues to provide COVID-19 vaccination to the community and patients. This month, there was a total of 1,196 patients vaccinated. In addition,



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the CORE Center location is offering the Mpox testing, vaccination, and treatment to patients and the community and a total of 20 patients were vaccinated for Mpox.

- To support patient access to care, the Patient Support Center answered more than 58,000 patient calls with an average answer speed of under 60 seconds. In addition, there were over 3,500 nurse triage calls answered this month.
- This month, the HealthviewX referral platform for CCH partners to refer specialty and diagnostic patients hit another milestone. There are 427 active users and over 9,000 referral orders placed by CCH partners. Currently ophthalmology continues to be the most requested specialty and ultrasound continues to be the most requested diagnostic.
- The Cancer Center Service Line earned distinction as an American College of Surgeons (ACS) Surgical Quality Partner. This designation means CCH is dedicated to maintaining the highest standards in surgical care.
- As of April 2024, we have seen 26,784 new arrivals at the Belmont Cragin New Arrival Health Center and 7,250 new arrivals through the Mobile Care Team.
- The Immediate care project team continues to meet to discuss the implementation of services at the Arlington Heights location. Pharmacy and ACHN leadership have partnered to finalize a decision on whether to use the pharmacy space for the imaging suite or lease space adjacent to the clinic.



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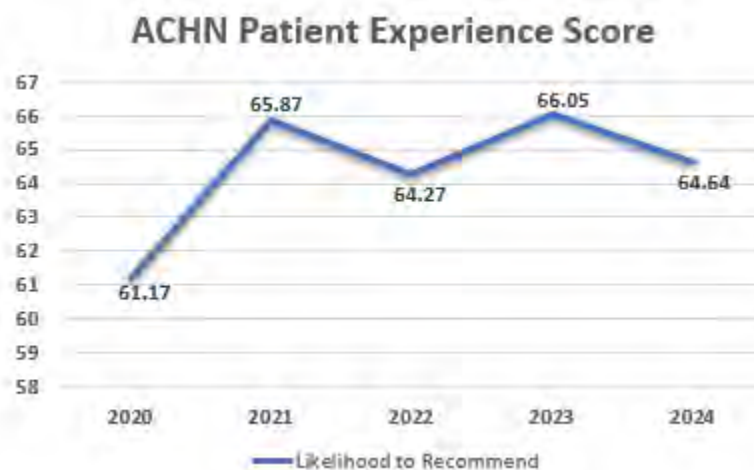
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AMBULATORY SERVICES



Patient Experience & Employee Engagement

- This month, ACHN saw a 1.41% decrease in our overall “Likelihood to Recommend” score year-to-date bringing their score to 64.64%.



- The Specialty care team’s patient experience metric “Likelihood of Recommending” has significantly improved, with 65% of our distribution response landing in the “very good” category.
- ACHN recognizes Clinic C (Asthma/Allergy) as a “Clinic on the Rise” for having the highest top box score improvement this month by 6.86%. In addition, Arlington Heights exceeded the year-end-target for “likelihood to recommend” by 0.47%.
- The Women’s Health team took home 2 awards at the 2nd Annual CCH Patient Safety and Experience Week poster fair.
 - 2nd place for Best Research on “Stratification of Severe Maternal Morbidity and Mortality by Race and Ethnicity”
 - 1st place for Most Innovative on “Putting Women’s Health in the Hands of Women and Their Providers: Digital Solutions with Measurable and Meaningful Outcomes”.



Growth Innovation & Transformation

- The Women and Children Service Line received funding for next year for both WIC and the Breastfeeding Peer Counselor. In addition, CCH was re-awarded another 5-year cycle funding of \$5M (\$1M yearly for the next 5 years) for federally funded HRSA Healthy Start program. The



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Healthy Start Program will continue to strengthen support of the Cocoon Pregnancy Care Model within CCH.

- The Cancer Center Service Line implemented a workflow to accept external referrals to the surgical oncology service. In addition, they identified community partners to accept and treat Radiation Oncology patients during linear accelerator downtime.
- On April 8, 2024, CCH Mobile Care Coordination Team started vaccinating every new arrival at the Landing Zone. The team screens and vaccinates every new arrival measles (children and adults) and children are also vaccinated for varicella (chicken pox). Once the patients are registered and vaccinated, they are transported to the New Arrivals clinic at Belmont Cragin on the same day to complete their health screening. 2,092 patients have been registered, 1,499 vaccinated with MMR, and 500 with varicella.



Optimization, Systemization & Performance Improvement

- The Behavioral Health team met with potential vendors for upcoming professional development and training for the ambulatory social work department. In addition, they also met with our Business Intelligence (BI) department to review and revise case management statistics for social service coordinators to improve volume reports.
- Express Care (Virtual Care) team has seen close to 500 patients since January of this year with hours of operation on Monday through Friday from 11 am to 7 pm. The leadership team continues to work closely with our communications/marketing department and all CCH clinics to create awareness of the new clinic/program. A one-page flyer was developed for all clinics to share with their patients on how to connect with a provider in Express Care. An announcement was also added to the depart summary that is given at the end of all Ambulatory and emergency room visits to create awareness to our patients.
- The Primary Care team exceeded volume targets by 2.3% driven largely by sites in the South cluster. The notification of providers tactic on open notes continue to show progress toward improvement.
- The Specialty Care team had a remarkable month with 57% variance improvement compared to last month and they attributed this success to our leadership team's focus on improving access and show rates.



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Workforce: Talent & Teams

- ACHN has a total of 172 requests to hire in recruitment (2 on hold; 40 in pre-recruiting; 34 currently posted; 5 to be posted; 33 validations in progress; 33 interviews in progress; 37 decision-to-hire packets; 11 offers accepted, 5 hiring fairs underway). The remaining are the number of people hired this fiscal year.



Fiscal Resilience

- Primary Care: ACHN is above budgeted volumes for April by 436 visits and 3.5% below budget year-to-date totaling 86,174 visits in FY2024.
- Specialty Care: ACHN is above budgeted volumes for April by 1,502 visits and 1.2% below budgeted volumes year-to-date totaling 125,964 visits in FY2024.
- As of the end of April 2024, ACHN is on track overall on expenses having expended 42% of the budget.

