

CEO Report

Dr. Erik Mikaitis, Chief Executive Officer
October 25, 2024



COOK COUNTY
HEALTH

New Hires and Promotions



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Congratulations

New Hires

Julie Mudge, Senior Director of APRN

Tenisha Rattler, Manager of Operations, Community Health Center, Englewood Health Center

John Barcenas, Manager Of Operations, Multispecialty Practice, Orthopedics Clinic

Jessica Roberson, Prior Authorization Manager, Finance Revenue Cycle

Alex Achilles, Nurse Coordinator II , Cermak Health Services

Latoshia Gordon, House Administrator

Congratulations

Promotions

Evan Greenbaum, Chair of the Division of Otolaryngology Surgery

Mohammed Sohel Ahmed, Medical Director, Neuroscience Service Line

Marcy Elamin, Senior Director of Long-Term Services and Supports, CountyCare

Sarah Elder, Director of Recovery Support Services, CCH Behavioral Health Authority

Blanca Lopez, Director Integrated Social Services Programs, CORE Administration

Jarin Tasnim, Enrollment/Retention Manager, CountyCare

Kortisha Montgomery , Medical Staff Credentialing Manager

Queenie Mendonca, Business Manager III, Anesthesiology & Pain Services Administration

Recognition & Announcements



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Behavioral Health Workforce Symposium

On October 1, Cook County Health hosted a pivotal Behavioral Health Workforce Symposium, focusing on the urgent need to address workforce shortages in mental health services across the region.

The symposium, coordinated by Cook County Health Office of Behavioral Health and the Cook County Department of Public Health, centered around key findings from the newly released Cook County Behavioral Health Workforce Report.



Cook County Health Launches Robotic Lung Cancer Biopsy System



On October 15, Cook County Health officially launched a new tool to help in diagnosing lung cancer, the leading cause of cancer deaths in the U.S. The Intuitive Surgical ION Navigational Bronchoscopy platform is a cutting-edge tool that makes diagnosing lung cancer safer, quicker, and more accurate.

Congratulations to the multidisciplinary team involved in bringing this project to fruition!



Cook County Announces Installation of Narcan Vending Machines at Facilities

On October 23, Cook County Health joined other Cook County leaders to announce the placement of vending machines at Cook County Health facilities, as well as within Cook County Jail waiting rooms, and Cook County courthouses that will dispense narcan free of charge. Three vending machines were installed in September and have already dispensed more than 750 doses.



Blood Pressure Management

Cook County Health's ACHN sites earned Silver Target BP recognition from the American Medical Association and American Heart Association in recognition for their commitment to improving blood pressure control through accurate measurement in adult patients.

Congratulations!



Congratulations to **Donnica Austin-Cathey**, Chief Hospital Executive, John H. Stroger, Jr. Hospital, for getting appointed to the volunteer Metropolitan Chicago Board of Directors of the American Heart Association!

She joins other healthcare professionals and business, and community leaders help guide AHA's many activities throughout the Greater Chicago area.



CCDPH's "Here to Hear You" Campaign

Congratulations to the Cook County Department of Public Health for recently receiving two awards for their "Here to Hear you" video campaign!

- Award of excellence at Public Relations Society of America (PRSA) Chicago Skyline Awards in the "Best Use of Broadcast/Film/Video" category
- Publicity Club of Chicago's Golden Trumpet Award in the video category

The video campaign features recorded conversations of Black and Hispanic males on the topics of suicide prevention and mental health.



Congratulations to **Ann Sikora-Jackson**, Senior Director of Advanced Practice Providers, for winning the Physician Assistant of the Region award from the Illinois Academy of Physician Assistants!

The award is bestowed to an Advanced Practice provider who has demonstrated exceptional dedication, commitment, and outstanding contributions to the medical community.



Carol Emmott Fellowship Class of 2025

Congratulations to **Crissy Turino**, Chief Plan Officer, Medicaid Services for getting selected to join the Carol Emmott Fellowship Class of 2025!

The Carol Emmott Fellowship, a program of The Carol Emmott Foundation, accelerates the leadership capacity and national visibility of women in health.



Hispanic Heritage Month

In celebration of Hispanic Heritage Month, Cook County Health led a discussion in Spanish to reach our Spanish speaking patients on the role Hispanic culture plays in our overall health.

The event earned more than 31,800 impressions and 17,000+ engagements on social media.

Thank you to Shannon Andrews, Maria Castillo, Maritza Guzman-Lauriano, Jaime Martinez, Dr. Juan Pablo Ruiz and Hilda Salgado for a successful and insightful event!



Strategic Plan Update














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Strategy Initiatives October



Accomplished

-  Stroger Lab completed the American College of Pathologist survey
-  JTDC Health staff recognized for suicide prevention work and National Commission on Correctional Health Care recognized Cermak for Opioid work
-  Internal Medicine Residency and Primary Care Residency achieved a 100% American Board of Medicine pass rate
-  Completed 15 cases in the first month of launching robotic bronchoscopy
-  Community Fairs: hosted a maternal child skills fair, a community baby shower at Provident and first Women's Health Fair with General Medicine Clinic
-  750 doses dispensed from naloxone vending machines at Provident/Stroger/CORE
-  Graduation for the Nursing Cohort 3 residency
-  Went live with CountyCare new provider directory
-  CCDPH Environmental Unit digitized forms to enhance service delivery
-  Speech pathology started performing outpatient video swallow studies
-  Expanded Expresscare Telehealth service from 11 am to 7 pm

