

CEO Report

Dr. Erik Mikaitis, CEO

November 22, 2024



COOK COUNTY
HEALTH

New Hires and Promotions



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Welcome



New Hires

Win Buren, Chief Human Resources Officer

Jacqueline Tiema-Massie, Director of Public Health Emergency Preparedness & Response

Stephan A. Lopez, Interim Radiology Director

Jose Panganiban, Clinical Manager Ambulatory Procedure Unit, Renal Dialysis

Bikram Sahdev, Manager of Imaging Services

David Maniglia, Manager Of Operations, Ophthalmology

Ieshia Johnson, Grant Administration Manager

Jasmine Zavala, Manager of Planning, Public Health Emergency Preparedness Expansion

Katherine Healy, Delegation & Oversight Manager

Michelle Turnbough, Clinical Behavioral Health Manager

Congratulations

Promotions

Julia Dimoff, Associate General Counsel, Health Plan Services and Special Projects

Hipolito Rodriguez, Director of Operations and Systems

Recognition & Announcements



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Stroger Hospital Named Among the Best Hospitals in Illinois

John H. Stroger, Jr. Hospital was named one of the "Best-in-State Hospitals" for 2024!

The list, from Newsweek and Statista, was based on a nationwide, online survey of health care professionals, quality of care metrics, accreditation data and patient satisfaction data.

Thanks to our patients, staff and partners who recognized the exemplary care provided at Stroger Hospital!



Women Physician Forum

CCH is proud to announce the establishment of the Women Physician Forum, a dedicated platform created to support and empower women physicians.

With guidance and support from executive sponsors Dr. Claudia Fegan, Chief Medical Officer and Shannon Andrews, Chief Equity and Inclusion Officer, this initiative is driven by a commitment to foster an environment of equity, collaboration and growth.

Objectives of the Women Physician Forum:

- Support & Mentorship
- Professional Development
- Advocacy
- Community Building

For more information or to participate, please contact cchwomendoc@cookcountyhhs.org



Breast Cancer Awareness

Cook County Health hosted Breast Cancer Education Fairs at the Austin Health Center, Stroger and Provident Hospitals last month. The team educated 518 people on the importance of screenings.

Congratulations to the team involved in this project!



Marketing & Communications Awards

CountyCare and Cook County Health recently earned multiple awards for its marketing campaigns:

- Five top-level Platinum MarCom Awards for the 2023-2024 CountyCare Bring on the Benefits campaign
- Two Pinnacle Awards of Excellence from the Illinois Society for Healthcare Marketing and Public Relations for the Bring on the Benefits campaign and the CCH brand refresh.



MarCom Platinum Awards

- Advertising Campaign
- Integrated Marketing
- Digital Marketing
- Social Media Marketing
- Video/TV Ad Campaign



Pinnacle Awards of Excellence

- Advertising Campaign: Bring on the Benefits
- Integrated Marketing Campaign: Cook County Health Brand Refresh

Power of Nursing Leadership Awards

Two CCH nurse leaders were recognized at the annual Power of Nursing Leadership event hosted by the UIC College of Nursing to celebrate the impact and achievements of nurse leaders across the state of Illinois.

Congratulations to **Gins Thachil**, Nurse Coordinator, on receiving a Pinnacle Leader Award, which recognizes outstanding leadership in the nursing organization.

Congratulations to **Beth Vaclavik**, Associate Chief Nurse Executive, on receiving the SAGE Award. The SAGE Award spotlights a nurse leader who has demonstrated significant mentorship to advance the Illinois nurse leaders of tomorrow.



Congratulations to **Jesus “Manny” Estrada**, Chief Operating Officer, Cermak Health Services for being recognized by Crain's Chicago Business in their Notable Latino Leaders list for 2024!

The list recognized more than 100 leaders making an impact in fields from health care to technology, architecture to art.



Congratulations to CCH CEO, **Dr. Erik Mikaitis**, for being recognized by Crain's Chicago Business in their Notable Health Care Leaders list for 2024!

The list includes 39 leaders from all facets of health care in the Chicagoland area.



Life Sciences Department: Introduction and Update on Hektoen Transition

Mark Spranca

Chief Scientific Officer



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Agenda

- Introduction to the Life Science Department
- Strategy and Vision for the Life Science Department
- Cook County Health Grant & Research Portfolio
- Hektoen Transition Updates
- Open Discussion / Questions

Introducing Life Sciences



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CCH Life Sciences Department

Three offices with distinct roles and responsibilities form the Life Sciences Department. Each component works in synergy under the direction of the Chief Scientific Officer.



