

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

Lead Executive: Craig Williams, Chief Administrative Officer, Operations and Development
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Clinical Guidelines Taskforce has started meeting to focus on birthday screenings for vulnerable populations in Cook County. The task group aims to advance and help implement the Birthday Screening Resolution put forth by the Board of Commissioners.
- The Healthcare Effectiveness Data and Information Set (HEDIS) Dyad and Quality team conducted a three-hour workshop to share HEDIS success stories and challenges. Each team leader guided a group of frontline staff—providers, managers, clerks, nurses, and medical assistants—in identifying the root causes of these challenges and developing a Plan-Do-Study-Act (PDSA) to enhance the process. The PDSA is a four-step problem-solving model designed to improve processes and facilitate change.
- Joint Commission readiness is ongoing as the quality team continues monthly rounds with the Environment of Care team. Clinic staff also continue to complete weekly assigned Sentact rounding audits in areas to ensure continuous preparedness.



Health Equity, Community Health & Integration

- In September/2024, the Patient Support Center handled over 60,100 patient calls with an average response time under 60 seconds, and 3,100 Nurse Triage calls with an average response time of 20 seconds.
- The CCH Transportation survey for September again received over 4,000 respondents with an average rating of 3.7/4 (93%). Additionally, 87% of patients reported they would be unable to attend their appointments without CCH transportation assistance.
- HealthViewX, the new referral platform for CCH partners, has achieved another milestone this month with over 19,500 referrals processed and 486 active users. Ophthalmology continues to be the most requested specialty, and ultrasound remains the top diagnostic request.
- Cook County Health continues to provide vaccinations to the community and our patients. In September, a total of 936 COVID-19 vaccinations were administered. All ACHN clinics are equipped to screen, test, and vaccinate community members. Additionally, the CORE Center administered 30 MPox vaccinations this month.
- This month, Belmont Cragin New Arrival Health Center reported serving 31,953 unique patients to date. The CCH Mobile Care Coordination team registered 9,860 new arrival patients at the City of



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Chicago landing zone, with 50% receiving same-day medical screenings and care at the New Arrival Clinic. 6,329 were vaccinated with Measles, Mumps, and Rubella (MMR), and 4,021 with chicken pox.

- We continue to have care coordination staff available daily at every city shelter to support new arrivals. Additionally, the CCH Mobile Care Coordination Team is providing services on Sundays at the landing zone.
- The operations team have extended Express Care hours to 7 AM–7 PM allowing for an additional 81 patients to access care before clinic opens. Additionally, they are sending out over 140,000 emails through the patient portal to promote Virtual Immediate Care and are collaborating with County Care to ensure members can access Express Care as part of their covered benefits, including sending text blasts to over 30,000 households.
- The Cancer Center Service Line team has been awarded 50 free wigs through the American Cancer Society's EverYou Wig Program, aimed at supporting patients experiencing alopecia during cancer treatment.
- The Neurophysiology team has finished retraining in “Evoked Potentials,” and studies are now underway. Evoked Potential tests assess the brain's electrical activity in response to light, sound, and touch. These tests can aid in diagnosing Multiple Sclerosis and other conditions by identifying nerve damage that disrupts these signals.
- The CORE Center successfully submitted a request for additional funds to the Chicago Department of Public Health to provide HIV supportive services at Belmont Cragin and to launch a marketing campaign to encourage HIV testing, HIV prevention, program growth, and linkage to care (via CTA trains, billboards, digital social media platforms).
- CORE/Cook County HIV Integrated Programs (CCHIP) participated in the annual outreach event at Englewood Music Festival where we screened 42 people for HIV. The team also collaborated with the Provident Men’s Health Fair and Chicago Football Classic to provide HIV testing and prevention services.
- CORE/CCHIP also participated in the annual AIDS Run & Walk on September 28, 2024. Staff across all departments joined the event and have collectively, raised \$8,312 (goal \$10,000) to improve the lives of individuals living with and vulnerable to HIV. Donations directly benefit the needs of our patients not supported by grant funds.
- This month 208 individuals in the community received a rapid test through targeted HIV screening. Additionally, we identified 5 newly diagnosed clients through routine & rapid screening and 6 clients were linked to care. A total of 27 patients were re-engaged this month to ambulatory care and social services after being lost over a year.



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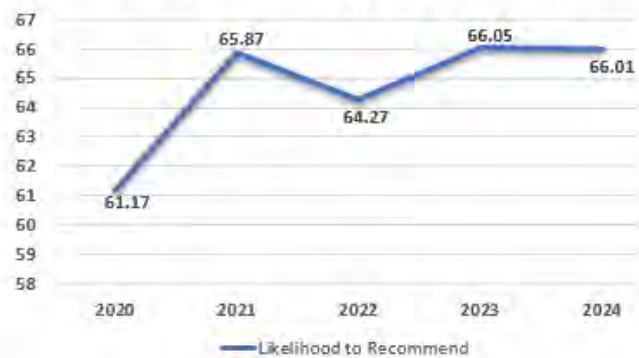
AMBULATORY SERVICES



Patient Experience

- ACHN's overall "Likelihood to Recommend" score continues to rise toward our goal of 67.13%. This month, the score increased by 0.12% from August, bringing the year-to-date total to 66.01%.

ACHN Patient Experience Score



- Specialty Care's patient experience metric, "*Likelihood of Recommending*," increased from 67.41% to 67.97% year-to-date resulting in a 0.56% increase month-over-month. Specialty Care leadership credits this growth to staff completing CI-Care Training and engaging actively with patients. They ask, "How was your visit?" and "Is there anything we could have done better?" while also reminding patients to complete the follow-up survey. Additionally, staff express gratitude for choosing CCH as their hospital of choice, ensuring this messaging is consistently reinforced throughout the patient journey.
- Primary Care's overall "Likelihood of Recommending" has remained stable since last month, with a current gap of 4.08% to meet the year-end target. In contrast, Arlington Heights and Austin Health Centers are both surpassing the year-end target for likelihood to recommend. The leadership team plans to assess the strategies that have enabled these centers to consistently exceed their targets and apply those insights to other areas.