Coming Soon

-  CCH Nursing Innovation and Research conference planning for January 2025
-  CountyCare is meeting with Dominican University to educate staff who work with low -income students to actively enroll students in Medicaid.
-  New Opioid Use dashboard in HealthIntent in collaboration with Opioid Task Force providers and HIS teams to be completed in November
-  New Sterile Processing update anticipated completion by 2/2525 for Provident
-  Centralized Nurse Triage and centralized scheduling model with One Source Enterprise
-  Finalized PT/OT equipment contract for new Bronzeville Center
-  Finalizing contracts with Express Scripts to be the Pharmacy Benefits Manager for Meridian and Blue Cross Community Health Plans

Staffing and Agency Update



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Current State



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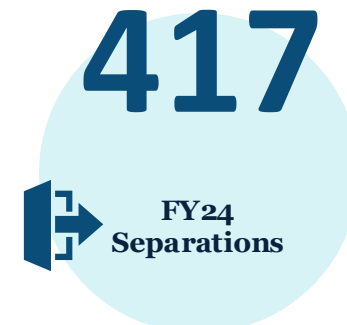
Current State

- System-wide agency utilization at 18%
- Several departments & roles with utilization >18%
- Some departments with higher utilization than currently available PIDs
- Challenges with hiring and recruiting (ranging from internal processes to national workforce shortage)
- Historic lack of transparency into and control of agency utilization
- FMLA leave backfilling is significant; 1,229 employees took at least one occurrence of FMLA in past 16 months
- Employee engagement improved from 7th to 21st percentile (2022 vs 2024)
- Turnover rates improving (overall 7-8% versus national average of 20%)
- Improvement in net hires year-over-year