Sponsored Program Office (SPO) :

- Grant Applications
- Pre and Post Grant Award Management
- Effort Reporting
- Grant Portfolio Metrics

Interim Director: Michelle Vazin



Human Research Protection Program (HRPP/ IRB) :

- Human Subject Protection
- Federal Wide Assurance
- IRB Reliance Agreements with Central IRBs
- CITI Training

Director: Betty Donoval
IRB Chair: Dr. Giovingo



Clinical Research Office (CRO)

- Clinical Research Billing
- Feasibility Review
- ClinicalTrials.Gov
- Protocol Development
- Clinical Trial Portfolio Metrics
- Commercial CT Pre and Post Award Management

Interim Director: Pam Gonzalez
CRO Medical Director: Dr. Osei

Our Customer Service Focus

- Actively listen to ensure mutual understanding
- Provide rationale for all actions.
- Leverage multiple communication strategies

- Make timely decisions
- Define deadlines, keep stakeholders updated as to the status. Renegotiate as required
- Acknowledge receipt of request.

- Define success by team wins
- Seek knowledgeable stakeholders
- Identify common goals



- Focus on high-quality accurate deliverables
- Implement internal quality assurance measures

- Stay updated on regulations
- Be aware of CCH Policies & procedures
- Cite regulations & policies in stakeholder communications

Strategy and Vision for Life Sciences



Long-term vision of Life Sciences



- A supportive and professional operation that makes it easy and rewarding for CCH staff to win grants and contracts, manage them compliantly, and produce mission impact.
- A much larger flow of extramural funds from an expanding base of funders to pursue mission impactful work of multiple types:



- Research



- Innovation



- Care



- Public Health



- Quality Improvement



- Training

Strategy Roadmap



2024

Develop strategy and secure resources for Life Sciences Department



2025

Complete Hektoen transition and development of supportive operating environment



2026

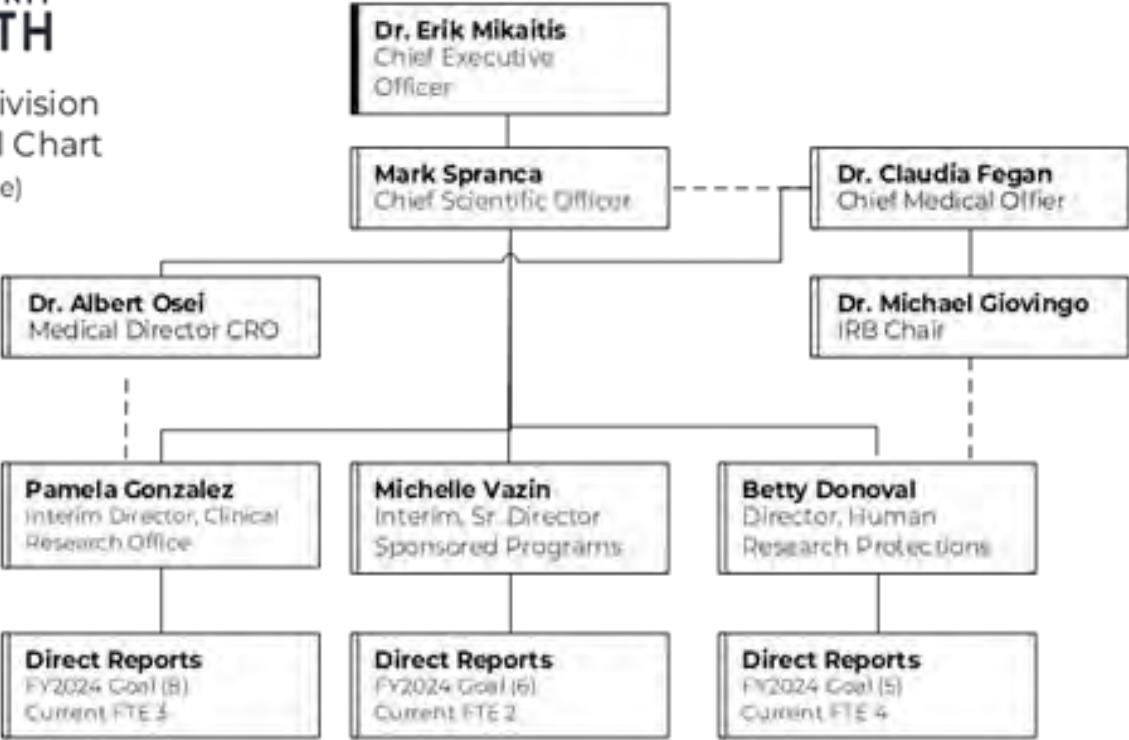
Begin growth phase of Life Sciences Department



