

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

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

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- CCH is redesigning and streamlining workflows for the care coordination team to enhance the focus on the Patient-Centered Medical Home (PCMH) model. This improvement will strengthen CCH's ability to address social risk factors impacting health, while also boosting outreach, care, and overall health for patients at high risk of Emergency Department visits and hospital readmissions.
- The Quality team is working closely with the Cervical Cancer Screening team to strengthen compliance strategies for 2025. Additionally, they have provided training on the rounding database and Press Ganey electronic medical event reporting system for new managers at Stroger's Clinic I and Englewood Health Center.
- Joint Commission readiness remains a priority as the Quality team conducts monthly rounds with the Environment of Care team. Clinic teams continue to complete weekly rounding audits in designated areas to maintain ongoing preparedness.



Health Equity, Community Health & Integration

- In October 2024, the Patient Support Center handled over 51,500 patient calls with an average response time under 68 seconds, and 3,100 nurse triage calls with an average response time of 20 seconds. The Central Triage Unit plans to add Sengstacke nurse calls in November as well.
- HealthViewX, the new referral platform for CCH partners, has achieved another milestone this month with over 20,000 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 its vaccination efforts for both the community and our patients. In October, the total number of individuals vaccinated for COVID-19 increased to 4,959, including 325 staff members, 2,007 non-CCH patients, and 2,626 CCH patients.
- All ACHN clinics are equipped to screen, test, and vaccinate community members. Additionally, the CORE Center administered 18 MPox vaccinations this month.
- This month, the Belmont Cragin New Arrival Health Center reported serving 32,824 unique patients to date. The CCH Mobile Care Coordination team registered 11,154 new arrival patients at the City of Chicago landing zone, with 50% receiving same-day medical screenings and care at the New Arrival



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Clinic. 7,100 were vaccinated with the Measles, Mumps, and Rubella (MMR) vaccine, and 4,966 with the chicken pox vaccine.

- With some patients returning to the Landing Zone after leaving the shelter, the Mobile Care Coordination Team has been able to follow up on positive lab results from prior visits where patients had been unreachable. The team is focused on ensuring that patients are equipped with the information they need to continue their care as they transition out of shelters.
- Thanks to the expanded hours of operation at Express Care, 135 additional patients were able to access care before any of the other ACHN clinics opened. Additionally, Express Care nurse triage queues have been activated, allowing nurses to triage all incoming calls and determine the appropriate next steps to provide immediate assistance to patients.
- The Cancer Center Service Line team partnered with the General Medicine Clinic (GMC) to host four breast cancer screening education events at Stroger, the Professional Building, Provident, and Austin Health Centers. These events reached and educated a total of 518 individuals.
- The referral workflow for the Cancer Survivorship Clinic has been finalized.
- The CORE Center staff presented an abstract at the 5th Annual HIV Research for Prevention Conference in Lima, Peru: The Opt-out testing implementation and linkage to care for People Living with HIV/AIDS and/or Hepatitis in a large urban correctional facility (Cermak).
- The adolescent clinical team and case managers collaborated to re-vamp Outreach & Retention services for the Adolescent Clinic. The teams are working on a service delivery model to improve medical visit show rates and patient engagement.
- The CORE/Cook County HIV Integrated Programs (CCHIP) retention in care rate is 73% and undetectable viral load rate is 89%. Individuals who achieve and maintain an undetectable viral load, by taking their HIV medications as prescribed, cannot sexually transmit the virus to others. Additionally CORE/CCHIP participated in the 11 community events with stakeholders and partners this month.
- This month 212 individuals in the community received a rapid test through targeted HIV screening. Additionally, we identified 9 newly diagnosed clients through routine & rapid screening and all 9 clients were linked to care. A total of 43 patients were re-engaged this month to ambulatory care and social services after being lost over a year.



Patient Experience

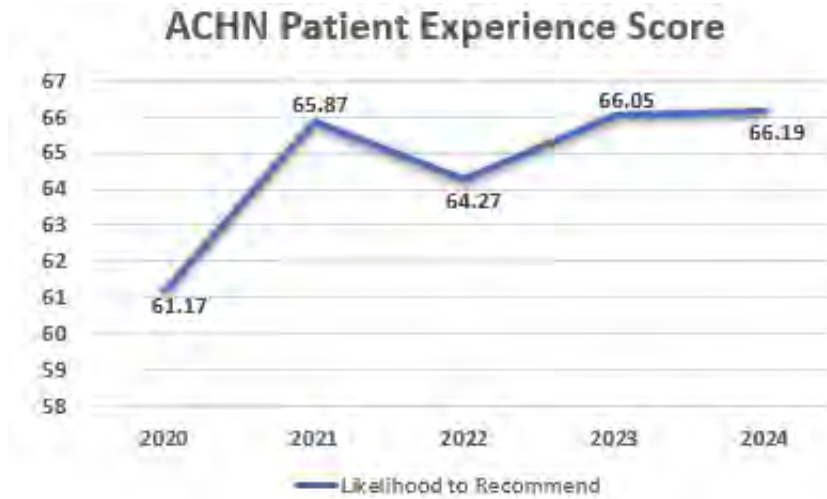
- ACHN's overall "Likelihood to Recommend" score continues to increase toward our goal of 67.13%. This month, the score rose by 0.18%, bringing the year-to-date total to 66.19%.