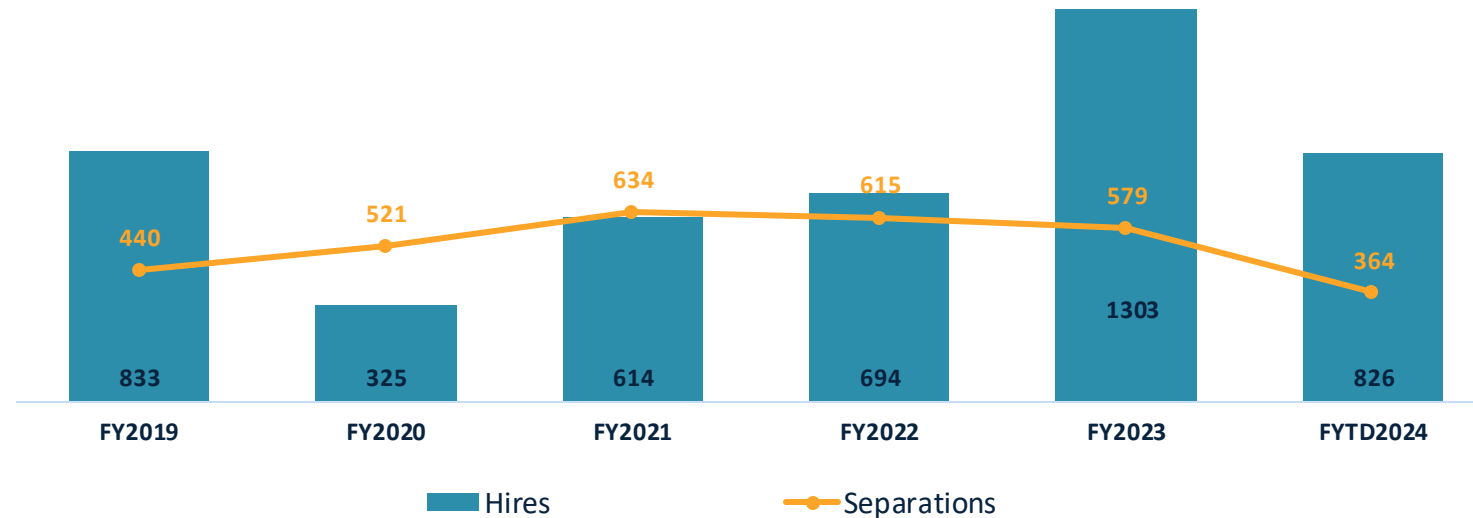
Current State Of Hiring & Separation



FY24 thru 09/30/24



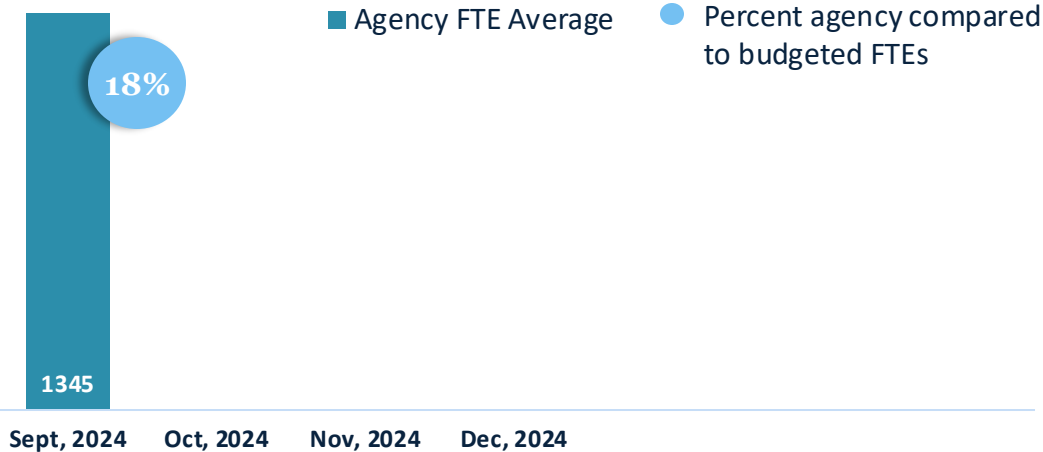
Yearly Hires and Separations



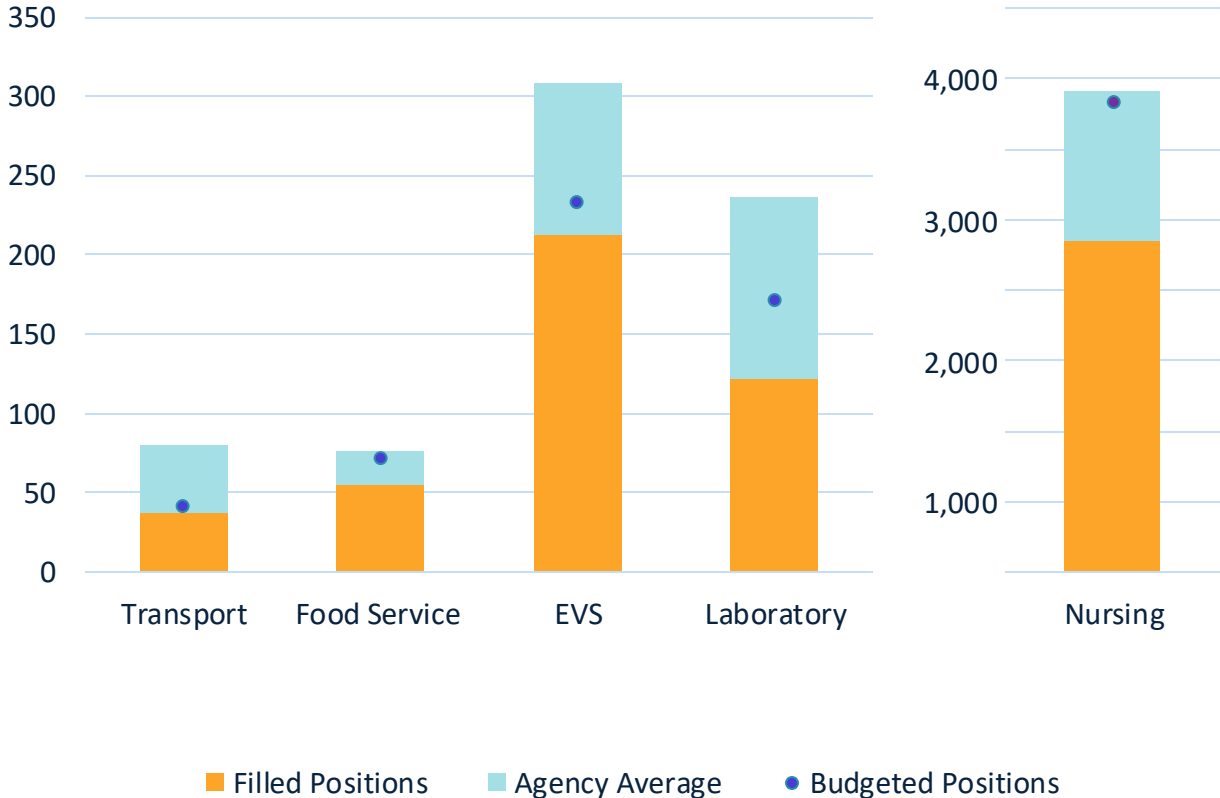
Current State Of Agency Use

October 2024

Monthly Agency Use Across All Departments



Average Agency FTE by Highest Utilizing Departments



Agency Conversion

CCH hopes to collaborate with labor partners to create a process to drive conversion of agency staff to employees. Once established, results will be shared here.

Nursing Agency Use

Nursing Position Type	Budgeted FTE (Finance)	Filled FTE	Vacant FTE	Vacancy Rate%	Agency FTE (September'24)	Agency Rate%
Clinical Nurse	1313.8	806.1	507.7	39%	419.5	32%
Licensed Practical Nurse	66.0	45.0	21.0	32%	1.1	2%
Technician	184.8	119.0	65.8	36%	32.9	18%
Nursing Assistant (Health Advocate, Patient Care Tech, Attendant Patient Care)	178.0	132.8	45.2	25%	33.2	19%
Medical Assistant	247.8	154.0	93.8	38%	45.2	18%
Clerk	92.0	66.0	26.0	28%	14.6	16%
Total	2082.4	1322.9	759.5	36%	546.5	26%



Departments with High Agency Use

Department	Budgeted Positions	Filled Positions	Vacant	Vacancy Rate	Agency FY24 YTD Average	Agency to PID Gap	Agency Rate
Transportation	42	37	5	12%	43	38	102%
Laboratory	172	122	50	29%	114	64	66%
Telephone Ops	7	7	0	0%	4	4	57%
Environmental Services	234	212	22	9%	97	75	41%
Rehabilitation	73	65	8	11%	30	22	41%
Human Resources	61	46	15	25%	20	5	33%
Food Services	72	55	17	24%	21	4	29%
Hospital Security	42	28	14	33%	12	0	29%
Radiology	207	142	65	31%	59	0	29%
Health Plan Services	433	336	97	22%	67	0	15%
Pharmacy	305	265	40	13%	35	0	11%
Respiratory	84	71	13	15%	4.25	0	5%
Grand Total	3,333	2,351	982	29%	1,059	77	32%



CCH Contracted Services

Through July 2024

Department	Contracted Services FY24 YTD Average	Notes
Support Ancillary	21	All these roles are Greeters and 4Help Call Center roles that were newly created positions during COVID.
Hospital Security	51	Provident and ACHN security is fully outsourced to respond to unique needs. CCH is currently assessing continued structure.
Human Resources	3	HR Optimization work related to Classification and Compensation as well as the learning and development infrastructure.
Food Services	15	Provident is fully outsourced.
Environmental Services	5	Management outsourced.
Sterile Processing	9	Management outsourced.
HIS	91	Through Eviden contract, they provide support for health information systems, EMR, and financial systems at both the analyst level as well as management level. This ensures continuous HIS, CDI, and BOT staffing and systems support.
Grand Total	124	