Life Science Department

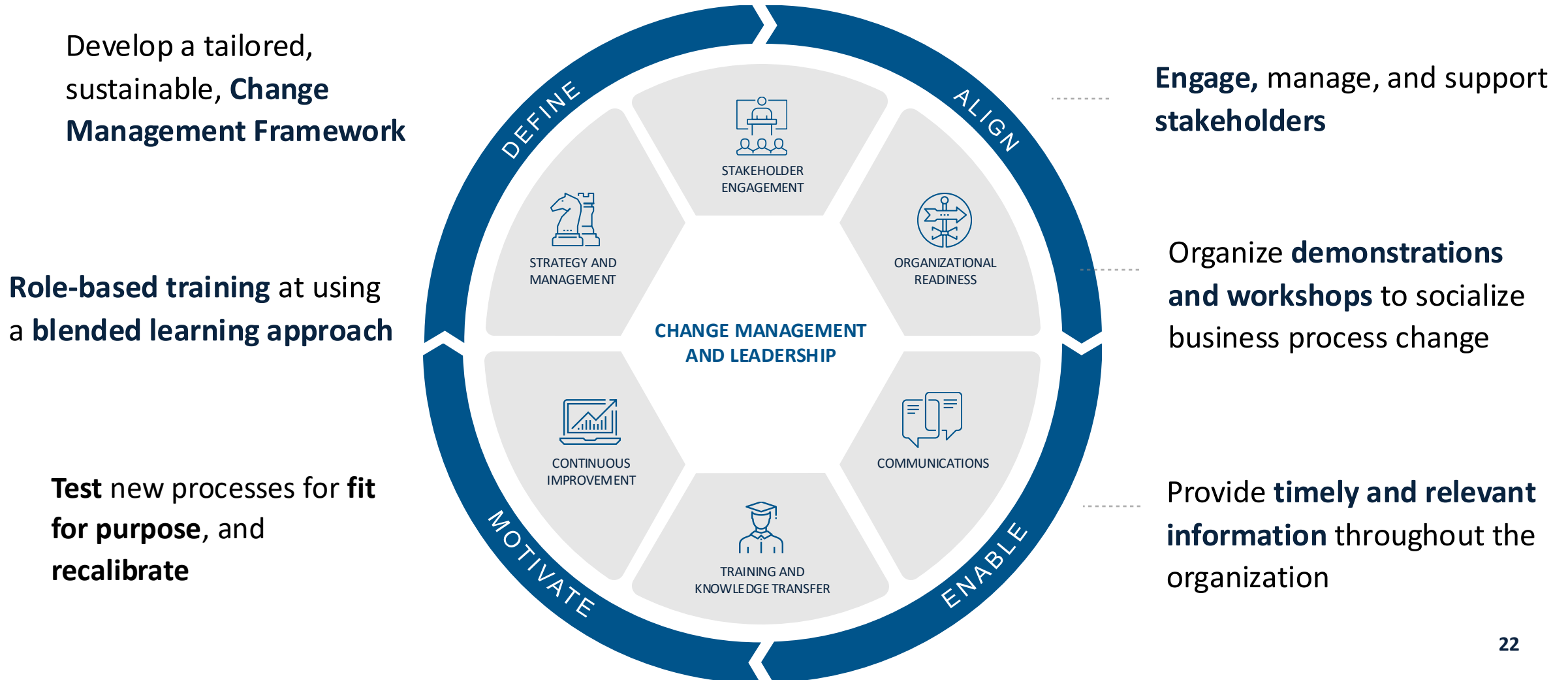


Life Science Division
Organizational Chart
(Future State)