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- Specialty Care's patient experience metric, "*Likelihood of Recommending*," continues to climb increasing from 67.97% to 69.09% year-to-date resulting in a 1.12% increase month-over-month. Specialty Care leadership continues to engage both the clerical and clinical teams in encouraging patients to share their experiences throughout their clinical journey. Additionally, the patient experience team has been scheduled to meet more frequently with the clinics to reinforce the C-I-CARE model and implement best practices in patient experience delivery.
- Primary Care's overall "*Likelihood of Recommending*" score has improved from last month, but the rate of improvement was not significant enough to make meaningful progress toward meeting the overall goal. Based on the current trend, it is unlikely that the year-end target will be met. However, both Arlington Heights and Austin Health Centers continue to perform above the year-end target for "*Likelihood to Recommend*." The leadership team is assessing the strategies that have enabled Austin and Arlington Heights to consistently exceed their targets and apply those insights to other areas.



Growth Innovation & Transformation

- The Cancer Center Service Line team exceeded overall monthly clinic volume by 9% and Infusion Center volume by 14.5%. Additionally, they successfully reduced the lung cancer screening backlog from over 500 patients to zero.



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Optimization, Systemization & Performance Improvement

- The new Behavioral Health Oracle Module went live this month for all behavioral health providers. This software will help ensure compliance with state and federal regulations for Medicaid, Medicare, and insurance providers, enabling CCH to capture additional revenue.
- Clinical trainings and professional development continued this month, including a session on servant leadership and coaching-style management skills for all behavioral health managers. Additionally, a third cohort for Eye Movement Desensitization and Reprocessing (EMDR) training was held. EMDR is a mental health treatment designed to help patients with complex trauma.
- The Patient Access department and Medical Service team revised workflows to reduce the backlog of patients on the waitlist for Hepatitis FibroScans at CORE/Provident. The backlog was reduced by over 300 patients with scheduled appointments.



Workforce: Talent and Teams

ACHN has 237 vacant positions: 19 Administrative Support Staff, 33 Clinicians/Physicians, 15 Management Positions, and 170 Clinical Support Staff. Of the 237, currently 180 roles are in recruitment (25 posted, 7 pending, 58 validations in progress, 32 interviews underway, 39 decision-to-hire packets under review, 19 offers accepted, and 2 on hold). This fiscal year, we have hired 135 individuals.



Fiscal Resilience

- As of October 2024, ACHN is meeting expectations, having used 89% of the budgeted spending projections year-to-date.
- Primary Care: ACHN is below budgeted volumes for October by 141 visits and 2.5% below budget year-to-date totaling 218,695 visits in FY2024.
- Primary Care saw an increase in unsigned notes at Cottage Grove and has reached out to the medical lead and medical director for assistance closing the gap.



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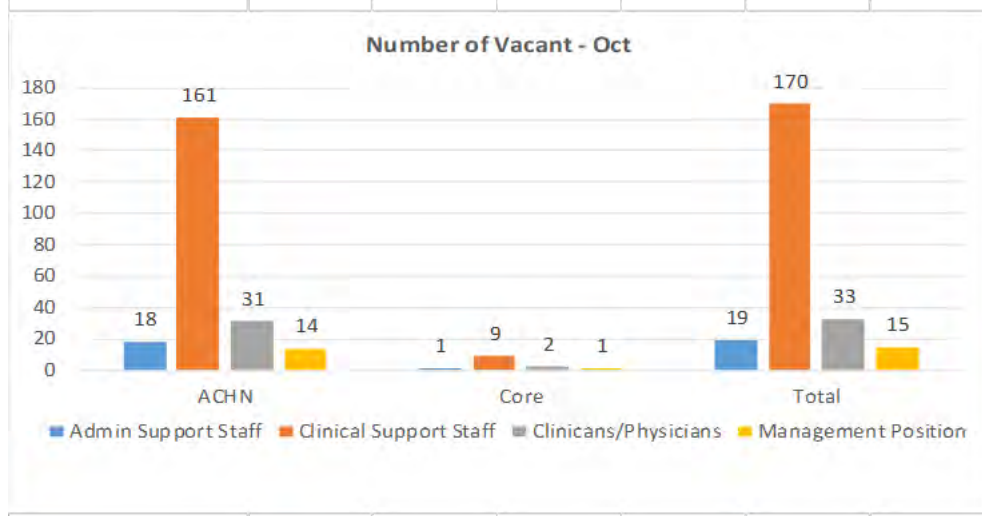
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- Specialty Care: ACHN is above budgeted volumes for October by 3,918 visits and 13% above budgeted volumes year-to-date totaling 353,620 visits in FY2024.
- We have three non-personnel contracts valued at \$500,000 or more. One of these contracts has expired, but amendments are in progress and there are no service gaps.