Action Plan



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Current Actions

- Bi-weekly meetings between CCH HR & CEO and BHR & Labor
- Quarterly meetings with OUP and CCH leadership teams
- System level oversight developed on agency utilization
- Department level benchmarking using Vizient ODB
- Paused new agency FTE additions
- Additional controls implemented over any agency additions (system level approval required)
- Auditing recent utilization through Internal Audit and Compliance
- Completing market analysis for multiple positions to assess pay rates
- Completing EP policy update to:
 - Make nursing accelerated hiring process permanent
 - Expand accelerated hiring for additional roles (EVS, food service, transporters)

Next Steps

- Right-sizing each department with high agency use
- Reviewing currently-vacant PIDs for reallocation to address PID shortages
- Completing 10% agency reduction exercise across all departments with agency use
- Completing restructure of several roles existing across multiple departments
- Considering implementation of time limits for individuals in agency roles (e.g. at 1 year, must decide to be employed or leave)

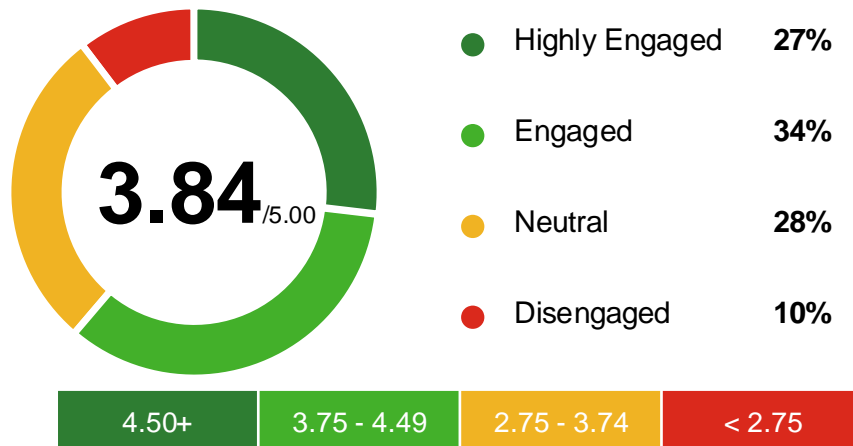
Employee Engagement



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Engagement Survey Results Snapshot

Organization's Engagement Score and Respondent Distribution



↑ **+0.23** vs. 2022 survey (3.61)

21st Rank vs. Nat'l HC ('22: 7th)

20th Rank vs. Nat'l Safety Net Hospital ('22: 5th)

57% Response Rate ('22: 48%)

Survey Admin: Jun-Jul 2024
N = 3,2988 / 57% Response Rate
2022: 2,593 / 48% (2020: 56%)

Strengths

- Like the work I do (**91%** Favorable)
- Pay is fair (**54th** %ile vs. Nat'l Norm)
- Nurses: Communication between physicians, nurses & other med staff is good

Opportunities

- Adequate Staffing (**-.46**) & Job Stress (**-.40**)
 - Work unit teamwork (**-.42**) / Supervisor encourages teamwork (**-.42**)
- Org treats employees with respect
 - Involved in decisions (**-.32**)
 - Getting the training I need (**-.45**)
- Responsibilities are clearly defined (**-.43**)

*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.