Growth Innovation & Transformation

- The Cook County HIV Integrated Program launched a Book Club at Austin Clinic for Substance Abuse Recovery. The book club, facilitated by the HIV Behavioral Health Provider, is a supportive, community-driven group designed to promote healing, connectivity, and retention in primary care.



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- CORE Bilingual Team Leader moderated the workshop: *Building Bridges: Comprehensive HIV Care, Support, and Prevention for Chicago's New Arrivals* at the Midwest AIDS Training & Education event. CORE Manager of Patient Centered Care presented at UIC School of Nursing, an update on services provided by CORE/Cermak Project HAT team. This project provides HIV/Hepatitis testing at Cermak jail and follow-up linkage to care at CORE or other ACHN sites upon discharge.
- The Neurosciences Service Line team has successfully onboarded the Neonatal Intensive Care Unit (NICU) and pediatric teams into Continuous Electroencephalography (EEG) usage and are refining protocols specifically for pediatrics. This development reduces the need for transfers out of the NICU and pediatric departments for this service.



Optimization, Systemization & Performance Improvement

- The orientation and onboarding process for our Ambulatory Behavioral Health and Social Work Department was revamped to improve workforce development. This update features a comprehensive orientation package, and a rotating training schedule tailored to each employee's position and responsibilities.
- The social service resource software, Findhelp, will be integrated with the upgraded Behavioral Health Oracle module. This integration will facilitate the identification of resources and address social determinants of health during same-day visits.
- The Cancer Center Service Line team has launched the Template Optimization Project, aimed at adjusting appointment types and volumes for each oncology service. The goal is to ensure our templates accurately reflect the work being done, reducing duplication of work for our staff.
- We recently went live with a new scheduling process in the Infusion Center, focusing on optimizing chair time and staffing schedules. Previously, we scheduled patients based on nurse availability, but we have now shifted to scheduling by chair availability. This change provides infusion staff with a clearer view of the day's scheduled patients, reduces wasted chair time, and ensures that our procedural hours and nurse-to-patient ratios are appropriately aligned.
- Specialty Care has implemented Promise Point in collaboration with our revenue cycle partners. This platform provides a learning resource for registrars and revenue cycle teammates, offering training and best practice modules focused on registration quality assurance. Clerks can access training modules as often as needed and concentrate on areas where they face challenges. Additionally, Work Queue training has been introduced as a valuable resource for front-line clerical staff, helping them address errors in real-time and meet the 72-hour deadline for resolution.



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Workforce: Talent and Teams

ACHN has 233 vacant positions: 19 Administrative Support Staff, 32 Clinicians/Physicians, 17 Management Positions, and 165 Clinical Support Staff. Of the 233, currently 168 roles are in recruitment (27 posted, 15 pending, 45 validations in progress, 39 interviews underway, 20 decision-to-hire packets under review, 26 offers accepted, and 2 on hold). This fiscal year, we have hired 124 individuals.



Fiscal Resilience

- Primary Care: ACHN is below budgeted volumes for September by 383 visits and 3.1% below budget year-to-date totaling 173,321 visits in FY2024.
- Primary Care is onboarding several new providers, many of whom are in the Northwest cluster—a key contributor to our target shortfall. With these new additions, we anticipate an increase in numbers that should help close the volume gap.
- Specialty Care: ACHN is below budgeted volumes for September by 645 visits and 1% above budgeted volumes year-to-date totaling 320,086 visits in FY2024.
- Specialty Care is experiencing skewed data this month due to the Location Hierarchy Redesign (LHR) plan. Our Business Intelligence (BI) team has implemented a Cerner update for all ACHN locations, requiring the remapping of targets to the new location names, which has resulted in some locations having double targets. Leadership is collaborating with the BI team to explore alternative reporting solutions.
- As of September 2024, ACHN is meeting expectations, having used 81% of the budgeted spending projections year-to-date.
- We have four non-personnel contracts valued at \$500,000 or more. One of these contracts have expired, but amendments are in progress and there are no service gaps.

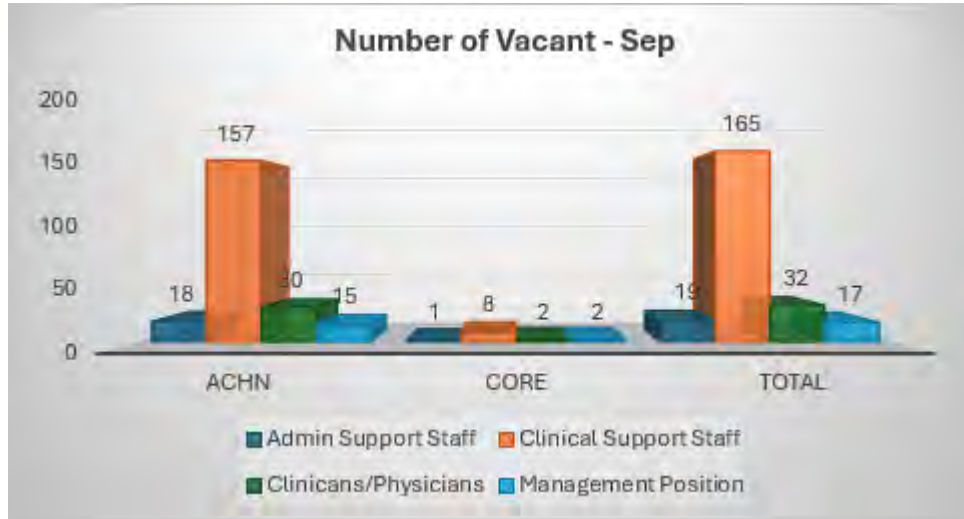
Human Resources Recruitment



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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	179,274,432	139,140,694	6,623,001	145,763,694	33,510,738	81%



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AMBULATORY SERVICES

Procurement

Non Agency Contracts

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	<ul style="list-style-type: none"> •RFP will go out for a 2nd time as there is one proposal for the RFP. The lack of responses will cause a delay in awarding the contract. •Amendment in process for six months. •No gaps in service
H21-25-012	DaySpring Janitorial Svcs	\$ 2,300,000.00	11/30/2024	<ul style="list-style-type: none"> •Contract will be extended for another year as a parallel process to the RFP. • Amendment requested to add new clinic at 467 E 31st St. Chicago.
H17-25-064	Medspeed	\$ 3,843,844.06	11/30/2024	<ul style="list-style-type: none"> •Sponser/Labs has initiated the RFP for a new contract. Six month extension in progress.
H22-25-052	Amergis Locum Tenens fka Maxim	\$ 24,325,678.42	2/14/2025	<ul style="list-style-type: none"> Per SCM Refer to Medical Administration who should take the lead on RFP or Amendment



DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: September, 2024
Report Date: September 30, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Neuroinvasive West Nile Virus cases continue to be diagnosed in Suburban Cook County. The cases are predominantly middle-aged individuals with underlying chronic or immunocompromising diseases. All people in Suburban Cook County should remember to:
 - 1) Use EPA approved insect Repellant;
 - 2) Repair screens; and
 - 3) Remove standing water from around your home.