Human Resources Recruitment

Vacant PID's by Role	Sep-24			Oct-24		
	ACHN	Core	Total	ACHN	Core	Total
Admin Support Staff	18	1	19	18	1	19
Clinical Support Staff	157	8	165	161	9	170
Clinicians/Physicians	30	2	32	31	2	33
Management Position	15	2	17	14	1	15
Total	220	13	233	224	13	237



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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	179,524,432	154,060,065	5,071,509	159,131,574	20,392,858	89%

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. No risks. Amendment requested to add new clinic at 467 E 31st St.
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.



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: October, 2024
Report Date: October 31, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Cook County Department of Public Health (CCDPH) Flu/COVID vaccine clinics opened October 19th. The CCDPH Nursing and Community Health Promoter teams are working together to provide Flu/COVID vaccinations and distribute printed materials on the benefits of getting vaccinated. CCDPH's Chief Operating Officer participated in a [Chicago Tribune interview](#) to promote Flu and COVID vaccines and the free vaccination clinics. The clinics will run through February 2025.



Health Equity, Community Health & Integration

- CCDPH Chronic Disease and Policy staff submitted testimony to the Illinois State Board of Education in support of funding for Healthy School Meals for All, a program that would enable school districts in Illinois to provide free meals to all children, regardless of their ability to pay.
- CCDPH Policy and Communications staff finalized content for the inaugural 'Cook County Public Health Pulse' newsletter. The newsletter is charged with keeping local elected officials informed on public health priorities. This first issue highlights the Cook County Health Atlas and the "Syphilis Stops with Me" campaign, provides information on making parks smoke-free, and includes a survey to help inform future content of interest to this audience.
- CCDPH's Community Behavioral Health Unit trained over 200 CCH employees in the fundamentals of trauma-informed care through the launch of the Trauma Informed Tuesdays initiative to date. The team conducted targeted trainings at the Robbins, North Riverside, and Arlington Heights clinics throughout October.
- The CCDPH Emergency Preparedness & Response Unit (EPRU) is closely monitoring the escalation of the Marburg outbreak in Rwanda and preparing for a potential outbreak in Cook County. The team collaborated with the Communicable Disease (CD) team to discuss capabilities and gaps in CCDPH's High Consequence Infectious Disease Plan including planning for quarantine housing. Connections between the EPRU, CD team, and the Community Health Promoter team, who



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connect quarantining individuals to community resources, were established and will be crucial to the successful response to any Marburg cases in Cook County.



Patient Experience

- CCDPH Chief Operating Officer joined Cook County Commissioner Monica Gordon in a press event to promote CCDPH's 'Syphilis Stops with Me' campaign and raise awareness about the increased number of congenital syphilis cases in Suburban Cook County. The campaign was also promoted through the October Cook County Board meeting, on [Chicago's WBEZ radio station](#), and in an article by [Lawndale News](#).
- During Lead Prevention Week (October 20-26th), CCDPH Communications Team launched the "Erase the Lead" campaign to raise awareness about lead poisoning prevention. CCDPH and Cook County Health joined U.S. Senator Richard Durbin to discuss the dangers of childhood exposure to lead. CCDPH also partnered with iHeart Radio and social influencer and local radio host, Keke, to promote the campaign.
- CCDPH and Cook County Health implemented an innovative Narcan initiative to combat the opioid crisis on October 24, 2024. The program aims to lower the number of opioid-related deaths by expanding access to Narcan. Narcan-dispensing vending machines are now available at three Cook County Health sites, Cook County Jail, and 10 Cook County courthouses, free of charge. A press event generated significant media coverage from the WBEZ-TV station, WBBM radio station, and Chicago Sun Times. 30 stories reached 1.2 million views.

Human Resources Recruitment

As of October 31, 2024, CCDPH has – 32 vacant positions to date (actively recruited) - 4 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 October 31, 2024



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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
18/69	4	1	8	3	3	4	3	3	37

Budget

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4895 - DPH Total	21,993,575	14,107,825	595,826	14,703,651	7,289,924	67%

10/31/2024

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
H21-25-182	United Way of Metropolitan Chicago	5/31/25

*****Vendor or Subgrantee contract dates have been updated.



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CERMAK HEALTH SERVICES

Lead Executive: Jesus “Manny” Estrada, Chief Operating Officer, Cermak Health Services
Reporting Period: October 2024
Report Date: November 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Cermak Patient Care Services celebrated at the UIC 2024 Power of Nursing ceremony; Mrs. Kina Montgomery was nominated for the health equity award for her role in correctional health leadership.

Juvenile Temporary Detention Center received preliminary report from Administrative Office of the Illinois Courts (AOIC) team. After completing a comprehensive 8-day audit of the JTDC operations, the medical and mental health services at JTDC were described as a “well-oiled machine.” The team reported the medical and mental health staff are very knowledgeable about suicide prevention, empowered to determine risk levels for residents, and that the residents on suicide alerts continued to engage in programming.



