

Cook County Health

Chief Executive Officer



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The Company

Company	Cook County Health
Purpose	<p><i>Mission:</i> To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies that promote and protect the physical, mental and social well-being of the people of Cook County.</p> <p><i>Vision:</i> In support of its public health mission, Cook County Health will be recognized locally, regionally and nationally – and by patients and employees – as a progressively evolving model for an accessible, integrated, patient-centered and fiscally-responsible health care system focused on assuring high quality care and improving the health of the residents of Cook County.</p>
Ownership	Public entity
Year Founded	1834 as Cook County Hospital
Company Location	Chicago, Illinois
Website	https://cookcountyhealth.org/
Management Team	https://cookcountyhealth.org/about/senior-leaders/
Governance	https://cookcountyhealth.org/about/board-of-directors/
Organization Overview	<p>Cook County Health and Hospitals System (CCHHS) is one of the largest public health systems in the United States, providing a range of health services regardless of a patient's ability to pay. Through the health system and the CountyCare Health Plan, CCHHS serves more than 500,000 unique individuals annually.</p> <p>CCHHS has served the people of Cook County for over 180 years. Today, it is home to top doctors and excellent staff who fulfill the mission and change lives. The broad network includes two hospitals: John H. Stroger, Jr. Hospital and Provident Hospital.</p> <p>John H. Stroger is the 450-bed teaching hospital that serves as the hub for Cook County Health for delivery of specialty and sub-specialty care. It is home to one of the busiest Level 1 trauma centers in the nation and the hospital's emergency room treats approximately 120,000 adults and children annually.</p> <p>Provident Hospital of Cook County provides a wide array of health care services to the residents of Cook County, particularly residents in the Grand Boulevard neighborhood and on the South Side of Chicago. Provident has a storied history. It opened nearly 130 years ago, in 1891 as an African-American Hospital and is renowned for its medical breakthroughs and breaking barriers in the training of African American doctors and nurses.</p> <p>CCHHS is investing in its network and modernizing services for patients. CCHHS is leading the field in cutting-edge technology, increased capacity and innovative research.</p> <p>As CCHHS has evolved over the past 180 years, so has the mission. The priority has always been the health and well-being of those served. CCHHS aims to elevate the health</p>

of Cook County, secure the future of the health system and build a place where everyone will want to receive care regardless of a patient's ability to pay.

The System operates:

- **John H. Stroger, Jr. Hospital of Cook County**, a 450- bed tertiary, acute care hospital in the Illinois Medical District;
- **Provident Hospital of Cook County**, 79-bed community acute care hospital on the South Side of Chicago; More than a dozen community health centers, which offer primary and specialty care, along with diagnostic services;
- **The Ruth M. Rothstein CORE Center**, a comprehensive care center for patients with HIV and other infectious diseases. The CORE Center is the largest provider of HIV care in the Midwest and one of the largest in the nation;
- **Cook County Department of Public Health**, a state and nationally certified public health department serving suburban Cook County;
- **Correctional Health Services**, which provides health care services to the detainees at the Cook County Jail and residents of the Juvenile Temporary Detention Center; and
- **CountyCare**, the largest Medicaid managed care plan in Cook County. The System's hospitals and ambulatory network, including its Primary Care Medical Home model, are Joint Commission accredited. Stroger Hospital also holds certifications in stroke, burn, perinatal and oncology care.

The Cook County Department of Public Health (CCDPH) serves 2.5 million residents in 124 municipalities and serves the public health needs of its jurisdiction through effective and efficient disease prevention and health promotion programs. CCDPH's approach to protecting and promoting health brings residents, partners and resources together to address issues facing the communities it serves. The department is responsible for the prevention of the spread of nearly 70 reportable communicable diseases and the enforcement of Cook County and Illinois public health laws, rules and regulations.

In fall 2012, leveraging the Affordable Care Act (ACA), CCHHS launched CountyCare as a demonstration project through a U.S. Centers for Medicare and Medicaid Services (CMS) 1115 Waiver granted to the state of Illinois to early-enroll newly eligible low-income Cook County adults into a Medicaid managed care program. Many of CountyCare's 300,000+ members are long-standing CCHHS patients who previously received care.