Health Equity, Community Health & Integration

- Cook County Department of Public Health (CCDPH) staff participated in Cook County Racial Equity Week and presented “Improving Health Equity Through Data,” which highlighted equity considerations in data collection and included a demonstration of the Cook County Health Atlas.
- Final counts for September show that the Behavioral Health unit distributed 226 naloxone kits and trained 31 individuals on how to effectively use the kits.
- The CCDPH Behavioral Health and Epidemiology units participated in an Opioid-Involved Overdose Spike Tabletop Exercise. The exercise helped CCDPH evaluate and improve its ability to respond to an overdose spike in Suburban Cook County.
- The CCDPH Communications and Marketing team raised awareness on suicide prevention with a series of content posts and videos on CCDPH’s social media platforms during the month of September. The videos featured suicide prevention conversations with Black and Latino men and won an award of excellence at the Public Relations Society of America (PRSA) Chicago Skyline Awards. The videos placed in the “Best Use of Broadcast/Film/Video category.” Access the “Life be Life’n, but you are not alone” videos [HERE](#).



Patient Experience



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

- Both COVID and influenza (Flu) levels are currently low in Suburban Cook County, as well as in the State of Illinois. COVID and Flu wastewater levels are decreasing following the summer surge. COVID and Flu vaccines are now available at all CCH clinics and hospitals. CCDPH is providing a supply of COVID and Flu vaccines to CCH for uninsured patients.



Growth Innovation & Transformation

- CCDPH participated in the American Hospital Association (AHA) sponsored “Incorporating Climate in Community Health Strategy Workshop”. The Workshop's focus was on the role of hospitals and other healthcare entities in addressing health impacts from climate and environmental conditions and seeks to develop tactical guidance for hospitals and their strategic partners.



Optimization, Systemization & Performance Improvement

- The CCDPH Community Behavioral Health Unit held the first ‘Trauma-Informed Tuesdays’ training, focused on training interested CCH staff on trauma-informed practices. Over 65 participants were trained over the month of September.



Workforce: Talent and Teams

- CCH’s Interim Chief Executive Officer, CCH’s Director of Behavioral Health, and CCDPH’s Senior Medical Officer, participated in an interview for Crain’s Chicago Business featuring the upcoming Behavioral Health Workforce Symposium and related report, which will assess the current Behavioral Health Workforce crisis and provide recommendations to address.



Fiscal Resilience

- CCDPH policy staff, in collaboration with other local health departments and the Northern Illinois Public Health Consortium (NIPHC), contacted legislators to advocate for reversing the \$5 million cut to the Local Health Protection Grant.



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Human Resources Recruitment

As of September 30, 2024, CCDPH has - 50 vacant positions to date (actively recruited) - 2 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 September 30, 2024

RTHs Submitted MTD/ YTD	Pre-Recruiting	On Hold	Postings Currently	Validation in Progress	Interviews in Progress	e-DTH Underway	Candidate Offers	Vacancies Filled In September	YTD Position Filled
17/69	8	2	5	2	3	4	3	3	19

Budget

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4895 - DPH Total	21,993,575	12,857,235	657,129	13,514,364	8,479,211	61%

9/30/2024

Procurement

The following vendors or subgrantee \$500K or more are all active contracts.

Contract #	Vendor or Subgrantee Name	Expires On
H21-25-129	AgeOptions	5/31/25
H22-25-154	Flowers Communications Group	5/31/25
H21-25-138	Housing Helpers/Proviso Partners for Health	5/31/25
H21-25-140	Illinois Board of Trustees/UIC School of Public Health	5/31/25



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H21-25-182	United Way of Metropolitan Chicago	5/31/25
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*****Vendor or Subgrantee contract dates have been updated.



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CERMAK HEALTH SERVICES

Lead Executive: Manny Estrada, Chief Operating Officer, Correctional Health
Reporting Period: September 2024
Report Date: September 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Cermak, with the help of the CCH system Substance Use Disorder (SUD) Leadership team, will be deploying its first Narcan vending machines for community access on the Cook County Jail Compound. We are proud to provide this life-saving intervention, in novel and accessible locations (Division 10 visiting center, Division 11, and Post 5(public entry location) under the CCH umbrella, for accessibility to the public.



Health Equity, Community Health & Integration

The Interim Chief of Psychiatry attended a Fitness to stand Trial retreat hosted by Illinois Supreme court experts. The Chief Psychologist with staff from multiple disciplines within the department attended a retreat hosted by System Chief Behavioral Health Officer for CCH, that is developing a strategic multidisciplinary behavioral health plan to enhance behavioral health services within the Cook County Health System and community partners.



Patient Experience

Cermak's JTDC's Art Therapy team, completed a labyrinth project in the resident recreation area of the facility. This project incorporated the talents of staff and residents. Labyrinths are used world-wide to quiet the mind, calm anxieties, recover balance in life, enhance creativity and encourage meditation, insight, self-reflection and stress reduction.



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CERMAK HEALTH SERVICES



Growth Innovation & Transformation

Cermak Patient Care Services participated in the Nursing Summit. The environment was positive as they shared the learning opportunities and the role of healthcare services within the confinements of the jail. Several nursing school's expressed interest in nursing student rotations for correctional health in the near future.