Change Management

The journey proposed by the Life Science Department

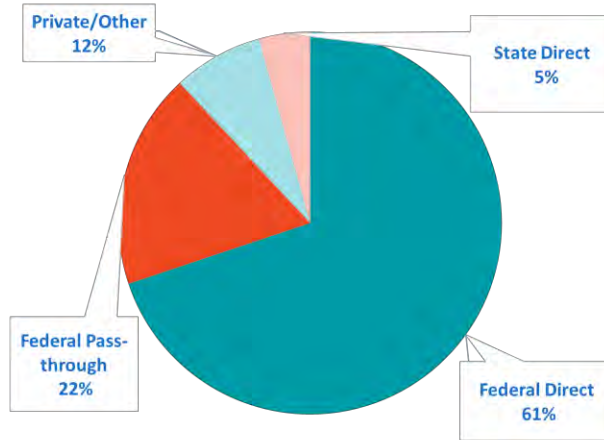


Portfolio Metrics

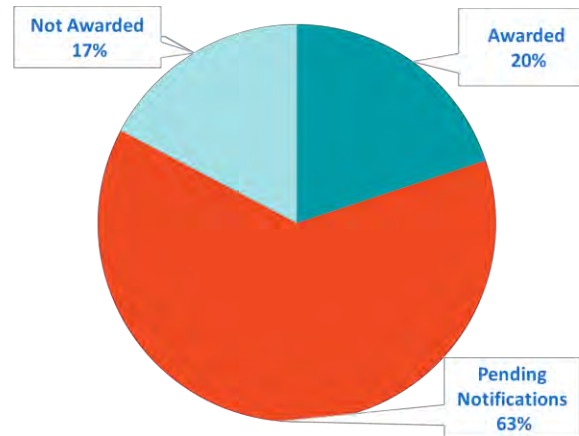


CCH Grant Awards and Proposal Metrics - Q3

Current CCH Grant Portfolio



Grant Proposals Submitted in FY24



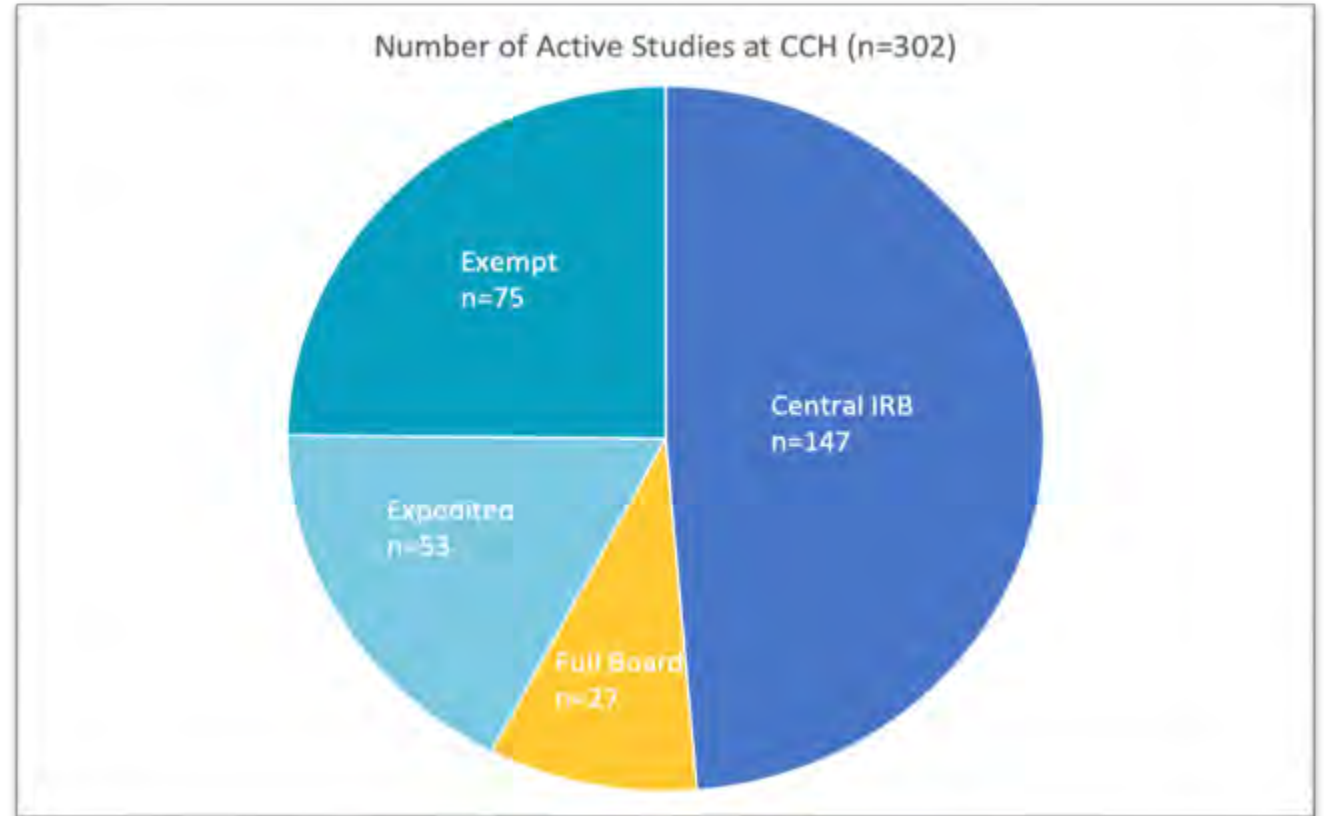
- Current extramural award portfolio (exclusive of Hektoen portfolio) \$20.6 million*
 - 61% Direct Federal Awards
 - 22% Federal Pass throughs
 - 12% Private Awards
 - 5% State Awards
- Total Grant Proposals Submitted FY2024 : \$8.7 Million
 - 63% Pending Notification
 - 20% Awarded
 - 17% Not Awarded