CountyCare is operated by CCHHS. Through CCHHS, CountyCare receives a capitated per-member per-month payment and pays for services rendered to members within the network. CountyCare's provider network includes all CCHHS facilities, every Federally Qualified Health Center in Cook County, community mental health centers and drug treatment centers, 4,000 primary care providers, 16,000 specialists and more than 50 hospitals. CountyCare also covers approved home- and community- based services, vision and dental services, and allows members to fill prescriptions at local pharmacies or use CCHHS pharmacy services, including a mail-order system.

Recognitions & Accreditations

CCHHS is recognized for providing a high-quality, safe system of care. Recognitions and accreditations:

AMBULATORY AND COMMUNITY HEALTH NETWORK

- Ambulatory Care Certification, The Joint Commission
- Primary Care Medical Home Certification, The Joint Commission

PROVIDENT HOSPITAL

- Hospital Accreditation, The Joint Commission

JOHN H. STROGER, JR. HOSPITAL

- Hospital Accreditation, The Joint Commission
- Advanced Certification for Primary Stroke Centers, The Joint Commission and The American Heart Association/American Stroke Association
- Academic Comprehensive Cancer Care Program Accreditation, American College of Surgeons, Commission on Cancer; American College of Surgeons
- National Burn Center Verification, American Burn Association
- Level III NICU and Administrative Perinatal Hospital designation, Illinois Department of Public Health
- Level 1 Adult and Pediatric Trauma Center, Illinois Department of Public Health
- Dialysis Unit Certification, Illinois Department of Public Health
- U.S. News and World Report, High Performing Hospital for heart failure care

Facts & Figures

Cook County Health by the numbers:

FY2018 Total Operating Revenue	\$2.56B
Employees/FTEs	6,272
Employed Physicians	497
Nurses	1467
Allied Health Professionals	1192
Residents/Interns	397 Resident/Interns
Emergency	142,735
Outpatient Registrations	873,822
Inpatient	18,146
Observation	10,971
FY2018 Charity Care at Cost	\$347.9M
CCHHS Percentage of Charity Care in Cook County	>50%
Uninsured at the time of care	45%
CountyCare	316,000 members
Payor Distribution by Gross Charges as of FY2018	16% Medicare 4% Commercial 35% Medicaid 2% Other 43% Uninsured

The Position

Position Title	Chief Executive Officer
Location	Chicago, Illinois
Reports To	Cook County Health Board of Directors
Position Summary	<p>The Chief Executive Officer (CEO) sets the leadership tone of the organization and creates a culture of service and excellence to provide the highest quality of care to the residents of Cook County. The CEO oversees the operation and management of CCHHS consistent with the budgets and financial plans approved by the County Board. The CEO will:</p> <ul style="list-style-type: none"> • Drive the achievement of diversity in all areas of employment at CCHHS. • Lead a commitment to support the delivery of high-quality, accessible behavioral health services. • Create an environment that values and seeks excellence. • Effectively work with executive leadership, Board, medical staff and unionized staff to assure that systems are in place to continuously assess and improve the quality of care and patient satisfaction with services provided. • Work with community leaders and other county health care providers to insure comprehensive care for all in the County. • Work closely with Cook County government to insure strong communication, oversight, and financial support. • Work with national, state, and local government agencies to influence the direction of national health policy and the appropriate funding. <p>The CEO will provide dynamic, transparent, strategic leadership, leading the development and fulfillment of the vision, ensuring that CCHHS delivers the highest safety and quality healthcare as well as assuring the system's operational and fiscal success.</p>
Responsibilities	<p>The role of the Chief Executive Officer will include a wide range of responsibilities including, but are not limited, to the following:</p> <ul style="list-style-type: none"> • Governance – Has full operational and managerial authority of CCHHS, consistent with existing County, federal and state laws, court orders and county ordinances. The CEO provides leadership and direction for CCHHS and prepares and submits to the Board and County the budgets and strategic and financial plans. The CEO will ensure that the plans established are implemented. CCHHS has a storied history in the local, state and national health care landscape. As such, the decisions, policies and actions of public officials, private health systems, insurance carriers and others must be carefully monitored and used to inform strategies that will enable CCHHS to stay true to its mission to care for all County residents regardless of income, insurance or immigration status. • Culture – Develops and fosters an environment of collaboration, respect, competence, transparency, innovation, and principle-driven management. The CEO will be a visible leader and champion across the organization so that employees engage in the strategies and work of the organization. • Business and Operations – Provides direction to the financial, operational, and strategic management of Cook County Health by developing appropriate facilities, human infrastructure, and systems necessary to support the mission of CCHHS.