Cermak continues with the roll out of our telehealth initiative, this includes the introduction of telehealth equipment in all intermediate and acute care living units. The intent is to facilitate onsite specialty care services while minimizing the need for offsite patient transfers.



Optimization, Systemization & Performance Improvement

Cermak hosted the Los Angeles Sheriff's department to tour the Residential Treatment Unit in the Cook County Jail and to demonstrate its intake admission and behavioral health housing process designs. The LA representative was very impressed and will use Cermak's design as a blueprint for their own county jail designs. Cermak continues to collaborate with other national and corrections systems to ensure highest quality of care for its patients.



Workforce: Talent and Teams

Two of the Correctional Health team have achieved their official designation as Certified Correctional Health Professionals (CCHP) from the National Commission on Correctional Healthcare (NCCHC). The CCHP credential demonstrates a mastery of national NCCHC standards and the ability to apply them to support quality of patient care.



Fiscal Resilience



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CERMAK HEALTH SERVICES

Cermak Health Services continues to meet with the State of Illinois Department of Healthcare and Family Services (HFS) to discuss the next steps regarding the implementation of the newly approved 1115 Waiver. Five milestones were identified for the successful implementation of the waiver, which will allow Cermak to bill for patients receiving key services 90 days prior to discharge from the Cook County Jail. This program will allow Cermak and Juvenile Detention patients to have improved transitions of care into the community and Cermak is excited to continue these discussions with HFS.



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CERMAK HEALTH SERVICES

Human Resources Recruitment

Cermak Health Services

A Look into HR Recruitment

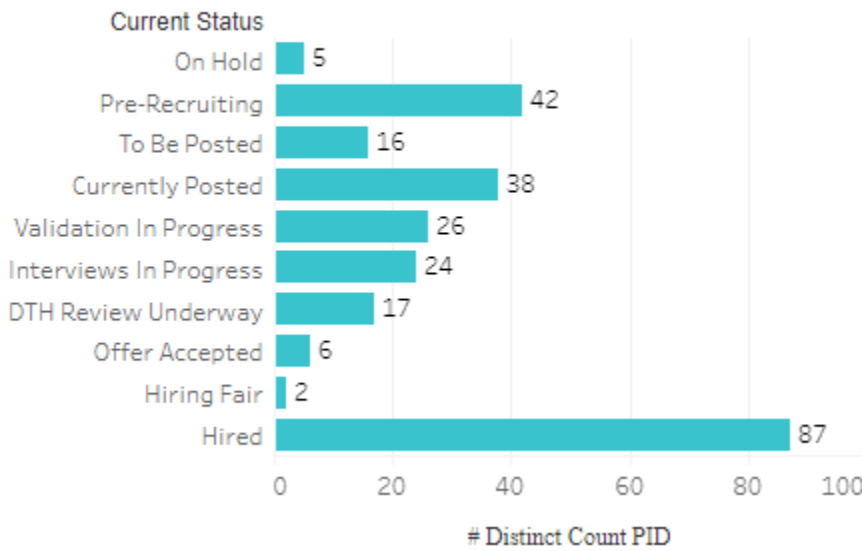
Access the dashboard training guide and request new user access through Hiring Central. [↔](#)

COOK COUNTY HEALTH

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # (4240), Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

129 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept.</small>	87 Total Hired	26 Validation in Progress	24 Interviews in Progress	14 Open Interviews Greater than Two Weeks	4 Submitted DTHs Older than 5 Days	13 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
				VIEW DETAILS	VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



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CERMAK HEALTH SERVICES

Juvenile Temporary Detention Center

A Look into HR Recruitment

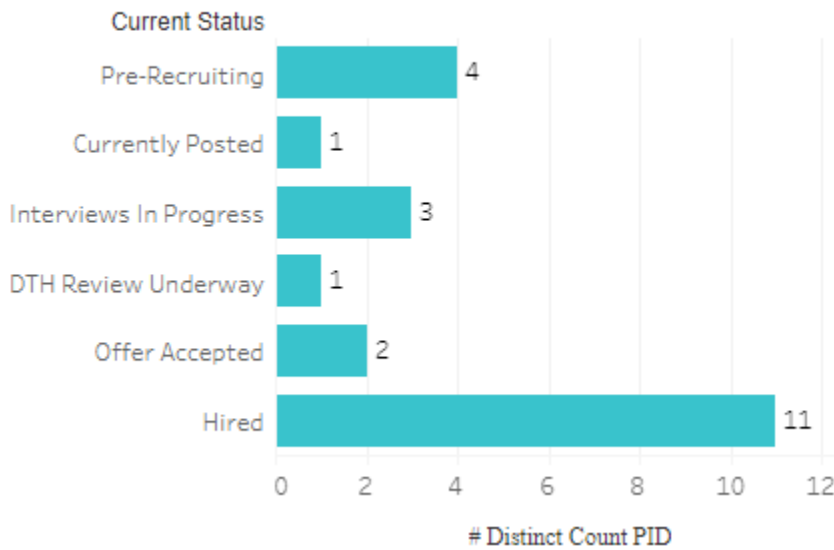
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COOK COUNTY HEALTH

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # (5241), Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

7 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - in Dept</small>	11 Total Hired	Validation in Progress	3 Interviews in Progress	Open Interviews Greater than Two Weeks	1 Submitted DTHs Older than 5 Days	1 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
VIEW DETAILS			VIEW DETAILS		VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



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CERMAK HEALTH SERVICES

Budget

Overall, across all accounts, Cermak and JTDC are on track with budgeted expectation through the end of September 2024.