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4893 - Ambulatory & Community Health Network of Cook						
Grand Total	102,001,045	40,963,287	1,835,071	42,798,358	59,202,687	42%

- We have four non-personnel contracts for \$500k or more. Two contracts are expired with amendments in process and no gaps in service.

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	COC approved. RFP will go out for new HVAC contract.
H20-25-033	The Chicago Lighthouse	\$ 4,480,000.00	2/28/2024	Amendment in process. No gaps in service
H21-25-012	DaySpring Janitorial Svcs	\$ 2,300,000.00	11/30/2024	RFP will go out for environmental services. Amendment requested to add new clinic at 467 E 31st St. Chicago.
H18-25-037	Alivio Medical Center	\$ 1,106,745.09	4/30/2024	No gaps in service. Six month extension in process. Contract extension are maxed. RFP will go out.



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Lead Executive: Jesus “Manny” Estrada, Chief Operating Officer, Cermak Health Services

Reporting Period: April 2024

Report Date: May 20, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Cermak formally received accreditation from the National Commission on Correctional Healthcare, NCCHC. Re-accreditation is scheduled for March 2026.
- A Cermak physician was accepted for appointment to the Medical Ethics Committee of John Stroger Hospital.
- A JTDC Psychologist and Clinical Supervisor, was nominated for 2024 Association of Chicagoland Externship and Practicum Training's (ACEPT) Outstanding Clinical Supervisor Award.



Health Equity, Community Health & Integration

- Cermak completed an alternate staffing matrix for mental health services. The new staffing matrix will increase the number of patient programming hours while allowing for better oversight to clinical practice.
- The Interim Chief Psychologist of Cermak Mental Health joined the Mental Health Network Committee "National Think Tank" for the National Institute of Corrections.



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CERMAK HEALTH SERVICES



Growth Innovation & Transformation

- Cermak has rolled out Phase 1.5 of telehealth initiative. This phase included the retrofitting of two rooms in the specialty clinic area Phase 2, which entails access to telehealth in all 10 living units, is tentatively scheduled June 2024.
- Cermak presented service lines dashboards and KPIs System Quality Governance Committee on May 3, 2024.
- Cermak has created the “Cermak Change Management Group”. The genesis of the group was to efficiently receive and prioritize data/analytics requests from Cermak team members. All data/analytics requests are centrally entered via an Analytics Request Link on Cermak’s Intranet page. All requests require service line lead endorsement and will be prioritized to aligned with Key Performance Metrics and Process Improvement Initiatives.
- The Association of Chicagoland Externship and Practicum Training (ACEPT) has selected the JTDC as the 2024 ACEPT Outstanding Training Site. We commend Dr. Michele Henhapl, Director of Juvenile Justice Behavioral Health Training Programs for the leadership in achieving this honor.



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DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Optimization, Systemization & Performance Improvement



- Cermak rolled out the format/process of reporting housekeeping/cleanliness issues in the Environment of Care process. This new process allows for electronic reporting of cleanliness status.
- Cermak, in collaboration with Health Information System, is introducing electronic signature technology. The goal is to introduce efficiencies into current processes while reducing the need to maintain paper documentation.

Workforce: Talent & Teams



- Cermak continues with hiring initiatives to support the continued patient care activity.
- Cermak Health Services leadership hosted our Indiana/Marion County custodial leadership partners at the Cook County Jail. The site visit was to showcase the system-leading practices of Cermak and help advise our custody partners on how to build up their own health system. Highlights included our intake/receiving areas, OTP/MAT/detox programs, behavioral health, medical specialty care, infection control, nursing, dental, and many specialties.

Fiscal Resilience



- Cermak continues Medicaid enrollment for patients entering the facility. In line with potential to leverage proposed Reentry Section 1115 Waiver which will potentially allow for the generation of revenues for returning residents 90 days ahead of discharge.



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DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Budget to Actual –

Overall, across all accounts, Cermak is on track and JTDC is lower than budgeted expectation through the end of April 2024

Office / Program / Account	FY24 Budget	Expense	Obligations (BPA's/PO's)	Funds Available	% Expend
4240 - Cermak Health Services of Cook County					
0 - DEFAULT (41195.4240.0) Total	-	1,953	-	(1,953)	No Budget
10155 - Administration (41195.4240.10155) Total	12,449,230	6,165,788	15,543	6,267,899	50%
10160 - Administration and Clerical (41195.4240.10160) Total	-	-	3,571	(3,571)	No Budget
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	1,106,823	16,901	1,638,737	41%
13945 - Finance (41195.4240.13945) Total	243,273	102,474	-	140,798	42%
14915 - Human Resources (41195.4240.14915) Total	263,532	96,110	-	167,422	36%
15050 - Information Technology (41195.4240.15050) Total	231,171	102,050	-	129,121	44%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	219,272	5,629	416,749	35%
15805 - Material Management (41195.4240.15805) Total	462,003	140,830	35,938	285,235	38%
15880 - Med/Surg - Administration (41195.4240.15880) Total	-	-	2,810	(2,810)	No Budget
15895 - Medical Administration (41195.4240.15895) Total	10,760,199	3,941,165	103,752	6,715,283	38%
16480 - Nursing - Administration (41195.4240.16480) Total	-	-	283	(283)	No Budget
17015 - Oral Health (41195.4240.17015) Total	2,496,986	895,235	-	1,601,751	36%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	14,475,094	1,044,428	30,960,537	33%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	0	-	(0)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	3,200,703	214,335	6,423,796	35%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	298,212	-	478,119	38%
18485 - Radiology (41195.4240.18485) Total	845,217	355,984	-	489,233	42%
19650 - Storerooms (41195.4240.19650) Total	-	-	18	(18)	No Budget
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	230,051	6,836	(236,888)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	172,460	-	250,276	41%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	5,836,847	63,922	11,357,249	34%
19635 - Store Room (41195.4240.19635) Total	-	-	141	(141)	No Budget
20475 - Txbl GO Ser 2009B BABS Bond Fd (41195.4240.20475) Total	-	3,366	-	(3,366)	No Budget
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	91,877	121,303	58,507	78%
15485 - Law Administration (41195.4240.15485) Total	-	-	562	(562)	No Budget
Grand Total	106,203,386	37,436,296	1,635,972	67,131,117	37%