Health Equity, Community Health & Integration

Cermak Health Services hosted their first ever “Schwartz Rounds,” a structured forum that focuses on caregiver-patient relationships. Two panelists presented stories and the emotions behind their correctional health experience.

Cermak Health Services Opioid Treatment Program (OTP) was recently recognized by the National Commission on Correctional Health Care (NCCHC) as an expert and leader in medication-assisted treatment (MAT) in jail settings. The program was asked to participate by submitting a case study highlighting its innovative practices for NCCC's updated “Jail-Based Medication-Assisted Treatment: Promising Practices, Guidelines, and Resources”.



Patient Experience



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Taking advantage of the warm summer months, a Cermak Activity Therapist created and designed a “Labyrinth” in the courtyard of JTDC. As part of the art therapy programming, the residents were able to participate with the design outlay and painting of the massive project and will be able to enjoy it by walking on its path.



Growth Innovation & Transformation

Pharmacy had a kick-off meeting on October 2, 2024, to upgrade the pouch packaging equipment. The pouch packagers are the automated equipment used to dispense all Cermak's scheduled tablets and capsules to approximately 3600 patients on medications. The new equipment is to be installed by the end of this year.



Optimization, Systemization & Performance Improvement

Cermak Health Services and the Cook County Department of Corrections hosted the Illinois Department of Corrections for the annual survey of the State of Illinois Jail Standards. The survey is four-day long event where the State of Illinois subject matter experts will assess compliance to jail standards.



Workforce: Talent and Teams

Cermak is in the process of rolling out a new digital and automated recognition appreciation application. It was developed to recognize all staff for their daily accomplishments. The goal is to roll out this application across the Cermak and JTDC compound by December 1, 2024.

Patient Care Service and Pharmacy Services participated in a recent hiring fair. Both services lines were able to present job offers to hiring fair participants, one Pharmacy Technician and two Licensed Practical Nurses.



Fiscal Resilience

Cermak Health Services continues to meet with the 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



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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.

Human Resources Recruitment

Cermak Health Services

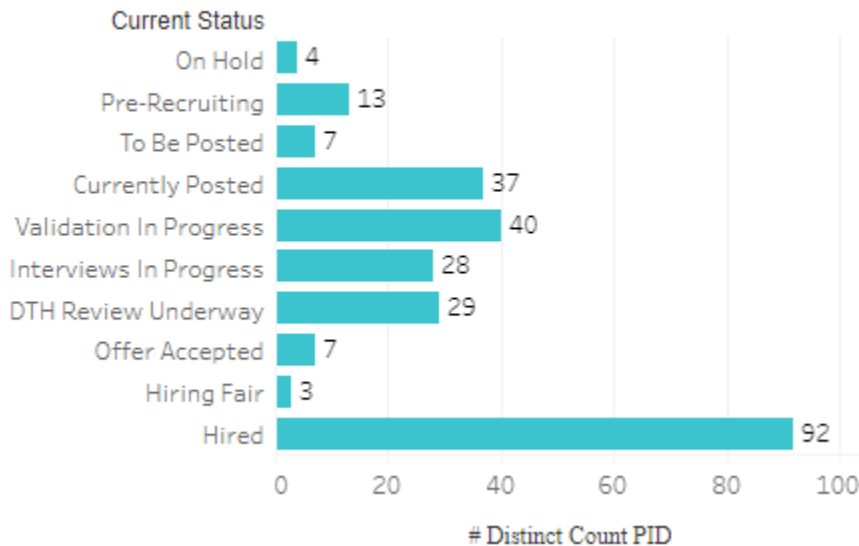
A Look into HR Recruitment COOK COUNTY HEALTH

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

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

151 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	92 Total Hired	40 Validation in Progress	28 Interviews in Progress	13 Open Interviews Greater than Two Weeks	14 Submitted DTHs Older than 5 Days	8 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



Juvenile Temporary Detention Center



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A Look into HR Recruitment

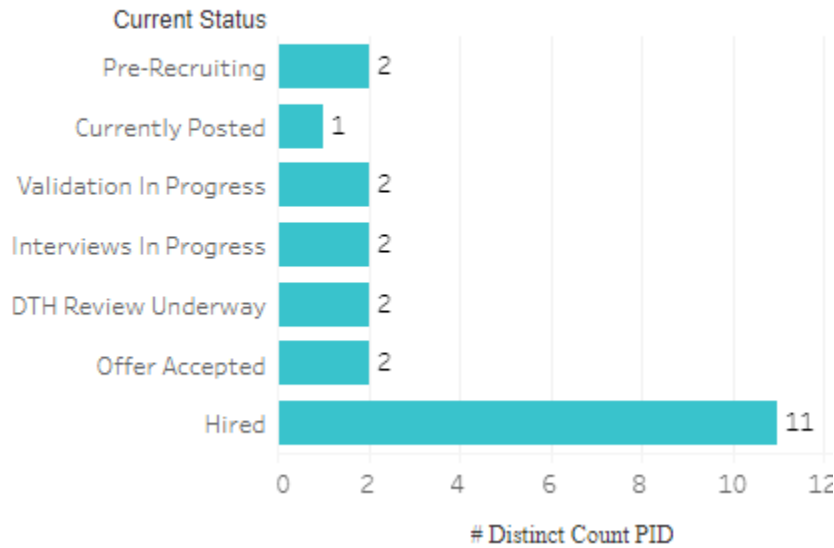
Access the dashboard training guide and request new user access through Hiring Central. [↔](#)