Office / Program / Account	FY24 Budget	Expense	Obligations (BPA's/PO's)	Funds Available	% Expended
4240 - Cermak Health Services of Cook County					
0 - DEFAULT (41195.4240.0) Total	-	8,793	-	(8,793)	No Budget
10155 - Administration (41195.4240.10155) Total	12,448,221	10,304,194	1,341,322	802,705	92%
10160 - Administration and Clerical (41195.4240.10160) Total	-	-	3,003	(3,003)	No Budget
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	2,325,138	19,756	417,566	76%
13945 - Finance (41195.4240.13945) Total	243,273	207,017	-	36,255	77%
14915 - Human Resources (41195.4240.14915) Total	263,532	142,707	-	120,825	50%
15050 - Information Technology (41195.4240.15050) Total	231,171	220,225	-	10,946	86%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	465,213	18,024	158,412	69%
15805 - Material Management (41195.4240.15805) Total	462,003	284,139	16,805	161,059	60%
15880 - Med/Surg - Administration (41195.4240.15880) Total	-	-	2,810	(2,810)	No Budget
15895 - Medical Administration (41195.4240.15895) Total	10,761,208	8,047,513	119,132	2,594,563	69%
16480 - Nursing - Administration (41195.4240.16480) Total	-	-	143	(143)	No Budget
17015 - Oral Health (41195.4240.17015) Total	2,496,986	1,640,020	412	856,554	60%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	30,265,274	718,912	15,495,872	60%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	1	-	(1)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	6,304,560	(237,043)	3,771,316	64%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	674,863	-	101,469	77%
18485 - Radiology (41195.4240.18485) Total	845,217	676,069	-	169,147	73%
19650 - Storerooms (41195.4240.19650) Total	-	-	(566)	566	No Budget
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	514,059	(262)	(513,797)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	370,405	-	52,331	79%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	11,091,955	6,034	6,160,029	59%
19635 - Store Room (41195.4240.19635) Total	-	-	141	(141)	No Budget
20475 - Txbl GO Ser 2009B BABS Bond Fd (41195.4240.20475) Total	-	15,149	-	(15,149)	No Budget
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	209,486	5,698	56,504	95%
15485 - Law Administration (41195.4240.15485) Total	-	-	562	(562)	No Budget
17005 - Ophthalmology-Administration (41195.4240.17005) Total	-	4	-	(4)	No Budget
Grand Total	106,203,386	73,766,787	2,014,883	30,421,715	71%



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CERMAK HEALTH SERVICES

Office / Program / Account	FY24 Budget	Expense	Obligations (BPA's/PO's)	Funds Available	% Expended
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	249,031	694,951	97,833	89%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	648,641	-	83,089	80%
17015 - Oral Health (41197.4241.17015) Total	309,492	309,579	-	(87)	91%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	2,768,833	22,685	837,984	70%
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	3,042,890	1,625	926,590	No Budget
Grand Total	9,683,643	7,018,974	719,261	1,945,408	80%



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CERMAK HEALTH SERVICES

Procurement

Contracts expiring in next 9 months

Number	Supplier	PO Description	End Date
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	5/31/2024
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	7/31/2024
H19-25-077	ODP Business Solution LLC	H19-25-077 - Supplies and Services, Office Supplies	11/21/2024
77%63013	W. W. Grainger	H19-25-063 - Supply, Institutional Supplies for Maintenance, Repair, and Operations	11/30/2024
H19-25-103	ALLIED WASTE TRANSPORTATION, INC.	H19-25-103 - Service, Waste Removal Services Throughout CCH	11/30/2024
H19-25-063	W. W. Grainger	H19-25-063/77000063013 - Supply, Institutional Supplies for Maintenance, Repair, and Operations (MRO)	11/30/2024
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	11/30/2024
H18-25-114	Kore SAE	H18-25-114 - Service, Temporary Staffing	11/30/2024
H20-25-023	Praxair now 'Linde Gas and Equipment Inc.'	H20-25-023 - SERVICE, MEDICAL GAS	12/8/2024
H22-25-164	AB Staffing	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	12/31/2024
H21-25-034	Quest Diagnostics	H21-25-034 SERVICE, REFERENCE LABORATORY TESTING	12/31/2024
H22-25-052	Maxim Physician Resources	H22-25-052 Services Locum Tenens and AP Staffing	2/14/2025
H20-25-063	Stericycle	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	3/31/2025
H16-72-052	Linde Gas	H16-72-052 - Service, Certification, Maintenance, and Repair of Medical Gas Systems	3/31/2025
H22-25-095	Orkin	H22-25-095 Services, System-Wide Pest Contract Services (Orkin)	5/31/2025



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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer, Health Plan Services
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Focus on maternal and child health (MCH)

[CountyCare's Brighter Beginnings program is the health plan's maternal and child health \(MCH\) program](#)

uniquely designed to reach, educate, and support CountyCare's MCH population through connections to community resources, a vast network of MCH providers, care management services, benefits and rewards, and access to actionable information. CountyCare provides:

- **Supplemental benefits and rewards**, like a book club, diapers, sleep safe kits, breast pumps, car seats, and Visa gift card rewards for attending prenatal and postpartum visits. In 2023, CountyCare provided over 5,300 car seats, 27,000 packages of diapers, and 3,600 books through its Book Club.
- **Medically tailored meals** for pregnant members with gestational diabetes or hypertension.
- **A dedicated care management team** focusing on the MCH population.

As of September 2024, CountyCare implemented new interventions and services to support the MCH population, focusing on prenatal and post-partum care (PPC) timeliness, including:

- **Community based events to increase engagement.** On September 28, CountyCare hosted its first CountyCare Baby Shower at Provident. CountyCare provided essential baby items, community partners provided critical information and Cook County Health providers spoke about prenatal and postpartum care.

CountyCare invites its pregnant and parenting members to celebrate with us at our Community Baby Shower.

Join us for a free lunch, games and giveaways.
 If you are pregnant or recently had a baby, come join us! Please contact us right away so we can reserve your spot.

When: September 28, 2024
Time: 12pm-2pm
 (please plan to stay for the entire celebration)
Location: Provident Hospital Cafeteria, 500 E 51st St, Chicago, IL 60615

Need a ride? We are happy to provide transportation to and from the baby shower! Please let us know you need a ride when you RSVP.
Driving? You can park in the Provident Hospital patient parking lot. There is also limited street parking available.
Public transportation? Take the Green Line to 51st street or the #3 CTA bus to King Drive & 51st Street.

RSVP your spot by calling **(312) 989-0993** or scan the QR code below by **September 13th, 2024**. Please provide us with your name and 9-digit **CountyCare ID number** in your voicemail.

You can RSVP for yourself and up to three guests.