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CERMAK HEALTH SERVICES

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expend
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	128,830	25	912,960	12%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	314,723	-	417,008	43%
17015 - Oral Health (41197.4241.17015) Total	309,492	165,687	-	143,805	54%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	1,359,541	20,638	2,249,323	38%
19815 - Support Services Administration (41197.4241.19815) Total	-	-	356	(356)	No Budget
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	1,487,043	-	2,484,061	37%
Grand Total	9,683,643	3,455,824	21,020	6,206,799	36%



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CERMAK HEALTH SERVICES

Staffing

CERMAK STAFFING / VACANCY and HR ACTIVITY STATUS

A Look into HR Recruitment COOK COUNTY HEALTH

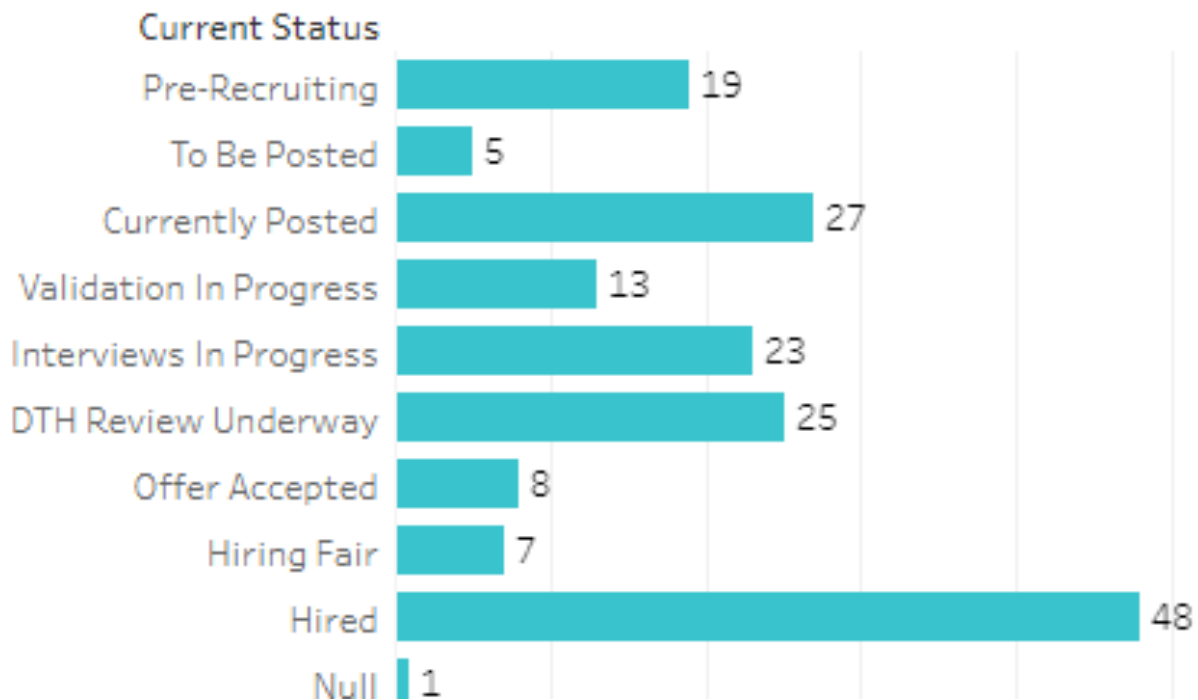
Access the dashboard training guide and request new user access through Hiring Central. [➔](#)

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)

108 Current Requisitions	48 Total Hired	13 Validation in Progress	23 Interviews in Progress	7 Open Interviews Greater than Two Weeks	19 Submitted DTHs Older than 5 Days	1 New Hires Starting Soon *Offer Accepted/Hired Status
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What Stage are my Current Requisitions?

* Excludes hired



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

JTDC STAFFING / VACANCY and HR ACTIVITY STATUS

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

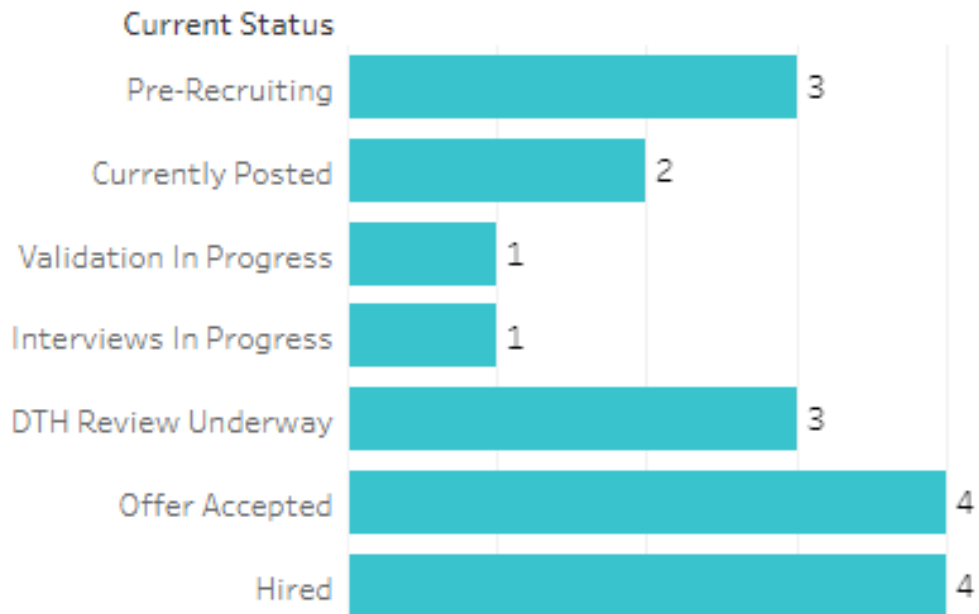
COOK COUNTY HEALTH

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # 4242, Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

11 Current Requisitions	4 Total Hired	1 Validation in Progress	1 Interviews in Progress	0 Open Interviews Greater than Two Weeks	2 Submitted DTHs Older than 5 Days	1 New Hires Starting Soon *Offer Accepted/Hired Status
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What Stage are my Current Requisitions?