Filters	Job Title	Job Code	Job Classification	Union	Department	Office #	Business Unit	Hiring Manager	Senior Leader	PID
	[All]	[All]	[All]	[All]	[All]	4241	[All]	[All]	[All]	[All]

9 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	11 Total Hired	2 Validation In Progress	2 Interviews In Progress	1 Open Interviews Greater than Two Weeks	2 Submitted DTHs Older than 5 Days	New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS	VIEW DETAILS

What Stage are my Current Requisitions?



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Budget

Overall, across all accounts, Cermak and JTDC are on track with budgeted expectation through the end of October 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	-	9,770	-	(9,770)	No Budget
10155 - Administration (41195.4240.10155) Total	12,446,771	11,176,883	732,904	536,984	96%
10160 - Administration and Clerical (41195.4240.10160) Total	-	-	3,571	(3,571)	No Budget
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	2,599,235	15,398	147,828	95%
13945 - Finance (41195.4240.13945) Total	243,273	227,839	-	15,434	94%
14915 - Human Resources (41195.4240.14915) Total	263,532	153,178	-	110,354	58%
15050 - Information Technology (41195.4240.15050) Total	231,171	241,853	-	(10,682)	105%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	521,769	5,751	114,130	82%
15805 - Material Management (41195.4240.15805) Total	462,003	312,534	16,805	132,664	71%
15880 - Med/Surg - Administration (41195.4240.15880) Total	-	-	2,810	(2,810)	No Budget
15895 - Medical Administration (41195.4240.15895) Total	10,762,658	8,815,800	188,524	1,758,335	84%
16480 - Nursing - Administration (41195.4240.16480) Total	-	-	283	(283)	No Budget
17015 - Oral Health (41195.4240.17015) Total	2,496,986	1,758,259	412	738,315	70%
17170 - Patient Care Services (41195.4240.17170) Total	42,980,058	33,212,985	489,752	9,277,321	78%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	1	-	(1)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	6,528,399	224,115	3,086,319	69%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	748,657	-	27,674	96%
18485 - Radiology (41195.4240.18485) Total	845,217	733,149	-	112,068	87%
19650 - Storerooms (41195.4240.19650) Total	-	-	18	(18)	No Budget
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	581,473	6,836	(588,310)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	407,799	-	14,938	96%
16125 - Mental Health Services (41195.4240.16125) Total	15,008,018	12,057,419	57,340	2,893,259	81%
19635 - Store Room (41195.4240.19635) Total	-	-	141	(141)	No Budget
20475 - Txbl GO Ser 2009B BABS Bond Fd (41195.4240.20475) Total	-	16,832	-	(16,832)	No Budget
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	210,565	49,976	11,146	96%
15485 - Law Administration (41195.4240.15485) Total	-	-	562	(562)	No Budget
17005 - Ophthalmology-Administration (41195.4240.17005) Total	-	4	-	(4)	No Budget
Grand Total	100,453,386	80,314,405	1,795,201	18,343,781	82%



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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	871,097	101,911	68,806	93%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	710,030	-	21,700	97%
17015 - Oral Health (41197.4241.17015) Total	309,492	336,247	-	(26,755)	109%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	3,041,876	30,305	557,321	85%
19815 - Support Services Administration (41197.4241.19815) Total	-	-	356	(356)	No Budget
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	3,328,917	319	641,868	84%
Grand Total	9,683,643	8,288,167	132,892	1,262,585	87%



DIVISIONAL EXECUTIVE SUMMARY

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
7.7E+10	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
H19-25-063	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.¹	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



DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer, Health Plan Services
Reporting Period: October 2024
Report Date: November 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Promoting Immunizations During Flu Season

[The Cook County Department of Public Health and CountyCare are hosting events every Saturday between October 19 and February 22 to provide free COVID-19 and flu vaccinations at clinics in Suburban Cook County.](#) A member of the CountyCare team will also be available at each of the events to help individuals with Medicaid enrollment and redetermination.

There has been an increase in vaccination hesitancy since the start of the COVID-19 pandemic. **To promote vaccination adherence during flu season, through the end of the year, CountyCare:**

- Is sending targeted text messages to members to remind them to get their vaccinations.
- Has given providers lists of members that require their vaccinations so that they can close these care gaps within the provider offices.
- Increased the incentive on a Visa Rewards Card for members 6 to 24 months old who get their flu shot to \$75. All other members receive \$25 when they receive their flu vaccination.

CountyCare is also investigating additional opportunities to provide vaccinations within our Redetermination Events occurring five times each week throughout the community in 2025.