CountyCare complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. ATTENTION: If you speak ENGLISH, language assistance services, free of charge, are available to you. Call 312-984-8200 / 855-444-1661. Both lines 7/11 (TTY). ATENCIÓN: Si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 312-984-8200 / 855-444-1661 / 711 (TTY). LINGÜÍSTICA: Se habla español. Tenemos a su disposición servicios gratuitos de asistencia lingüística. Llame al 312-984-8200 / 855-444-1661 / 711 (TTY). 普通话: 如果您讲普通话, 我们为您提供免费的普通话语言协助服务。请拨打 312-984-8200 / 855-444-1661 / 711 (TTY)。 廣東話: 如果您講廣東話, 我們為您提供免費的廣東話語言協助服務。請致電 312-984-8200 / 855-444-1661 / 711 (TTY)。 This document is also available in other languages. Please contact us at 312-984-8200 to request this document in another language.



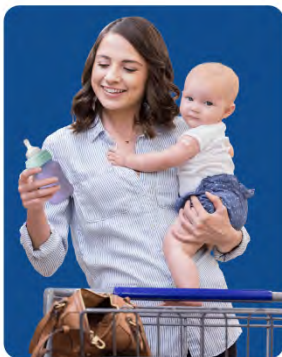
COOK COUNTY HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- Forty-two individuals attended with an overall positive response from members.
- A member that joined the event commented, "CountyCare help me in so many ways. I been on CountyCare for about 9 years and anytime I needed anything, like car seat, pack & play, CountyCare was there when I needed them the most and for that I love County. I will refer everybody to CountyCare."
- **Additional communications to members** regarding services that are available to them are sent via text message and present on social media.
- **Collaborations with community-based workgroups** supporting the MCH population.
- **Monthly measurement of outcomes with a focus on reducing health inequities.**

To improve access and quality care for the maternal and child health populations, over the next several months, CountyCare will focus on:



**\$75 for
baby's flu
shot
=
more
essentials**

- Launching new Medicaid covered provider types, including doulas, lactation consultants, and home visitors.
- Continuous improvements to the provider network to increase access.
- Increasing vaccination adherence through timely communications with members and an increased reward for flu vaccinations for infants.



Health Equity, Community Health & Integration

Preventing lead exposure in children

A recently published study in the *Journal of the American Medical Association Pediatrics* estimates that two-thirds of young children in Chicago have been exposed to lead through their home drinking water. In order to prevent lead exposure in children, CountyCare has launched a one-time benefit for approximately 89,000 households to provide lead removing water filters to all families with a CountyCare member 12 or under.



**COOK COUNTY
HEALTH**

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- Educational materials that were developed with the Cook County Department of Public Health and the Chicago Department of Public Health and were mailed with a coupon to the nearly 90,000 households or 126,500 members.
- As of October 9th, over 5,400 lead removing water pitchers have been redeemed through this program.
- On October 16, [Senator Durbin, Cook County Health, Cook County Department of Public Health, and CountyCare leadership held a press conference](#) to raise awareness about the detrimental effects of lead poisoning and this new innovative benefit. Senator Durbin stated, “Children continue to face the unacceptable risk of lead poisoning in the very place they call home... I applaud CountyCare for being the first to step up and implement innovative strategies to prevent the threat of lead exposure for low-income children.”



Member Experience

Provider directory launch

On September 19, CountyCare was thrilled to launch its [new provider directory on the CountyCare website](#) in order to provide a better member experience, enhanced search functionality, and improved data accuracy.

- After nearly 6 months of implementation, the new directory was thoroughly tested by health plan staff, care managers, and CountyCare members prior to going live.
- Members can now search CountyCare network providers by name, specialty, facility, or provider type.

While enhancements to this new system will be ongoing, CountyCare aims to improve member access to care and experience with its new provider directory.



Growth, Innovation & Transformation

Redetermination strategy

Having surpassed the one-year anniversary of the resumption of Medicaid redetermination, CountyCare continues 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
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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

- Members with an 8/31/24 redetermination date had a retention rate of 89.7%.
- Between May of 2023 and July 2024, CountyCare hosted 285 Redetermination Events with an attendance of over 12,700 individuals, including over 10,300 CountyCare members.

In September, CountyCare saw a 2% decrease of its overall membership and a 22% decrease in the Health Benefit for Immigrant Adults and Seniors membership due to the full HBIA/HBIS population going through redetermination simultaneously with an August 15 submission date. CountyCare is doing additional outreach to support these members during the 90-day reinstatement period and taking the following actions:

- Developing reports to determine which members have not completed redetermination.
- Contacting all members via text and outbound calls.
- Compliantly sharing lists with primary care provider groups.
- Escalating individual member cases when they have been improperly disenrolled.
- Partnering with County Commissioners and other government officials.
- Hosting ongoing redetermination events to provide in-person assistance.



Optimization, Systemization & Performance Improvement

Provider revalidation

The Centers for Medicare & Medicaid Services (CMS) requires state Medicaid programs to revalidate all actively enrolled Medicaid providers at least every five years. As a result of the COVID-19 Public Health Emergency (PHE), revalidations that were due in calendar year 2020 through 2024 were paused. Starting September 3, 2024, all providers will be required to Revalidate through the Healthcare and Family Services IMPACT system based on their enrollment date. While this is primarily a state initiative, it is critical that all CountyCare network providers revalidate within IMPACT.

In September, CountyCare sent a provider notice and its team of Provider Representatives have been providing education to the network. On October 30, CountyCare will be hosting a Provider Townhall covering a variety of topics, including the importance of provider revalidation.



Workforce: Talent and Teams

Staff Engagement Committee

Health Plan Services has an active Staff Engagement Committee that meets throughout the year to plan and implement programming to improve team satisfaction and make Health Plan Services an even better



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

place to work. In 2024, the Staff Engagement Committee introduced new engagement programming, including Professional Headshots, a Field Day, and Midday Mingles (a series of events during the lunch hour that allow staff to connect and unwind). Health Plan Services Staff Townhalls are held four times each year and each month the department hosts a Lunch and Learn on a variety of topics.

In September, the Staff Engagement Committee hosted “Spirit Week” event for all Health Plan Services staff in conjunction with Cook County Health’s “Staff Appreciation Week” and Food Truck Social. The Staff Engagement (SEC) had in-office and virtual activities for staff to participate in on Monday, September 23rd through Friday, September 27th.