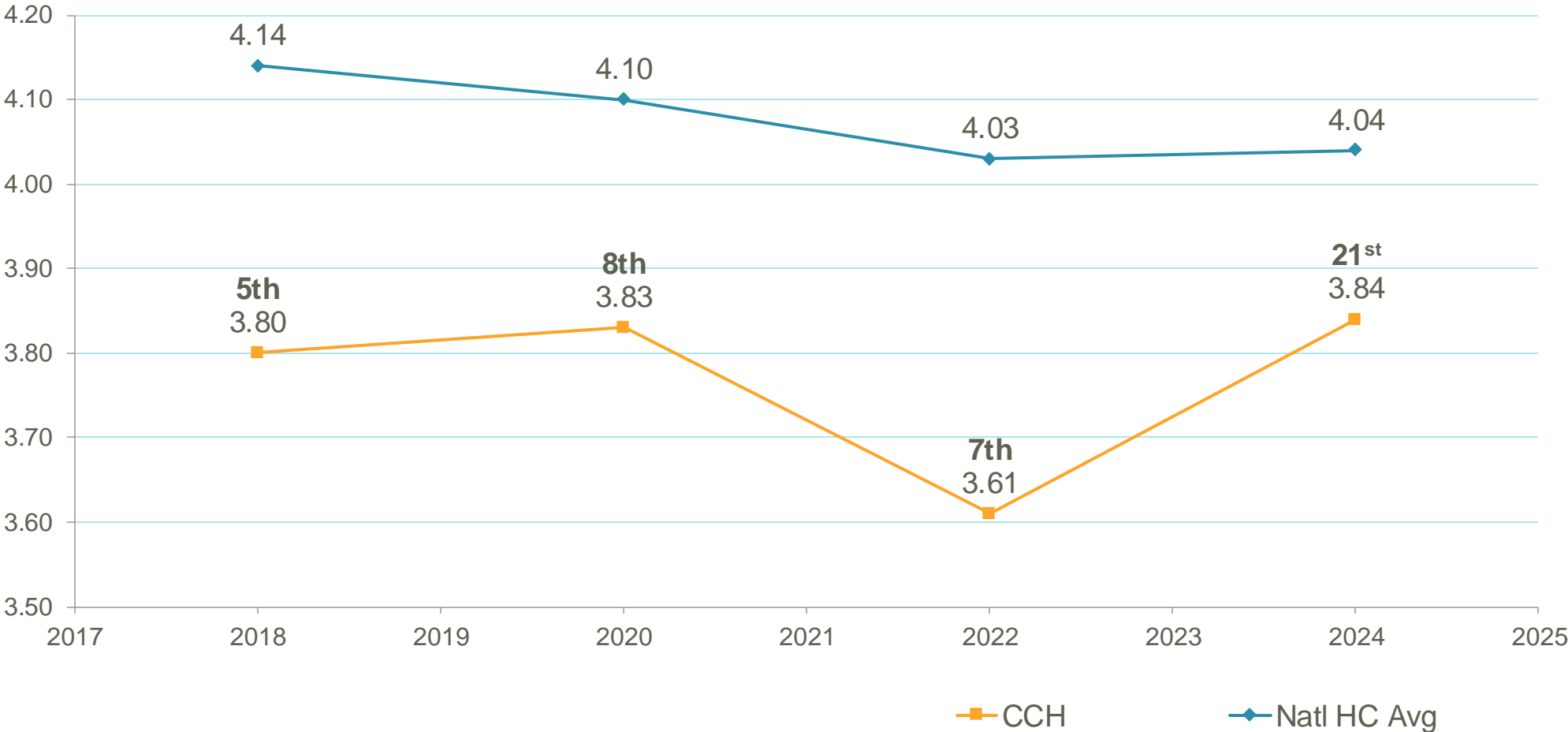
Items Included in Engagement Score



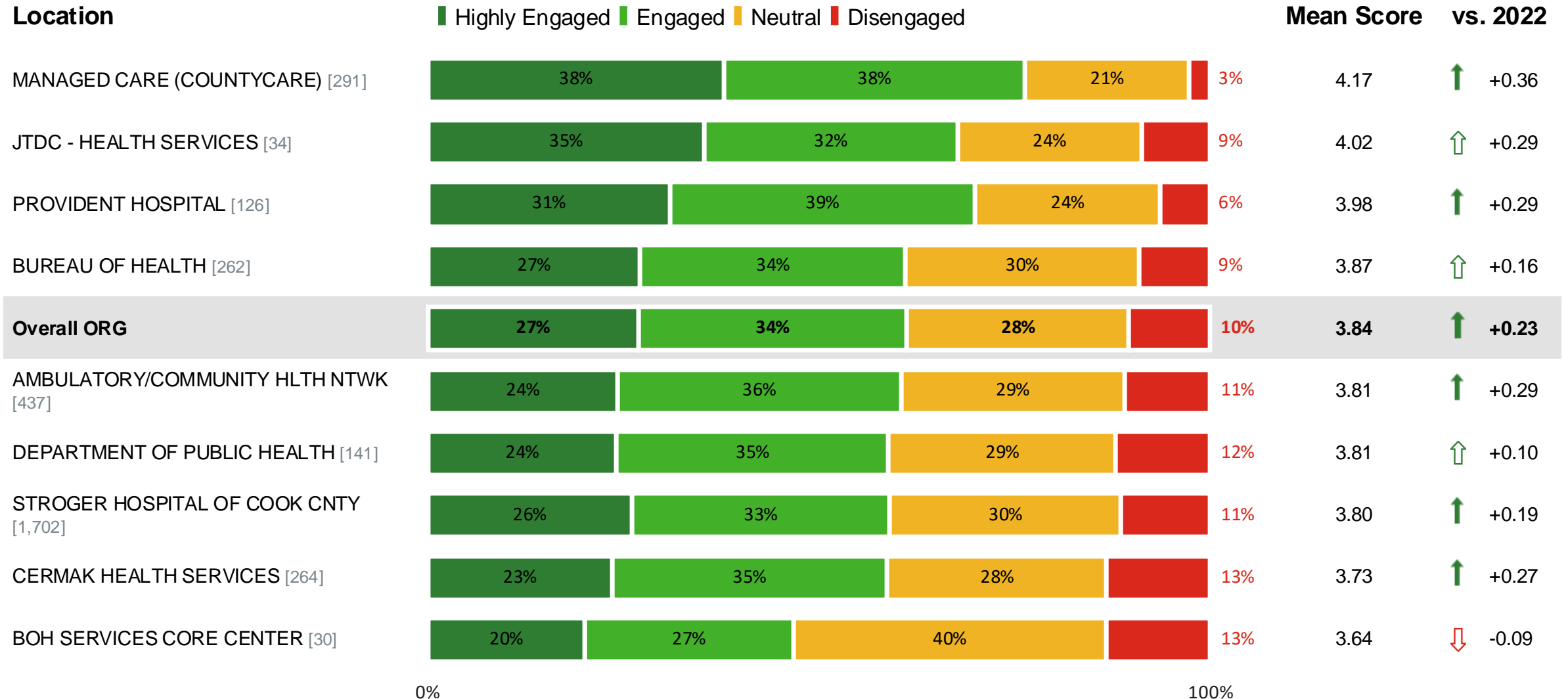
Item Text	Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
I would like to be working at Cook County Health three years from now.		4.00 ↑ +0.20	42nd	44th
I would stay with this organization if offered a similar position elsewhere.		3.76 ↑ +0.19	35th	35th
I am proud to tell people I work for Cook County Health.		4.09 ↑ +0.23	32nd	30th
Overall, I am a satisfied employee.		3.72 ↑ +0.20	17th	19th
I would recommend Cook County Health as a good place to work.		3.74 ↑ +0.28	15th	15th
I would recommend this organization to family and friends who need care.		3.76 ↑ +0.32	11th	16th
Engagement Indicator		3.84 ↑ +0.23	21st	20th

Note: Neutral labels are hidden when percentage is less than 5%.