*Note: The above Grant Portfolio Metrics does not include any awards transferring from Hektoen. There are 28 grants transferring from Hektoen by March 31, 2025. The awards transferring to CCH total \$13.2 million for FY2024 at Hektoen.



Human Subjects Research Portfolio – As of 11/6/2024

- 302 Current IRB approved Protocols
 - 98 Clinical Trials
- 10 new protocols approved in Q1
- 10 new protocols approved in Q2
- 9 new protocols approved in Q3
- 12 new protocols approved in Q4 so far
- 90 Principal Investigators at CCH
- 15 Departments with open protocols



Hektoen Transition Update



Hektoen Staff Transition Update

Wave 1

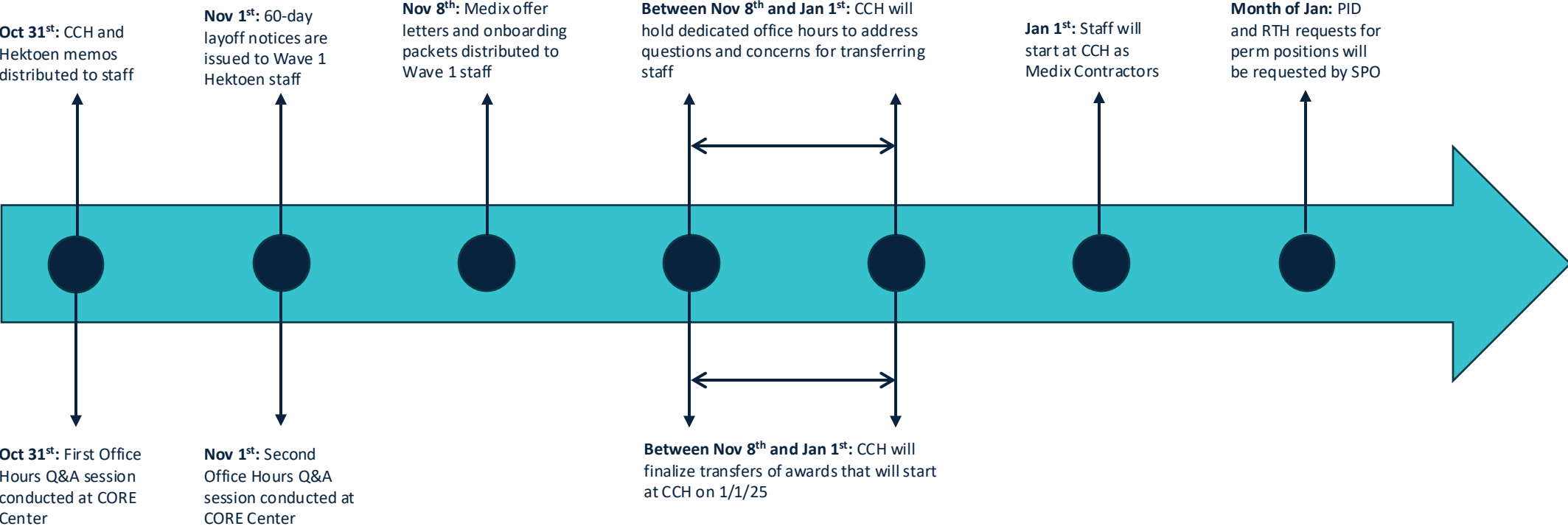
- Consists of 29 staff who were offered temporary Medix positions to begin on Jan 1
 - 27 staff have accepted
 - 1 staff declined
 - 1 staff is completing paperwork
- Medix provides commensurate salary and benefits
- Permanent CCH positions will be created after awards transfer on Jan 1
- Medix staff will be invited to apply for those CCH positions once posted
- Funders have been cooperative
- Unions have been notified as required
- PIs have been fully engaged throughout process