* Excludes hired



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Procurement --

The following contracts for \$500K or more and are set to expire in the next 9 months.

Numb	Supplier	Description	Expires On
77000064455	ODP BUSINESS SOLUTIONS LLC	H19-25-077 - Supplies and Services, Office Supplies	21-Nov-23
77000075883	STERICYCLE INC	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	31-Mar-24
H16-72-052	LINDE GAS & EQUIPMENT DIV LINDE	H16-72-052- Service, Certification, Maintenance, and Repair of Medical Gas Systems	31-Mar-24
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	31-May-24
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	31-May-24
H18-25-114	KORE SAE, LLC	H18-25-114 - Service, Temporary Staffing	31-May-24
77000125793	TANDYM GROUP LLC	H22-25-171, RECRUIT TEMPORARY QUALIFIED MENTAL HEALTH PROFESSIONAL (QMHP)	30-Jun-24
77000054363	LINCOLN PARK DIALYSIS SERVICES INC	H19-25-046 - SERVICES, LINCOLN PARK DIALYSIS SERVICES INC DBA DAVITA INC	30-Jun-24
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	31-Jul-24
77000107994	MAXIM HEALTHCARE SERVICES INC	H22-25-052_ Services_Locum Tenens and AP Staffing	14-Aug-24
77000133454	AB STAFFING SOLUTIONS LLC	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	25-Sep-24
77000063015	ALLIED WASTE TRANSPORTATION, INC.	H19-25-103 - Service, Waste Removal Services Throughout CCH	30-Nov-24
77000063013	W W GRAINGER INC	H19-25-063 - Supply, Institutional Supplies for Maintenance, Repair, and Operations	30-Nov-24
77000073375	LINDE GAS & EQUIPMENT INC.	H20-25-023 - SERVICE, MEDICAL GAS	8-Dec-24
77000091769	QUEST DIAGNOSTICS INC	H21-25-034_SERVICE, REFERENCE LABORATORY TESTING	31-Dec-24
77000138520	ATI AMBULANCE	H24-25-009 - Service, Ambulance Transportation Services	31-Jan-27



DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: April 29, 2024
Report Date: May 2024

Strategic Initiatives • OKR Highlights • Status Updates



Health Equity, Community Health & Integration

- The Cook County Department of Public Health (CCDPH) officially kicked off the Bi-lingual Media Support Workgroup aimed at broadening support of our non-English speaking constituents by translating our website and social media posts to the 5 most common languages in the jurisdiction.
- The CCDPH policy team assisted in CountyCare's response to Senators Durbin and Duckworth's request for information on work that the managed care organization is doing or could do to address lead exposure via pipes and plumbing. A response was sent from CountyCare on May 1, 2024, with CCDPH's contribution pertaining to its lead remediation grant programs and services to children with elevated blood lead levels in suburban Cook County.
- Over the course of April, CCDPH gave several media interviews about the measles outbreak and best practices to keep the community safe. Key messaging included how critical vaccines are, locations to get vaccinated, and who should get vaccinated, especially those who are high-risk.
- In response to the second confirmed measles case, CCDPH mobilized the nursing team and set up an immunization clinic with the help of the North Riverside Ambulatory Community Health Network (ACHN). All eligible household members were vaccinated. Additionally, all suburban hospital infection preventionists were made aware of the potential for measles in their communities.
- The Communicable Disease team is working with the Emergency Preparedness & Response Unit and the Community Health Worker team to provide wrap-around services such as food delivery and rental assistance to low-income families to maintain quarantine. The ability to provide such resources is imperative for future outbreaks and will require extended and innovative funding sources.



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

- The Community Behavioral Health Unit (CBHU) conducted two virtual naloxone training courses for Cook County Department of Corrections and Finishing Trades. There were 51 participants in total. Additionally, naloxone and fentanyl test strips were distributed to 5 organizations.
- CCDPH participated in a joint plenary session with Chicago and Illinois Departments of Public Health during the COVID-19 Health Disparities Grant Reverse Site Visit which emphasized community engagement strategies, tools utilized to foster and sustain trust within communities, and insights on co-design and co-development with community partners. Over 500 participants attended in-person and virtually.
- CCDPH held an in-person Data Ambassador workshop that bridges the expertise of community-based organizations (CBOs) and epidemiologists to improve the Cook County Health Atlas and increase the utilization of population health data by community partners. There was a total of 36 CCDPH and CBO attendees.



Optimization, Systemization, & Performance Improvement

- CCDPH leadership met with the Illinois Department of Public Health (IDPH) Vaccination Section regarding obtaining Vaccine Facility Certification (VFC) status of CCDPH's prospective Immunization Program. This status is required both for planned community vaccination operations and outbreak response.
- The Cermak Warehouse was presented to the Cook County Health (CCH) Board and recommended for approval by the Asset Management Committee. Next steps include a formal review by the CCH Board in May. Assuming passage, the lease would take effect in July.



Workforce: Talent & Teams

- The Workforce Development team launched a department-wide LinkedIn Learning Initiative with 44 staff members enrolled in the first month.



Fiscal Resilience

- CCDPH policy staff reached out to several legislators to request co-sponsorship of House Bill 4823 and Senate Bill 3301. These bills would allocate \$10M to the Local Health Protection Grant, reversing the \$5M reduction from the Governor's proposed FY25 budget, and would bring the



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

total budget line up to \$30M to be distributed to all local health departments within Illinois.

- CCDPH initiated meetings with partner organizations funded under the CDC Community Health Worker Grant to advance the application for No Cost Extension. If approved, it will continue to sustain the Community Health Worker program until August 30th, 2025.