Health Equity, Community Health & Integration

Supporting Justice-involved Members

On July 29, CountyCare leadership joined Governor J.B. Pritzker, County President Toni Preckwinkle, and other federal, state, and local officials in a press conference to celebrate the Centers for Medicare and Medicaid approval of the 1115 Waiver. An 1115 waiver is “an experimental, pilot, or demonstration projects that promote the objectives of the Medicaid and Children’s Health Insurance Program (CHIP) programs.”



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The 1115 waiver, approved from July 2, 2024, to June 30, 2029, will add new reimbursable Medicaid services, including:

- Health-related social needs, like housing and nutritional supports
- **Pre-release services for eligible individuals that are incarcerated for up to 90-days**
- Violence prevention and intervention services
- Substance use disorder services

Arrests and incarceration often destabilize an individual's life, including their health care, housing, employment, and social connectedness. In 2021, CountyCare began receiving auto-assignment of members that were justice involved due to the health plan's ability to coordinate services across the Cook County Jail system, Cook County Health, and Medicaid. Since that time, CountyCare has:

- Developed an onsite presence at the Cook County Jail to help members enroll in Medicaid and connect them with care coordination, primary care, and services associated with their health-related social needs post release.
- Participated in events that support the justice involved population with employers, community-based organizations, city, county, and state partners.
- Conducted webinars on harm reduction and trauma informed care for care coordinators and other outreach staff.

As of September 2024, CountyCare has over 650 members that are currently engaged in the Justice Involved Program and has served over 1,180 members since the program launched in April 2021.

CountyCare and the other managed care organizations, Cermak Health Services, Cook County Health, and representatives from the justice system have partnered with Healthcare and Family Services in the design of the program in preparation for the implementation of the 1115 waiver benefit in 2025.



Member Experience

CountyCare Rewards You

In June, CountyCare held 5 focus groups with CountyCare members to receive feedback on the health plan's benefits services and several 2024-2025 choice marketing campaign creative concepts. To develop more context to understand respondents' later choices of the creative, each discussion began with a deep



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HEALTH PLAN SERVICES

dive into feelings about CountyCare: why members selected it as their plan, how they learned about it, what they liked and disliked about the plan, and what benefits were important to them.

Participants overwhelmingly selected the "CountyCare Rewards You" campaign. This campaign tapped into the strongly positive feelings about rewards that members have, and it best conveyed that CountyCare is concerned about its members. It also did the best job of differentiating CountyCare from other plans.

The CountyCare Rewards You is an omnichannel campaign that launched in September and will go through May of 2025. It includes digital (e.g., social media), out of home (e.g., billboards, bus shelters), and video assets (e.g., broadcast and streaming). [The health plan also launched a new campaign webpage that promotes the health plan and its Rewards Program.](#)



Growth, Innovation & Transformation

Illinois Association of Medicaid Health Plans APEX Awards

In October, CountyCare was honored to receive two APEX Awards from the Illinois Association of Medicaid Health Plans (IAMHP) for partnering with providers to help patients with redetermination and value-based care. CountyCare's award for "Partnering with Providers During the Great Unwinding" highlighted the health plan's redetermination strategy, in partnership with providers, to support members with redetermination. CountyCare and its partners hosted 300 redetermination events at provider locations that served over 13,800 Medicaid members. Additionally,

- [Between March 2023 and June 2024, as compared to the state percentage change of -12%, while CountyCare has experienced a percentage change -5% for the same period](#)
- Overall, CountyCare experienced a retention rate of 85% since the start of the great unwinding.



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CountyCare also received an award for “Leveraging Value-Based Care to Improve Member Outcomes.” In partnership with our provider network, the Health Plan executed a robust value-based care strategy designed to improve quality and clinical outcomes, enhance member experience, and promote health equity while ensuring fiscal sustainability of the Medicaid program. Throughout 2023, CountyCare and a provider partner made individual and joint investments to achieve our shared goals, resulting in year-over-year improvement across all 10 of our core HEDIS

measures. Notably, this included achievement of the 75th percentile or greater in 7 of 10 measures based on the National Committee for Quality Assurance (NCQA) Quality Compass.



Optimization, Systemization & Performance Improvement

Provider contract management tool

In October, CountyCare implemented a new provider contract management tool that will support all existing and new providers in its network to manage their contracts with the health plan. The [provider page](#) of CountyCare’s website has been updated with a [new link](#) to begin the “Join our Network” process, with an informational [how to guide](#) included.



Workforce: Talent and Teams

Employee Engagement Survey Results

The Cook County Health Employee Engagement Survey was launched between June 10 and July 12, 2024, to gain insights on employee engagement and satisfaction. The Health Plan Services department had 293 respondents with an 83% response rate. The survey, administered by Press Ganey, provides insights in three core domains:

- **The Engagement Indicator** is a composite metric of six (6) items that measure employees' degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction. **Health Plan Services received a 4.18/5.00 with 77% of the workforce**



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“Highly Engaged” (38%) or “Engaged” (39%) and +0.34 greater than the overall organizational engagement score.