Wave 2

- Consists of approximately 70 staff
- Will transition in FY 2025 by March 31st
- Process will be similar to Wave 1 group

Life Science Department Updates

Timeline and Next Steps for Wave 1



Open Discussion / Questions





High Reliability Healthcare: An Overview of the CCH-Press Ganey HRO Partnership

Steve Kreiser, MBA
Partner, Press Ganey



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What is High Reliability?

“**Performance** as intended **consistently** over **time**”

Safety as a **core value**

- Safety focus to expose system dysfunction and **build engagement**

Getting things right in processes **and people**

- Leveraging the science of safety and human performance

Leaders **think** and **act** differently

- Message **Zero Harm** as part of the overall patient experience
- Find problems and fix system causes
 - **Anticipate** to avoid events
 - Lead Learning
- Build **Engagement** and reinforce **Accountability**



Five Principles of HROs

ANTICIPATION

“Stay out of trouble”

Preoccupation with Failure

Sensitivity to Operations

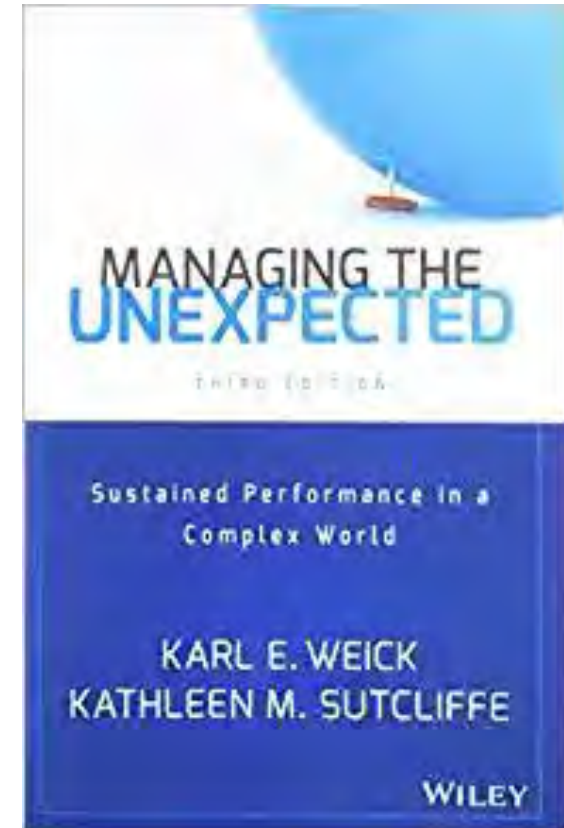
Reluctance to Simplify *interpretations*

CONTAINMENT

“Get out of trouble”