Budget to Actual

Budget to Actual File: FY24 CCH Budget to Actual April 29, 2024

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4895 - DPH Total	21,992,570	5,653,361	313,452	5,966,813	16,025,757	27%

Staffing

As of April 2024, CCDPH has 55 vacant positions to date (actively recruited) – 6 Requests for Hires (RTH) are awaiting budget approval or to be posted/reposted. The remaining positions are being actively recruited (see table below).

FY24 metrics Snapshot, as of April 2024

RTHs Submitted MTD YTD	Budget Approved	Posted	Postings Closed	ARP Received	Referred for Interview	Interviews Completed	e-DTH submitted	Candidate Offers	Vacancies Filled In April
21/69	6	3	1	4	3	1	6	3	4



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Procurement

The following contracts for \$500K or more are in the process of being extended except Raise the Floor Alliance.

Contract #	Vendor or Subgrantee Name	Expires On
H21-25-129	AgeOptions	5/31/24
H22-25-154	Flowers Communications Group	5/31/24
H21-25-138	Housing Helpers/Proviso Partners for Health	5/31/24
H21-25-140	Illinois Board of Trustees/UIC School of Public Health	5/31/24
H21-25-139	Raise the Floor Alliance	5/31/24
H21-25-182	United Way of Metropolitan Chicago	5/31/24

**** Month to date (MTD) - Fiscal year to date (YTD-Dec, Jan, Feb, March, April)

*****Vendor or Subgrantee contract dates are in the process of being approved all except Raise the Floor Alliance



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer, Health Plan Services

Reporting Period: April 2024

Report Date: May 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

FoodCare

In alignment with Cook County's goals to address health related social needs and the *Food Is Medicine* resolution, CountyCare provides:

- **Emergency home delivered meals.** In January 2023, CountyCare relaunched its Emergency Home Delivered Meals program which provides any member with 14 meals when referred by their care coordinator.
- **Rewards, education, and support.** In April 2023, CountyCare rolled out the second phase of its FoodCare program allowing all members to receive \$50 towards food, have access to a registered dietician, receive support to apply for the Supplemental Nutrition Assistance Program (SNAP), and have food delivered to their home.
- **Medically tailored meals.** In the third phase of the FoodCare initiative that went live in June 2023, members with specific conditions are eligible for medically tailored meals that meet their needs.

As of April 2024, after one year of following the roll out of the second phase of the FoodCare program, **43,136 members were enrolled. CountyCare has sent over 12,900 emergency home delivered meals, and over 1,300 members were enrolled in medically tailored meals.** As of April, over 88,800 appointments were completed with a registered dietitian.



Health Equity, Community Health, & Integration

Lead exposure prevention

CountyCare and the Cook County Department of Public Health are dedicated to preventing lead exposure in children. CountyCare, in partnership with its sister agencies, currently has the following programs in place:



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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- In alignment with Early and Periodic Screening, Diagnostic and Treatment (EPSDT), CountyCare tracks the Lead Screening in Children (LSC) HEDIS measure, or “the percentage of children 2 years of age who had one or more capillary or venous lead blood test for lead poisoning by their second birthday.”
- In the 2023 calendar year, >71% of CountyCare children meeting the LSC criteria received a lead screening test, exceeding the 75th percentile national benchmark of 70%.
- CountyCare tracks this data monthly and has a team of care managers embedded within primary care offices to support members with closing gaps in care, including LSC.

To further prevent lead exposure, this summer, CountyCare plans to provide each household with a member twelve years of age and under with a coupon to redeem an NSF Standard 53 or 58-certified water filter. Members will be able to take the voucher to participating stores to take home a water filter at no cost to them. CountyCare will also utilize evidence-based information in the development of a linguistically and culturally relevant member education material that will be mailed to families.



Member Experience

On May 3, CountyCare’s 2023 Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey closed. The annual CAHPS survey is the opportunity for members to tell CountyCare what they think about the services we provide. The survey is part of a national project by the National Committee for Quality Assurance (NCQA) and contributes to CountyCare’s quality ratings. CountyCare’s results are being finalized and will be used to make improvements to CountyCare’s services and offerings over the next year.



Growth, Innovation & Transformation

Redetermination events

Nearing the one-year anniversary of the resumption of Medicaid redetermination, CountyCare has continued to execute a comprehensive member education and outreach strategy to support members with redetermination, including a communications campaign through mail, text, phone, email, the CountyCare website, social media, and community events.



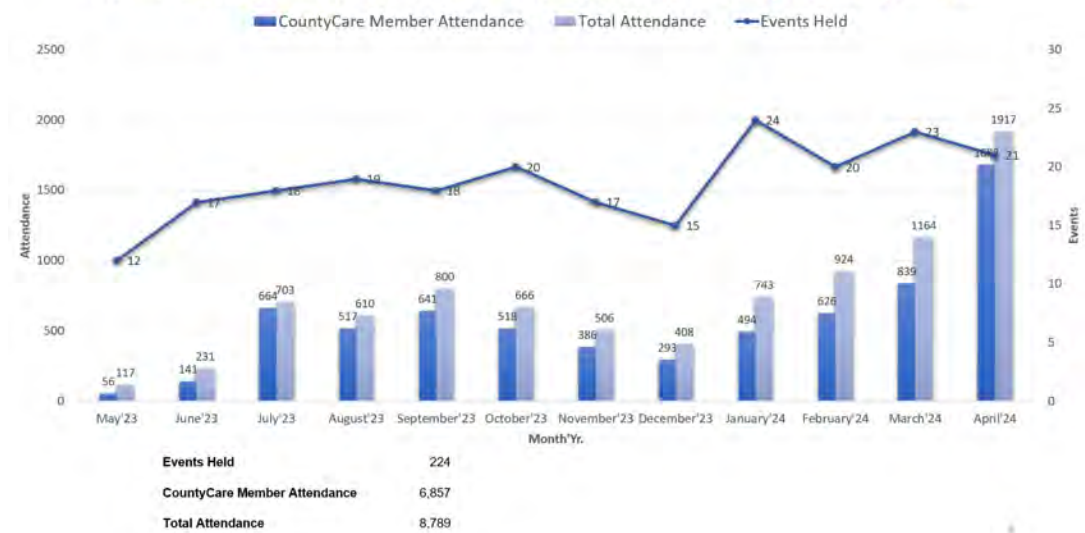
COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- CountyCare has consistently shown a higher than expected retention rate of over 83% month over month, exceeding the overall state retention rate of 73%.