- **The Team Index** illustrates the level of team functioning and viability. Scores in this index indicate the level of support needed to effectively drive improvement and positive outcomes. **Health Plan Services received a Team Index of 2** as compared to the overall Cook County Health Rating of 3. 31% of respondents had a high/positive Team Index (1), 50% had a moderate Team Index (2), and 19% had a low Team Index score (3).
- **The Leader Index** illustrates how well-prepared a work group leader is to manage a work group through activities that support improvement and positive outcomes. This key metric provides insight into leader-employee relationships by measuring trust, respect, communication skills and openness to discussing issues and solutions. This score is presented on a 100-point scale and **Health Plan Services had an overall Leader Index of 88**, as compared to the Cook County Health Leader Index of 78.

In partnership with its Staff Engagement Committee, Health Plan Services will be implementing improvements within the department over the coming year to make Cook County Health an even better place to work.



Fiscal Resilience

Medical Cost Action Plans

In 2024, CountyCare implemented several key cost savings initiatives, or Medical Cost Action Plans, that will continue to generate savings in 2025. The most critical initiatives in 2024 included:

- Transition to a new non-emergency medical transportation partner.
- A value-based program for members with Chronic Kidney Disease.
- An increase in investment earnings.
- Enhanced contract with a key physical therapy provider.
- Fraud, waste, and abuse and payment integrity recoveries.



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In 2025, CountyCare plans to focus on value-based contracting and risk adjustment strategies to continue to improve quality care and reduce unnecessary healthcare costs.

Human Resources Recruitment

Of the 103 FY2024 positions in recruitment, 70 (67%) of requisitions have been hired, 8 positions have interviews in progress, and 6 new hires are on track to start in the coming weeks. Since last month's update, 3 new team members have been hired. Health Plan Services is continuing to prioritize staff recruitment to ensure the continued success of the plan.



Budget

Health Plan Services' October membership of over 417,900 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 October 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	3,092,846,003	2,964,632,708	1,607,021	2,966,239,729	126,606,274	96%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,192,543	37,813,326	622	37,813,948	8,378,595	82%
4896 - Health Plan Services Total	3,139,046,294	3,002,451,605	1,607,644	3,004,059,249	134,987,045	96%
Grand Total	3,139,046,294	3,002,451,605	1,607,644	3,004,059,249	134,987,045	96%

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



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DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, M.D., Chief Hospital Executive, Provident Hospital
Reporting Period: October, 2024
Report Date: November 15, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The Left Without Being Seen (LWBS) rate was < 2% for 2 months in a row.
- The 3D mammography software was updated and the mammography team received notification from the American College of Radiology of renewed certification.
- The 8 West med/surg unit went over 7 weeks without a patient.



Health Equity, Community Health & Integration

- On Saturday, October 19, 2024, Provident hosted a women's health fair in collaboration with CountyCare. Women who were out of care were targeted for the fair. Physical exams, chronic disease assessment, lab tests, mammograms and other age-appropriate screenings, and vaccinations were offered. Ninety women participated in the fair.
- 130 women participated in a breast cancer screening education at Provident on 10/29/2024.
- Speech Pathology started performing outpatient video swallowing studies at Provident on 10/11/2024. Speech Pathology will perform them on Fridays increasing patient access to this necessary test for the evaluation of neurological disorders.



Patient Experience



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PROVIDENT OPERATIONS

- In the elevator modernization project, Car P2 upgrade was completed. P1 modernization has begun with scheduled completion in December 2024.



Growth Innovation & Transformation

- The General Surgery expansion at Provident began in October with addition of an additional block time shared by 2 surgeons and 2 additional clinic sessions.
- The Observation Unit construction was completed in October.



Optimization, Systemization & Performance Improvement

- The Sterile Processing Department renovation project started in October. The renovation includes a department re-design and equipment upgrades to support the surgery expansion. The new sterilizer and instrument washer are scheduled to be installed the week of 11/11.
- As part of the surgery optimization plan, OR 7 and OR 8 were renovated to allow open cases to be performed in those rooms. The sinks were removed, the plumbing capped, and cabinets were installed.



Workforce: Talent and Teams

- For the first time a nursing team from Provident was sent to the annual National Magnet Conference in October. There they learned best practices from around the country to implement at Provident is of the Pathway to Excellence journey.



Fiscal Resilience

- Provident is operating at a \$17.7 million favorable expense variance to budget YTD.