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 49% of medical spending within a Category 3 or 4 alternative payment models. Categories 3 and 4 include shared savings, downside risk, and population-based payment APMs.
- In June, 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.
- 59% of total CountyCare medical spend is projected to be within any APM category in calendar year 2024.

Primary care partners in value-based arrangements continue to outperform on key measures of quality care. When evaluating their performance against the overall CountyCare network benchmarks, they demonstrated higher performance in annual wellness visits, cancer screenings, prenatal and postpartum care, immunization adherence, and behavioral health measures.

Human Resources Recruitment

Of the 96 FY2024 positions in recruitment, 67 (70%) of requisitions have been hired, 9 positions have interviews in progress, and 9 new hires are on track to start in the coming weeks. Since last month's update, 6 new team members have been hired. Health Plan Services is continuing to prioritize staff recruitment to ensure the continued success of the plan.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

29 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	67 Total Hired	7 Validation in Progress	9 Interviews in Progress	5 Open Interviews Greater than Two Weeks	1 Submitted DTHs Older than 5 Days	9 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
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Budget

Health Plan Services' September membership of over 417,300 members was higher than the monthly average budgeted projection of 391,000. The net impact of revenue and expenses remains balanced and within budget. Please see the actual expenditures and budget through September 2024 below:

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4896 - Health Plan Services						
CONTRACTUAL SERVICE Total	2,886,625,971	2,740,529,527	3,125,256	2,743,654,783	142,971,187	95%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,192,543	34,219,472	-	34,219,472	11,973,070	74%
4896 - Health Plan Services Total	2,932,826,261	2,774,754,571	3,125,256	2,777,879,827	154,946,434	95%
Grand Total	2,932,826,261	2,774,754,571	3,125,256	2,777,879,827	154,946,434	95%

Procurement

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



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, M.D., Chief Hospital Executive, Provident Hospital
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Expanded security officer coverage to the south parking lot that includes the front entrance.
- Provident hosted high reliability training for department leaders on September 12, 2024. A high reliability coaching session was held the next day.
- In September, the Provident ED Left Without Being Seen (LWBS) rate was 1.4% surpassing the national benchmark of 2% for hospitals of similar size.



Health Equity, Community Health & Integration

- Provident hosted a Community Baby Shower in collaboration CountyCare on Saturday, September 28, 2024. The mothers were educated on the importance of pre- and postnatal care and recognizing postpartum depression.
- Installed naloxone vending machine in the ED



Patient Experience

- Provident received 20 new Stryker stretchers and deployed them to the Emergency Department, Operating Room, and Patient Transportation.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- Provident received a new dishwasher that will be operational in October 2024. After the installation is complete, patient will receive food on flatware that maintains food temperature much better than disposables.



Growth Innovation & Transformation

- Provident received an additional \$275,510 in surgical equipment that included surgical drills and saws for orthopedic procedures. The equipment will allow expanding orthopedic procedures to Provident starting with ankle fractures.
- The telecommunications closet was completed allowing the installation of the telemetry equipment to proceed in the Observation unit. The targeted completion date is 10/31/2024.
- Provident received 3 Stryker towers to support General Surgery and Gynecology laparoscopic surgery. Both services plan to expand services at Provident in the Fall.



Optimization, Systemization & Performance Improvement

- High Reliability training on rounding skill training was completed.
- The Provident surgical optimization and system services steering committee had its initial meeting. The objectives of the committee are to evaluate the surgical and patient workflows to increase productivity, add efficiencies, and improve both the patient and surgeon experiences and standardize the PPT process across the system.
- The construction documents for the Sterile Processing Department renovation were received for review and review and were issued to the construction manager at risk (CMaR). The ultrasonic cleaner was upgraded to accommodate a robot in the future.



Workforce: Talent and Teams



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

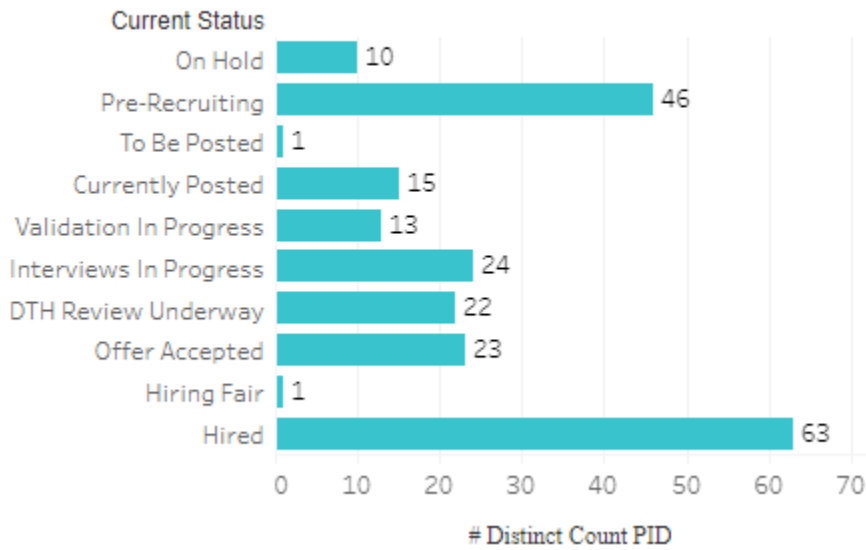
PROVIDENT OPERATIONS

- Recognized EVS staff during EVS Week. They received donuts, meals, and gift bags.

Human Resources Recruitment



What Stage are my Current Requisitions?



Budget



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non- Personnel	20,543,860	9,117,028	926,308	10,043,336	10,500,525	48.89%
Personnel	24,395,520	18,181,771	-	18,181,771	6,213,749	74.53%
4891 - Provident Hospital of Cook County Total	44,939,380	27,298,799	926,308	28,225,107	16,714,274	62.81%

The actual spend should not exceed approximately 87.16%.