Engagement Relative to Historical and Peer Performance



Focusing on Facilities

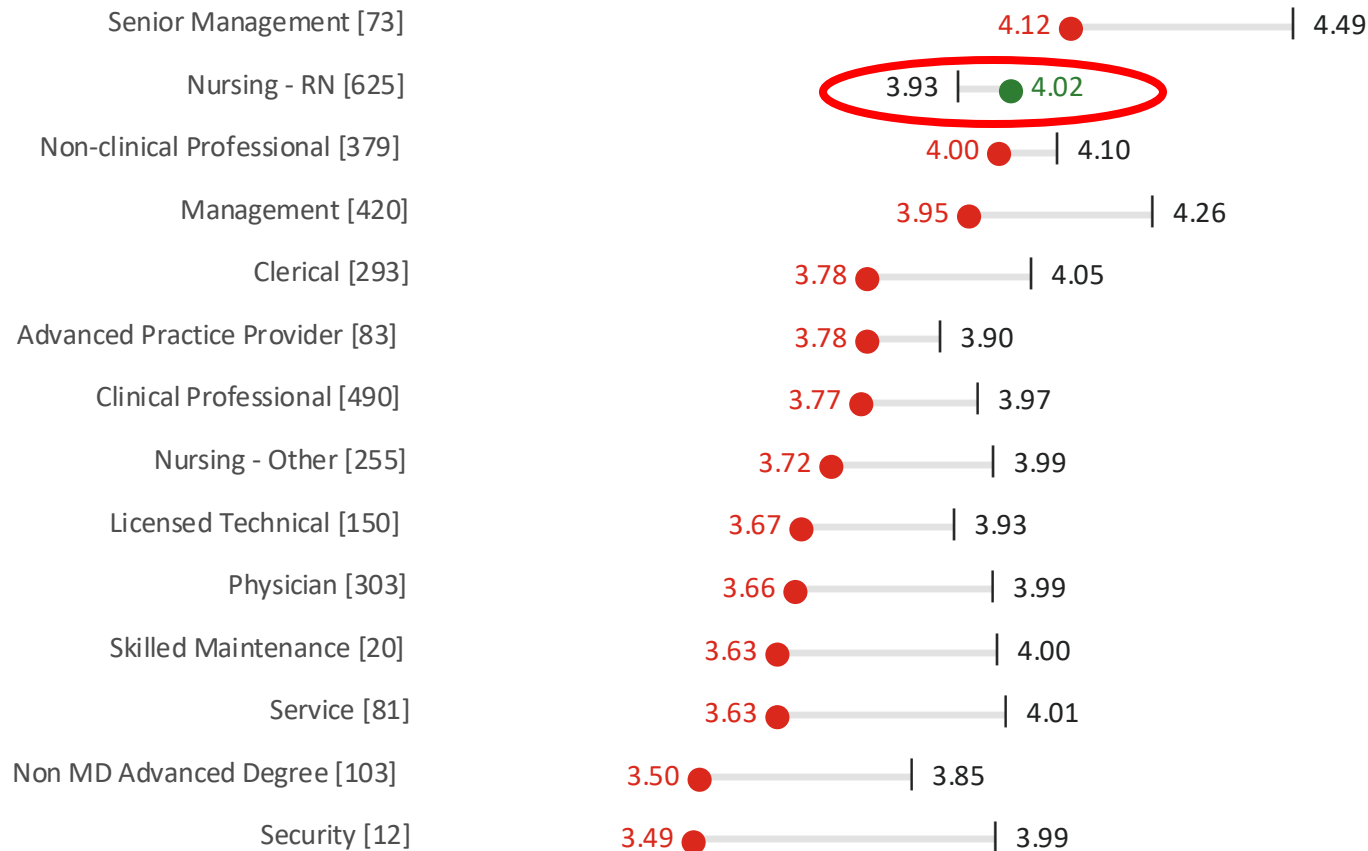


0% 100%

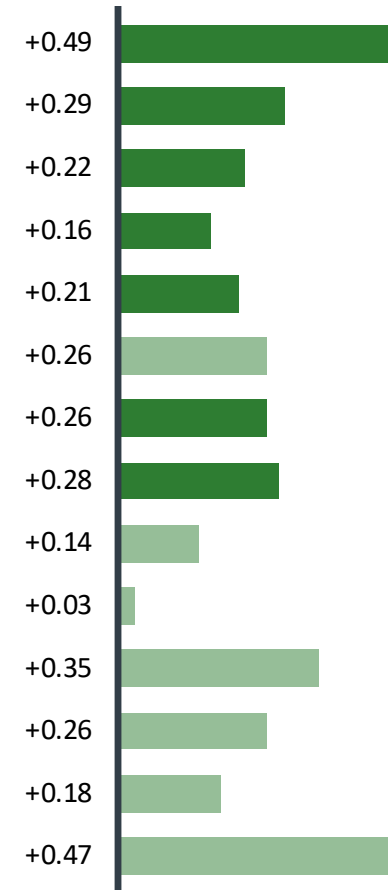
*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.
Facilities are sorted by Engagement Mean Score.