As of April, CountyCare has hosted over 220 redetermination events with an attendance of over 8,700 individuals, including over 6,800 CountyCare members.



Optimization, Systemization & Performance Improvement

Provider network improvement

At the start of 2023, CountyCare decided to develop an internal team of Provider Relations Representatives that would support provider engagement, remediation of payment issues, and strategic partnerships for health care quality improvement. CountyCare now has a team of 8 full-time Provider Relations Representatives.

In 2024, CountyCare has continued its focus on improvements to its provider network management department:

- Early this year, CountyCare launched an initiative to make improvements to provider contract management processes, provider data management quality, and the CountyCare provider directory.
- The new provider directory is expected to go live this summer.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- This key initiative will optimize members' experience by ensuring they have better information regarding CountyCare's in-network providers. It will also strengthen CountyCare's relationships with its provider network as improved provider data will lead more successful claims adjudication and processing.



Fiscal Resilience

Value-based care

CountyCare utilizes the Health Care Payment Learning and Action Network (HCP-LAN) methodology of alternative payment models (APMs) to establish annual goals for medical spending within value-based care arrangements.

- **In recent years, CountyCare has been a leader in the Illinois Medicaid market with over 50% of medical spending within a Category 3 or 4 alternative payment models.** Category 3 and 4 include shared savings, downside risk, and population-based payment APMs.
- **This month, CountyCare and Cook County Health established a first-of-its-kind shared savings agreement with additional pay-for-performance (P4P) incentives tied to improving health outcomes in the areas of maternal and child health and behavioral health, among others.**
- 75% of total CountyCare medical spend is projected to be within any APM category in calendar year 2024.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Workforce: Talent & Teams

Celebrating CountyCare's Enrollment and Outreach team

CountyCare held a celebration this month to thank our new Enrollment and Outreach team for their dedication and support of our members through the redetermination process. As mentioned in the Growth, Innovation, and Transformation section above, this team has hosted 224 events over the past year.



Budget to Actual Through March 2024

CountyCare's March membership of over 442,502 members was higher than the monthly average budgeted projection of 391,000. The net impact of revenue and expenses remains balanced and within budget.

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4896 - Health Plan Services						
CONTRACTUAL SERVICE Total	2,478,569,874	1,457,625,662	11,325,224	1,468,950,886	1,009,618,988	53%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,192,543	15,308,551	-	15,308,551	30,883,992	33%
4896 - Health Plan Services Total	2,524,770,165	1,472,939,784	11,325,224	1,484,265,008	1,040,505,156	59%
Grand Total	2,524,770,165	1,472,939,784	11,325,224	1,484,265,008	1,040,505,156	59%



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Staffing

Of the **84 positions FY2024 in recruitment**, **43 (51%) of requisitions have been hired**, and **10 new hires are on track to start in the coming weeks**. CountyCare is continuing to prioritize staff recruitment to ensure the continued success of the plan.



Procurement

The following contracts for \$500,000 or more are set to expire in the next 9 months.

Service	Vendor	Description	Type of contract	Contract end date
HEDIS Vendor	Vital Data Technology	Provides State-required quality reporting	Extension	06/30/2024
Non-emergency medical transportation	Transdev (formerly First Transit)	Provides Medicaid-covered non-emergency medical transportation.	Extension	08/31/2024



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, MD, Chief Hospital Executive

Reporting Period: April, 2024

Report Date: May 17, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Provident Radiology Department had a successful survey by the Illinois Emergency Management Agency (IEMA) on April 18, 2024.
- Greater than 50% of the Provident staff has completed Crisis Prevention and Intervention training (CPI) with ongoing monthly sessions to address ongoing staffing updates.
- Dr. Peters honored the 8 West med/surg unit for over 2 years without a Hospital Acquired Pressure Injury (HAPI).



Health Equity, Community Health & Integration

- Planning meetings started for the Bud Billiken Parade scheduled for Saturday, August 10, 2024.
- Planning meetings were initiated for a men's health in collaboration with CountyCare Saturday, June 8, 2024.



Patient Experience

- In the Provident Emergency Department the Left Without Being Seen (LWBS) rate decreased from the 4th quarter rate of 11% to 3.77% in April.



COOK COUNTY
HEALTH

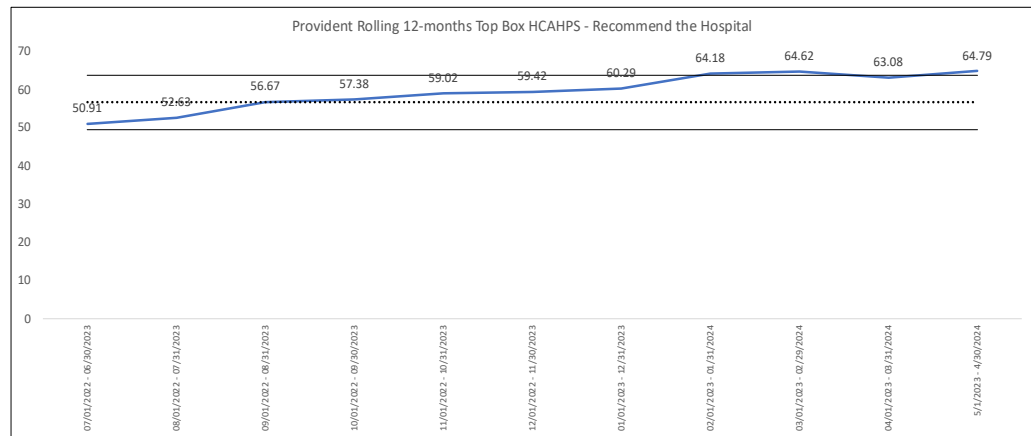
DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) top box score for "recommend the hospital" continues an upward trend.