Commitment to Resilience

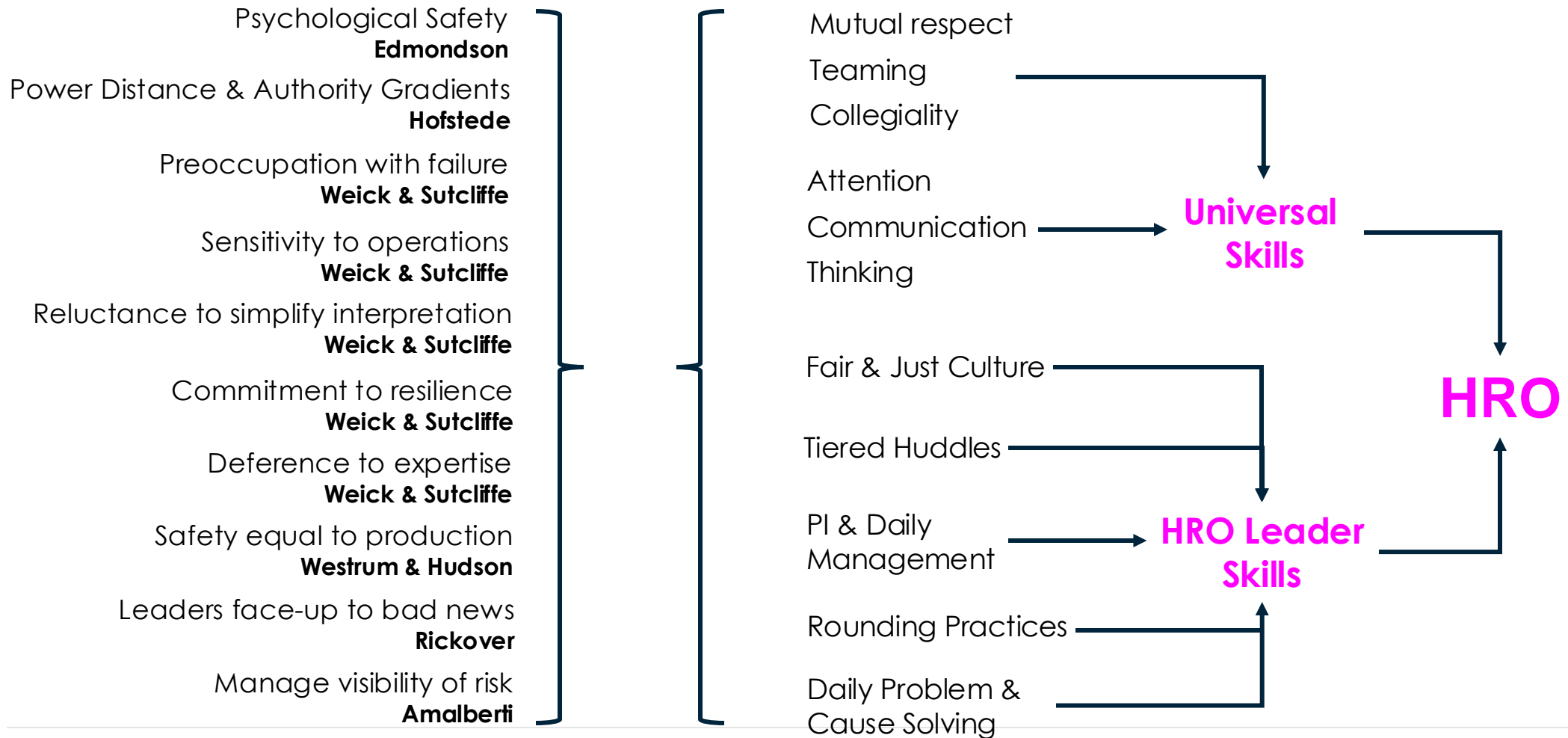
Deference to Expertise



From Vogus & Sutcliffe, *The Safety Organizing Scale, Medical Care*, 45/1, Jan 2007, p. 46-54.

High Reliability – Everybody Wants it, but How do you Get it?

Turn HRO Principles into Practices for Leaders, Staff and Physicians



High Reliability Leadership Series

HRO Overview

Building
Accountability

Harm Awareness &
Safety Culture

Operational HRO
Leadership

Safety & Reliability
Science

Cultivate a Culture of Psychological Safety

Be a Farmer – create the conditions for **culture** to grow

1

Message Safety as a **Core Value**

2

Make **Zero Harm** the goal

3

Provide tools to respectfully **escalate concerns**

4

Message the importance of **preventing human error**

5

Thank and Protect those who speak up

6

Implement and sustain a **Fair and Just Culture**

Governance Support for Safety & Reliability

- Explicitly endorse and reinforce safety as a core value
- Start Board Meetings with a **Safety Message**
- Put **Safety First** in Decisions
- Focus on systems, processes; avoid blame
- Normalize **transparency** about harm
- Maintain constancy of purpose & a relentless drumbeat
 - Align executive incentives and compensation
 - Devote time and attention during meetings
- Monitor **Metrics**
 - HRO Transformation Process measures
 - Patient and Workforce Harm
 - Workforce Engagement and Safety Culture
 - Patient Experience

Three Questions for Board Members (to ask of executives – and each other)

1. How good is our care?
2. Is our care getting better or worse?
3. If our care is not getting better, what is the problem – our plan or our execution of our plan?



Dr James Reinertsen
IHI Fellow

Thank You!



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