Engagement Score by Position

vs. Sub-Group Nat'l Benchmark



vs. 2022



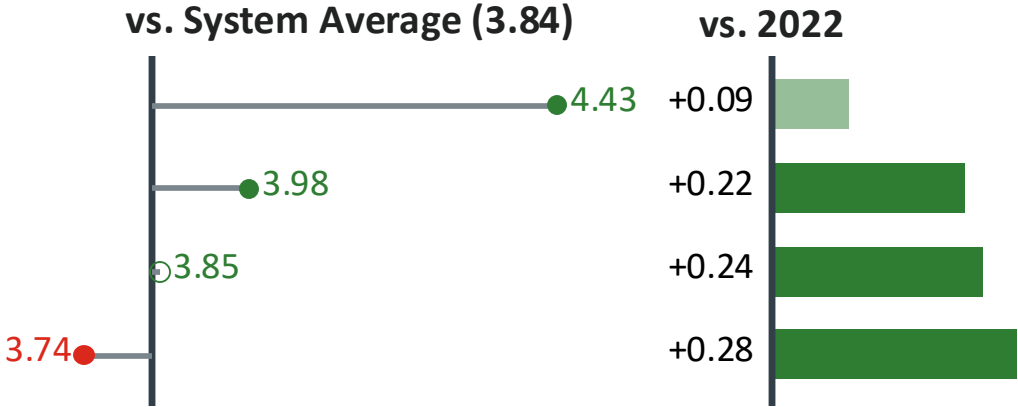
Dark shading indicates that change from last survey is statistically significant (alpha = 0.05).

vs. Benchmark (|): ● Below ● Above

Statistically Significant: ● Yes ○ No

Engagement Score by Generation

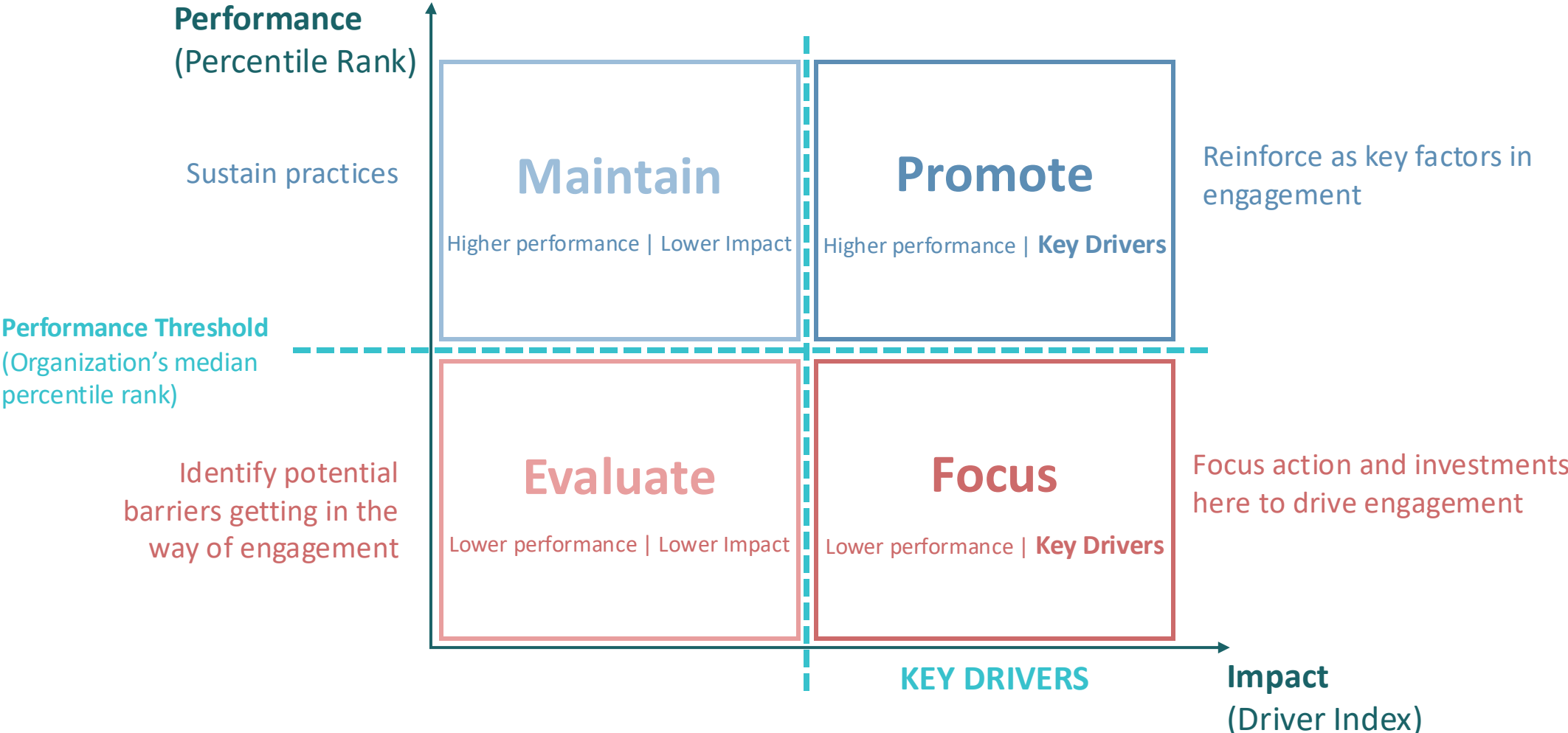
- Traditionalist (1930-1945) [5]
- Baby Boomer (1946-1964) [648]
- Generation X (1965-1981) [1,627]
- Millennials or Generation Y (1982-2000) [1,004]



Dark shading indicates that change from last survey is statistically significant (alpha = 0.05).