Op Ex Patient Experience Workgroup

Rolling 12-months HCAHPS Top Box Score for Recommend the Hospital



Growth Innovation & Transformation

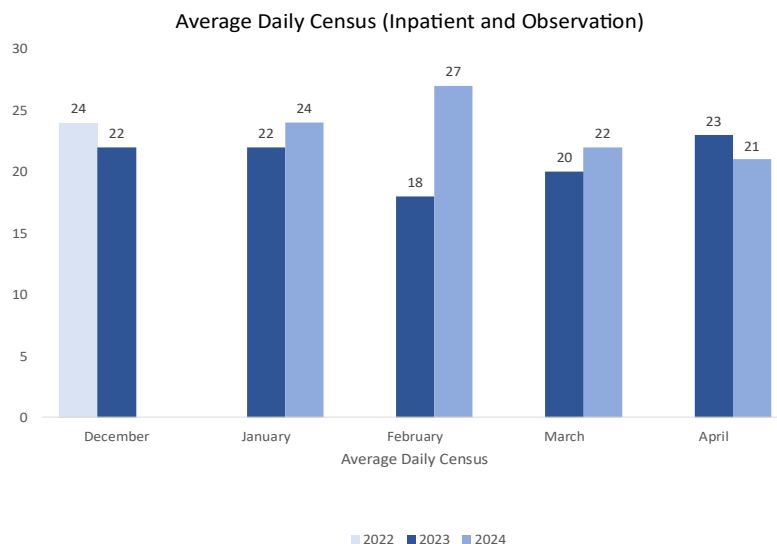
- We met with the Chair of the Division of Cardiology to discuss performing pacemaker implantations at Provident.
- Provident managed two power shutdowns through the Command Center on April 13 and April 27 to complete the necessary work for a new telecommunications closet. The new telco closet is necessary to support current and future service expansion projects at Provident. Both shutdowns were without incident.
- We met with the Interim Chair, Division of Oral Maxillary Facial Surgery, to discuss establishing a clinic at Provident Sengstacke Specialty Clinic.



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- The Average Daily Census remains above FY 2023 YTD.



Optimization, Systemization & Performance Improvement

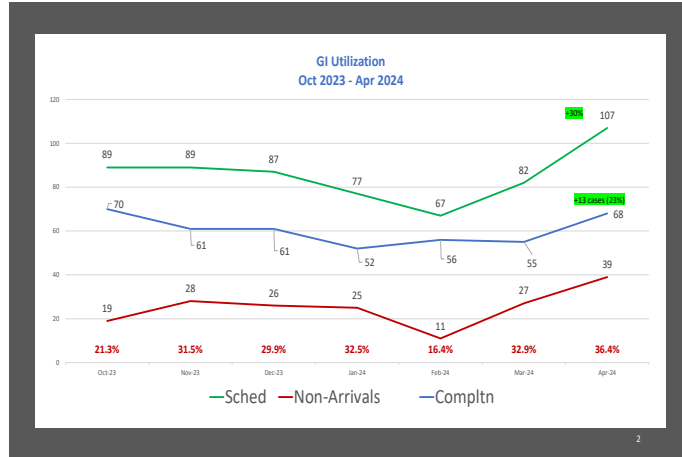
- The gastroenterology steering committee revised the criteria for open access colonoscopies to decrease the cancellation rate.
- In April, endoscopies were expanded to a second room and the number of completed colonoscopies increased significantly.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS



Workforce: Talent & Teams

- Greater than 250 nurses participated in the Nursing Skills Fair hosted by Provident on April 22-24.



Fiscal Resilience

- Provident hosted a CountyCare redetermination event on April 24, 2024 in which 89 patients participated.



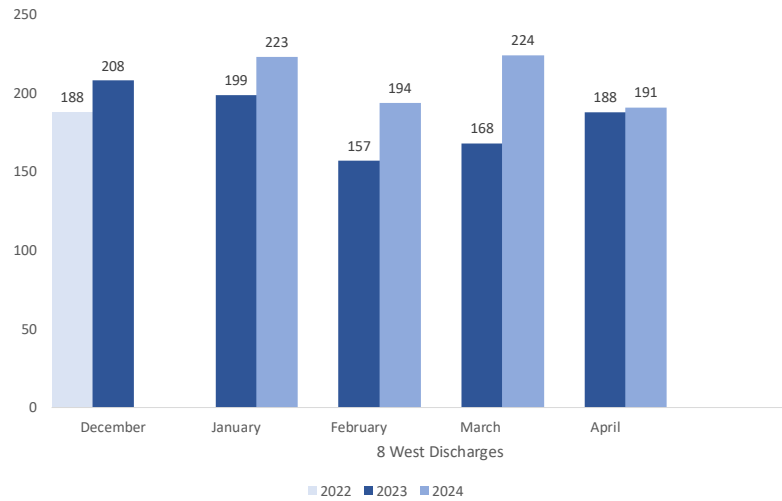
COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- 8 West discharges remain above FY 2023.

8 West Discharges



Budget to Actual

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non- Personnel	19,669,531	4,179,161	1,347,511	5,526,672	14,142,859	28.10%
Personnel	20,205,835	7,789,789	-	7,789,789	12,416,046	38.55%
4891 - Provident Hospital of Cook County Total	39,875,366	11,968,950	1,347,511	13,316,461	26,558,905	33.40%



COOK COUNTY
HEALTH

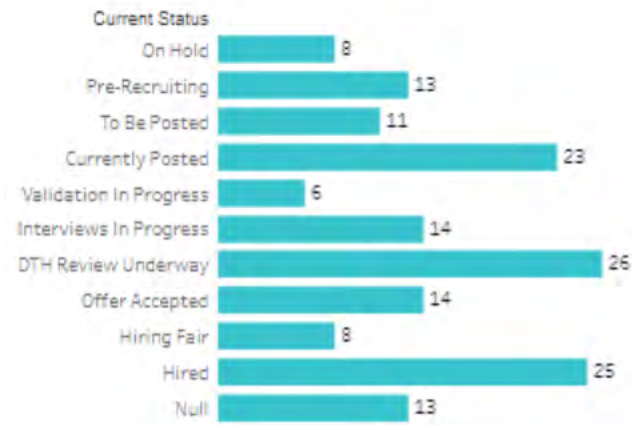
DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Staffing



What Stage are my Current Requisitions?