The Position

The CEO will ensure the maintenance of a positive work environment, maintaining strong employee and faculty morale. Operations will meet a high standard of excellence; the CEO will be responsible for assuring CCHHS is operated in a manner that is ethical, efficient, and financially sound. As a public institution competing with private health systems, CCHHS must carefully balance every strategy to succeed.

- **Organizational Relationships** – Optimizes the internal organization of Cook County Health, establishing clear structures of responsibility and authority to support highly efficient and effective patient care services, financial management, operations, and medical direction. The CEO will actively interact with staff to keep in touch with challenges of the caregivers and ensure the organization's focus on continued improvement in quality, safety and patient experience. Employees are the heart of any organization and the primary determinant of its success. With more than 6,000 employees working in a 24-7 operation spread across one of the nation's largest counties, CCHHS must be intentional in leveraging and investing in a workforce that is committed to the historical mission of the organization, while applying modern business practices that will achieve success in a competitive environment and establish CCHHS as an employer of choice.
- **Physician Relations** - Continuously assesses the climate of physician relations across the health system and the communities it serves. The CEO will be transparent in these relationships and proactively engage physicians in communication and will seek creative partnerships ensuring CCHHS is seen as an open, collaborative partner with the medical staff.
- **Diversity and Inclusion** – Continues to expand efforts to reflect and understand its diverse community and to identify and eliminate disparities by providing effective, high-quality health care. The CEO will implement successful diversity and health care equity initiatives as an organization-wide effort.
- **Labor Relations** - Actively engages in and in consultation with BHR and union representation. Supports the successful negotiation of the collective bargaining agreements.
- **Community Relationships** – Establishes and cultivates strong, credible and trusting relationships with various community constituencies, building them as a basis for fulfilling the mission of Cook County Health. The CEO will act as an effective representative, advocate and spokesperson for CCHHS with various community, governmental and citizen organizations. CCHHS fully recognizes that health equity goes beyond the walls of a hospital or the doors of a clinic. Providing “whole person” care means understanding the circumstances of every individual and working to address the issues that impact their health status.
- **Management Team** – Develops and maintains an organizational environment for attracting and retaining resources and personnel to enable the System to achieve goals and to create a synergistic multi-site integrated health care system. The CEO will attract, retain, motivate and develop top talent; focusing on cultivating a best-in-class senior leadership team.
- **Strategic Vision** – Energizes the organization toward a new future – creating and articulating a clear vision of the strategic tactics the organization will take to achieve the strategic priorities. The CEO will develop the strategic plan with the Board and members of the senior leadership team to create and implement operational efficiencies and innovative approaches to achieve financial sustainability. As a provider of complex specialty care operating in a managed care environment, CCHHS has developed a growth strategy to increase the number of patients it

The Position

serves in a primary care capacity and to increase services to those referred by external primary care providers.

The Person

Pivotal Experience & Expertise

Industry Knowledge

- Successful senior management experience and accomplishments in the operations of complex healthcare organization.
- Experience working closely and effectively with physicians, unions, hospitals, payor community, and other healthcare providers; with a preference for a background that also includes public health.
- Extensive knowledge and understanding of current health care trends and best practices, including community health, healthcare reform, integration of health care delivery systems, clinical/medical advancements, healthcare financing, performance improvement and change management.
- Commitment/understanding of population health, behavioral health and values-based medicine.
- A graduate degree(s) in hospital administration, business administration, medicine, and/or related field(s) preferred.
- A history of proven leadership as a CEO, COO or CMO of a large healthcare system with a unionized workforce preferred.