vs. Overall Average: ● Below ● Above
 Statistically Significant: ● Yes ○ No

Key Driver Analysis



Enterprise-wide Key Driver Analysis

Maintain

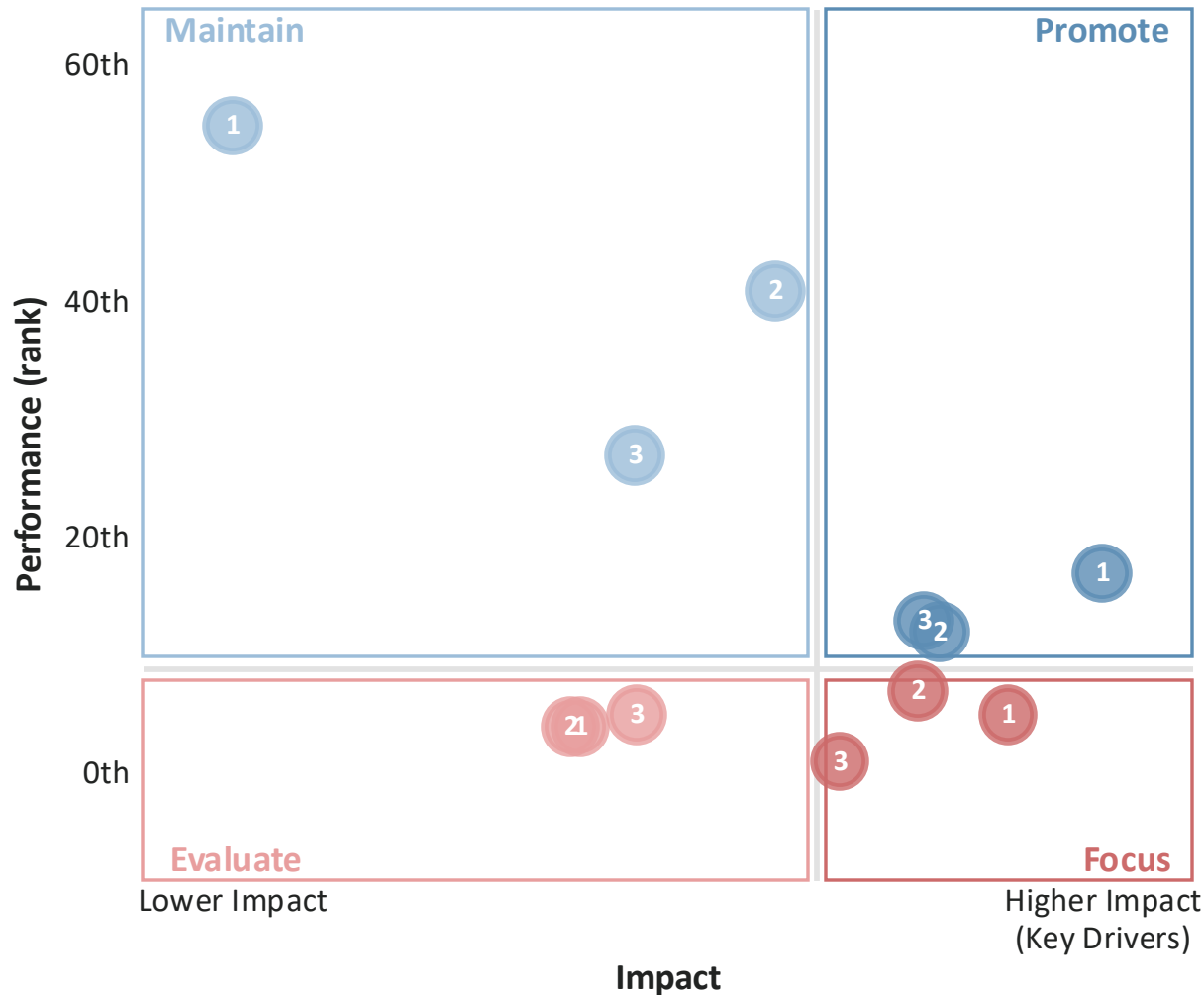
Higher Performance | Lower Impact

- 1 My pay is fair compared to other healthcare employers in this area.
- 2 I like the work I do.
- 3 This organization contributes to the community.

Evaluate

Lower Performance | Lower Impact

- 1 My work unit works well together.
- 2 The person I report to encourages teamwork.
- 3 I get the training I need to do a good job.



Promote

Higher Performance | **Key Driver**

- 1 This organization provides high-quality care and service.
- 2 This organization conducts business in an ethical manner.
- 3 I have confidence in senior management's leadership.

Focus

Lower Performance | **Key Driver**

- 1 This organization treats employees with respect.
- 2 My job makes good use of my skills and abilities.
- 3 My job responsibilities are clearly defined.

Focusing on Key Drivers

Item Text		Respondent Distribution Unfav Neut Fav			Overall Score & Trend		Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
Promote	This organization provides high-quality care and service.	7%	19%	73%	3.92	↑ +0.30	16th	17th
	This organization conducts business in an ethical manner.	11%	23%	66%	3.76	↑ +0.30	11th	11th
	I have confidence in senior management's leadership.	24%	25%	51%	3.36	↑ +0.18	12th	16th
Focus	This organization treats employees with respect.	18%	24%	59%	3.50	↑ +0.29	6th	12th
	My job makes good use of my skills and abilities.	13%	15%	72%	3.85	↑ +0.16	8th	6th
	My job responsibilities are clearly defined.	14%	16%	70%	3.77	↓ -0.05	2nd	1st

Note: Neutral labels are hidden when percentage is less than 5%.

Focusing on Highest and Lowest Ranked Items

Item Text		Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
Maintain	I like the work I do.	2% 7% 91%	4.42 ↑ +0.09	40th	47th
	This organization contributes to the community.	4% 15% 80%	4.15 ↑ +0.17	26th	35th
	My pay is fair compared to other healthcare employers in this area.	27% 22% 51%	3.31 ↑ +0.27	54th	76th
Evaluate	I get the training I need to do a good job.	18% 22% 59%	3.52 ↑ +0.10	6th	8th
	My work unit works well together.	14% 16% 69%	3.81 ↑ +0.13	5th	3rd
	The person I report to encourages teamwork.	13% 15% 72%	3.89 ↑ +0.12	5th	3rd

Note: Neutral labels are hidden when percentage is less than 5%.

Next Steps

- Bring Press Ganey team in to discuss department-specific tactics
- High reliability work
- Leader rounding
- Wellness lounge
- Employee engagement committee
- Ikigai
- Schwartz rounds
- Beryl Institute

Thank you!



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