Procurement --

- The following contracts for \$500K or more and are set to expire in the next 9 months.

Contract #	Vendor Name	Expires
H22-25-090	Dialysis Care Center Management, LLC	05/22/2024
H22-25-187	ADT Commercial, LLC	Ext In progress
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024
H21-25-136	Hospital Medicine Associates LLC	Ext in progress



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: April 2024
Report Date: May 17, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Presentation at Health Quality Improvement Platform (HQIPS) highlighted the work done to decrease turnaround time (TAT) for hemoglobin/(blood sugar (HgbA1C) testing in the chemistry department. Testing is being performed on two shifts without having to add additional FTE's. Decrease TAT from 24 hours to about 6 hours on average.
- CCH has a vendor who has started reviewing laboratory sections for compliance with College of American Pathologists (CAP) accreditation standards. Chemistry is currently being audited.
- To provide additional coverage in intubation operators, respiratory therapy is exploring an advanced practitioner role to provide an additional layer of safety in airway emergencies.
- Nursing has been partnering with the safety department to work on monitoring major nursing tactics for compliance and trends.
- The Radiology Department continues to trend below the goal of 4 hours for inpatient computed tomography (CT) services and 2 hours for Emergency Department CT Services.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

- The Emergency Department increased the number of certified Emergency Communications Registered Nurses (ECRN's) to 30 to operate the Emergency Medical Services (EMS) phone.



Health Equity, Community Health & Integration

- In support of the respiratory profession, Stroger hospital will be partnering with programs in the Chicagoland area to contract respiratory students for an exceptional clinical experience.
- Chicago Department of Public Health "Family Connects" project sees CCH postpartum patients 3-5 weeks post-delivery; Chicago residents only but we are exploring with the Cook County Department of Public Health to see suburban Cook County patients.



Patient Experience

- Respiratory has been asked to participate in a workgroup to mitigate 30-day readmissions for COPD Patients.
- The picture archiving and communication system (PACS) has the ability to digitally transfer and receive imaging with hospitals who have subscriptions to the same software we use. Also, the PACS Department is collaborating with the Medical Records Department to centralize the release of information for radiology reports and CD request from patients and/or attorneys.
- Nursing domain for Press Ganey patient experience is currently 100% for the month of April 2024.
- The Emergency Department has added one more Spanish interpreter from 6 am - 2 pm (Monday through Friday).



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Growth Innovation & Transformation

- In September 2023, the lab started working on a request from the Cardiology team to provide a test that detects heart failure (NT-proBNP) in house. The test officially went live April 23, 2024. BNP is a cardiac marker that will be elevated in heart failure. This test is currently only available to Cardiology and ED providers due to the test being run on point of care devices in the ED lab.
- The outpatient speech language pediatrics clinic reopened starting May 9th, 2024.
- The Emergency Department is currently orienting seven Sexual Assault Nurse Examiners (SANE) Agency contract nurses.



Optimization, Systemization & Performance Improvement

- Phlebotomy morning draws completed by 7 am were 77% for April against the benchmark of 75%.
- The laboratory leaders reviewed first draft of electronic blood product pickup form created by HIS. The current form requires RN to handwrite all the details for each blood transfusion. The electronic format will be available in Cerner and will be prepopulated with patient information.
- Partnering with ACHN to ensure patients return to their home clinic after having maternal childcare services.



Workforce: Talent & Teams

- The laboratory hired a Transfusion Services supervisor as of April 8, 2024.
- Celebrating Speech Team month by hosting a "thickened beverage" description contest at lunch to promote staff engagement.
- Agency Speech Language Pathologists were onboarded May 13th, 2024, to assist with increase inpatient census and increase outpatient coverage needs.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Fiscal Resilience

- The Laboratory reduced equivalent of 2.0 FTEs from agency and has cut Saturday overtime hours from the Histology Department.
- The Maternal Childcare Division is currently onboarding staff to eliminate premium labor dollars; eliminated 4 agency contracts in NICU.



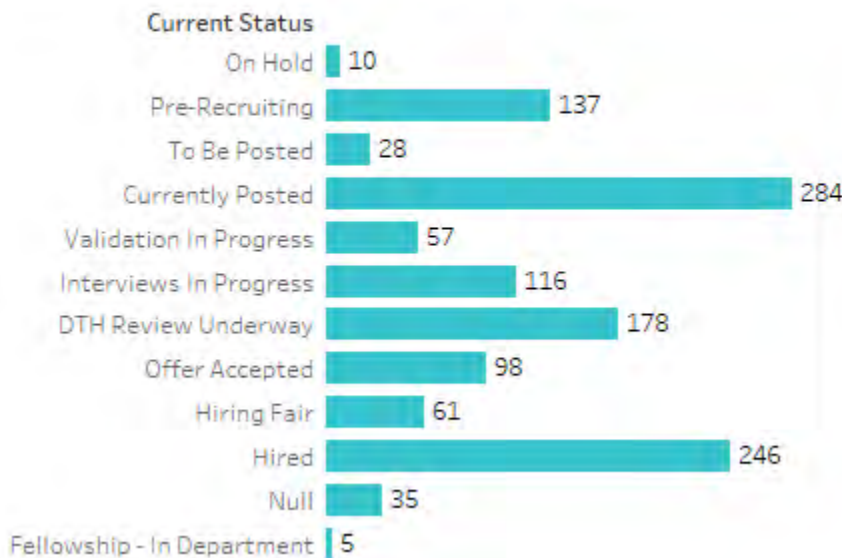
DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Office (Department) & Program Area by Major Account Class	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,081,999,228	348,845,730	77,083,316	425,929,046	656,070,182	39%



What Stage are my Current Requisitions?



COOK COUNTY
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