Patient/Customer Focus

- A passion for the mission of CCHHS.
- Unquestionable focus and intent on aligning strategic decisions with CCHHS's mission to deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies that promote and protect the physical, mental and social well-being of the people of Cook County.
- Ability to champion the mission while balancing that mission with the economic needs of the clinical operations.
- Extensive experience working in a diverse community with a diverse socio-economic population.

Adaptability

- Readily adapts to frequently changing work priorities and can prioritize and balance the requirements of working within and throughout various functions and entities in an organization to achieve operational success.
- Experience in implementing change management and process improvement initiatives.

Business Financial Acumen

- Ability to navigate county politics and manage a diverse set of stakeholders.

Leadership Capabilities

- Adept at working with national, state, and local government agencies to influence appropriate policy and funding.
- Advanced business and analytical skills to oversee clinical and operational strategies, business plans, policies and programs.
- Strategic, conceptual and project management skills to lead varied initiatives, identify business needs, design effective solutions, garner appropriate resources and develop responses to complex business issues.

Internal/External Credibility

- Comfortable being embedded and engaged in the community with a vision of what CCHHS means to Cook County.
- Experience in promoting, recruiting, retaining, and motivating executive leadership and staff.
- Highly developed interpersonal and communication skills to foster interactions, forge alliances, counsel, inspire and build confidence in others.
- Demonstrated track record engaging physicians and staff around a forward thinking and positive vision.

Transformational Leader

- Demonstrates ability to balance the demands of diverse responsibilities and a political environment, including effective delegation, capitalizing on organizational resources and finding innovative solutions to complex challenges.
- Ability to pivot the organization as needed; creates disruptive change; navigates complexity.
- Operates with a sense of purpose and openness with a futurist attitude toward changes happening in healthcare.

Strategic Mental Agility/Visionary

- Ability to create a clear and compelling vision and strategy for CCHHS that provides focused priorities; effectively translates strategy into execution and establishes clear goals and metrics reinforced through rewards and action.
- Forward thinking and growth-oriented with expanded critical thinking abilities to understand the long-term (5 to 10 year) impact of decisions while being effective in a dynamic environment that requires discipline and mature professional judgment and action.

Inspire & Influence/Communication Credibility

- Personal presence reflecting transparency, integrity and caring coupled with the ability to inspire and motivate others to promote the mission, vision, goals and values of CCHHS.
- Authentic, passionate leadership that inspires and engages others to commit to aspirations on behalf of the communities served.
- Courage to care, to speak for those without the ability to speak for themselves, to challenge the status quo, and to persevere through adversity and overcome obstacles.

Culture & Talent Builder

- Fosters a culture that supports a high-reliability organization and possesses a high emotional intelligence with the ability to create a sense of community to enlist the

hearts and minds of staff to maintain high-levels of engagement and consumer quality, safety and satisfaction.

- Fosters an organizational culture that enhances talent development, inclusion and competencies reflecting CCHHS's vision as a progressively evolving model for an accessible, integrated, patient-centered and fiscally-responsible health care system focused on assuring high quality care and improving the health of the residents of Cook County.

Relationship Development

- Highly developed interpersonal and communication skills to forge alliances, inspire and build confidence in others, develop effective, collaborative partnerships with all levels of staff, management and Board to represent the market and system to diverse internal and external groups on diverse and complex topics.
- Operates effectively in a collaborative, shared leadership environment within a highly matrixed organization. Ability to translate market needs to CCHHS and system priorities to the market.
- Demonstrates open-mindedness, flexibility, and a willingness to pioneer new approaches and opportunities.

Agility & Potential

Foresight

- Futurist and visionary; ability to develop creative new ideas, programs and solutions
- Entrepreneurial; thinks expansively
- Transformative; considers unassuming partnerships

Learning

- High self-awareness and curiosity
- Demonstrates leadership courage

Adaptability

- Shows empathy, flexibility and transformation
- Tolerant of ambiguity and uncertainty; embraces change

Resilience

- Ownership mindset
- Accountable and data-driven
- Persists with high-level of energy

Culture Fit & Impact

- Encourages innovation and curiosity
- Acts with courage
- Demonstrates integrity and trustworthiness
- Champions diversity and inclusion
- Inspires and coaches team members
- Owns safety and reliability
- Communicates with empathy and transparency
- Ensures outcomes and accountability

Engagement Team

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