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	11/30/2024
H22-25-187	ADT Commercial, LLC	11/30/2024
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024

Contracts H22-25-090 and H21-25-011 were combined in a single contract H24-25-187 to provide both inpatient and outpatient dialysis services. The contract was approved at the Finance Committee meeting on 10/17/2024.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: September 2024
Report Date: October 18, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Stroger fall rate for September in the Medical Surgical Unit was 1.50/1000 patient days. We remain below state and national average of 3.5. Also, there were zero Hospital Acquired Pressure Injuries (HAPI) for the month of September.
- The Labor/Delivery Department was chosen by Illinois Perinatal Quality Collaborative (ILPQC) to be awarded a scholarship for Team Birth to come in to train all RNs and providers in fall of 2025.
- The Mobility Committee has met, finalized charter and reviewed role and responsibilities. The next stage will be to engage nurse clinicians in the next session to discuss their challenges with the program.
- The Infection Control team provided hand hygiene retraining to help improve compliance.
- The implementation of the Mag View Mammography tracking system which will assist the department with meeting the new Mammography Quality Standards Act (MQSA) regulations is 90% completed. The tracking system will automate the current manual process for tracking the mammography patients' finding across CCHHS by categories, generate reminder letters and follow up appointments.



Health Equity, Community Health & Integration

- The Laboratory is currently working with project management and ACHN Leaders to determine Point of Care and Clinical Laboratory Improvement Amendments (CLIA) License needs for the new Bronzeville Family Medicine clinic.
- October is Breast Cancer Awareness Month. The Mammography departments across CCH will provide gifts for patients presenting for mammography services.
- The Imaging Department will participate in the development of the Cook County Birthday screening program regarding free annual prostate health screening and/or mammography



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

screening during the resident's birthday month sponsored by Commissioner Bill Lowry and President Toni Preckwinkle.



Patient Experience

- The Rehab Division has been educating Clinic I physicians on concerns regarding late patients.
- The outpatient phlebotomy area in Stroger Room 1100 has been updated with frosted windows in order to protect the privacy of patients in this area.
- The Imaging Department is collaborating with Patient Relations to achieve 100% compliance on the C-I-CARE Training for all staff.



Growth Innovation & Transformation

- Deliveries continue to increase and are currently 30% higher than previous fiscal year.
- Weiss Hospital Memorandum of Understanding (MOU) for adult sexual assault transfer agreement completed and under approval.
- The laboratory department kicked off a laboratory automation refresh project which will continue through late 2025. The first phase of the equipment refresh has been delivered; chemistry received three new urinalysis systems and one chemistry analyzer. The systems will undergo validation and will take up to 8 weeks to go live.
- The second mobile MRI unit was delivered, and the official go-live date has been changed to the first week in November pending IT connectivity.
- The Mammography Stereotactic Biopsy unity which was at end of service life was replaced and is operational.



Optimization, Systemization & Performance Improvement

- The Med-Surg Division's chair alarms committee, Buildings and Grounds and RN bed coordinators are working together to improve patient safety by installing chair alarms.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

- Courses for breastfeeding have been pushed out to the nursing staff and Electronic Fetal Monitoring (EFM) competency will be assigned to RNs on Labor & Delivery and 4South.
- Meetings with Inpatient Physical Therapy and senior management on clarifying documentation to ensure that therapy recs are not holding up discharges.
- Microbiology leadership has worked on guiding physicians on appropriate indications for blood cultures to reduce unnecessary testing.
- The Imaging Department continues to collaborate with the Health Information Management (HIM) department to standardize the release of information process which will include the release of CD's and legal request which are currently being released by the Imaging PACS team.
- The contracted remote radiologist reading service, Global Imaging Specialist, is making excellent progress with the reads that were in backlog.



Workforce: Talent and Teams

- The Emergency Department is currently orienting 21 new registered nurses and 4 nurses in Trauma.
- The 4th RN Bed coordinator for evenings at Stroger has started.
- Successful discussion with SEIU Local 73 regarding revised Medical Technologist job descriptions in the Laboratory Department. The union has agreed to proposed changes and will work to certify the new job description. The team will be ready to reclass the positions in December 2024.



Fiscal Resilience

- The Imaging Services Manager in collaboration with the Revenue Integrity team is assessing the charge capture workflow in the Interventional Radiology (IR) Department.
- The Interventional Radiology Manager conducted an internal audit of the charges which identified opportunities for charges/potential revenue.



COOK COUNTY
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DIVISIONAL EXECUTIVE SUMMARY

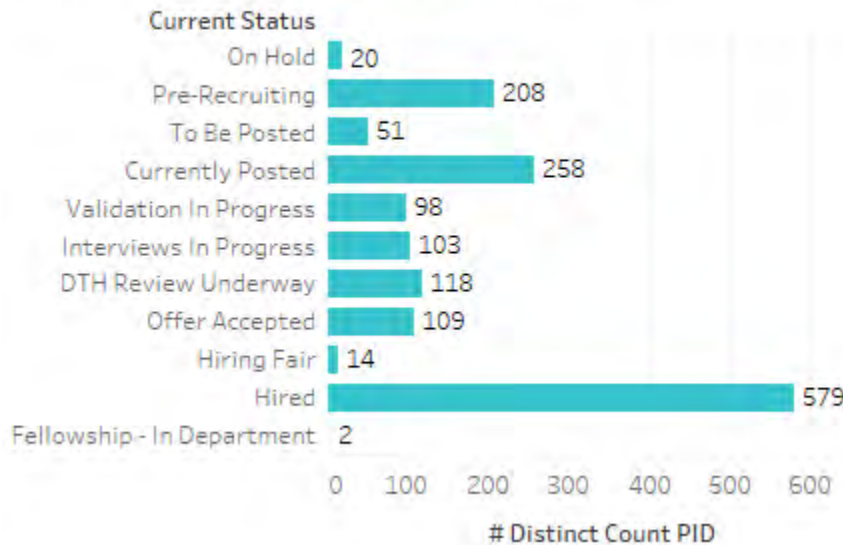
STROGER OPERATIONS

- Continuing to collaborate with the Director of Revenue Integrity to review the charges and workflow process in the Radiation Oncology Department.

Human Resources Recruitment



What Stage are my Current Requisitions?



FY24 Budget – John H. Stroger, Jr. Hospital



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,079,234,000	806,893,470	53,676,388	860,569,857	218,664,143	80%