Human Resources Recruitment



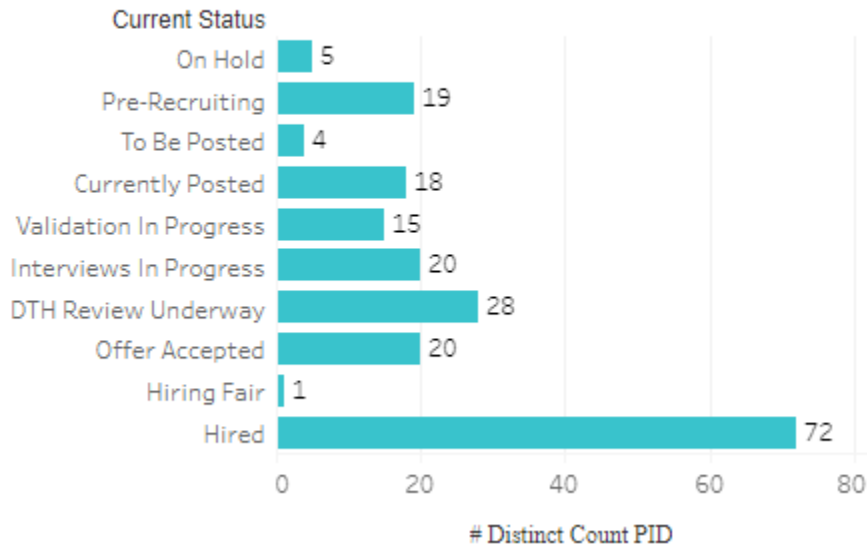
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PROVIDENT OPERATIONS

105 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	72 Total Hired	15 Validation In Progress	20 Interviews In Progress	10 Open Interviews Greater than Two Weeks	2 Submitted DTHs Older than 5 Days	11 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
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What Stage are my Current Requisitions?



Budget

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non-Personnel	21,283,860	9,416,735	1,514,199	10,930,935	10,352,926	51.36%
Personnel	24,395,520	19,845,995	-	19,845,995	4,549,525	81.35%
4891 - Provident Hospital of Cook County Total	45,679,380	29,262,730	1,514,199	30,776,930	14,902,451	67.38%

Procurement



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PROVIDENT OPERATIONS

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

<u>Contract #</u>	<u>Vendor Name</u>	<u>Expires</u>
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 that starts 12/01/2024 through 11/30/2027.



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DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital
Reporting Period: October 2024
Report Date: November 19, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Ninety percent completion of the implementation of the Mag View Mammography tracking system which will assist the department with meeting the new MQSA regulations. The tracking system will automate the current manual process for tracking the mammography patients' findings across CCH by categories, generate reminder letters and follow up appointments.
- The Emergency Department Left Without Being Seen achieve a low 1.01% for the month of October. The performance is outpacing the National Benchmark of less than 2.0%.
- Labor and Delivery was chosen by Illinois Perinatal Quality Collaborative (ILPQC) to be awarded a scholarship for TeamBirth to come in to train all registered nurses and providers. The implementation will begin in the fall of 2025.
- The Med-Surg fall rate for October was 1.34/1000 patient days. We remain below the state and national average of 3.5.
- The Laboratory completed a successful 2-day College of American Pathologist (CAP) Accreditation survey on October 3rd and 4th, 2024.
- The blood culture contamination rate came in below the 3% benchmark in October at 2.57%. The contamination rate has been trending down due to the collaboration between Nursing, Phlebotomy, Infection Prevention, and the Microbiology Lab.



Health Equity, Community Health & Integration



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STROGER OPERATIONS

- The Imaging Department is collaborating with other departments in the development of the Cook County Birthday screening programs for free annual prostate health screening and/or breast screening during the resident’s birthday month.
- The Laboratory is working with the project team to determine Point of Care Testing (POCT) and Clinical Laboratory Improvement Amendment (CLIA) license needs for the new Bronzeville Family Medicine clinic.



Patient Experience

- The imaging team is working to achieve 100% compliance with patient experience training for staff.
- The Nursing Domain for Press Ganey 4SOB/LD was 100% for the month of October.
- Med-Surg nursing saw an increase in our nurse communication domain for patient experience. We continue to hardwire the C-I-CARE approach, leader rounds, behavior standards and “commit to sit” programming.



Growth Innovation & Transformation

- The second mobile MRI unit is operational as of November 18, 2024. The hours of operation are Monday-Friday – 8:00 am – 4:00 pm.
- The responses to the vendor questions for the CT MR< Angiography units and X-ray RFP are being reviewed by the evaluation team.
- The 2nd PET CT completion date is targeted for November 2024. The room in Clinic P is currently being prepared for Phase II of the project.
- Maternal Child Health volume continues to increase with 95 deliveries in October. The volume remains 30% higher than previous fiscal year.
- Stroger laboratory automation refresh project: Took delivery of three new DxH900s for CBCs and differentials. Also took delivery of two new Abbott Alinity M analyzers for molecular testing.



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STROGER OPERATIONS



Optimization, Systemization & Performance Improvement

- We continue to collaborate with the 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 Rehab Division implemented new call in procedures/follow up to determine staff availability for next day.



Workforce: Talent and Teams

- Interim Director of Radiology is scheduled to start on January 18th, 2025.
- An Imaging Manager of Nuclear Medicine, PET CT, Provident Hospitals and Blue Island is scheduled to start November 18th, 2024.



Fiscal Resilience

- The Imaging Department leadership continues to collaborate with the revenue integrity team is assessing the charge capture workflow in the IR Department.
- The Rehab Division collaborated with Outpatient staff on billing corrections and omissions. Also there has been reinforcement of Medicare guidelines on initial evaluations vs. re-evaluations in inpatients.

Human Resources Recruitment

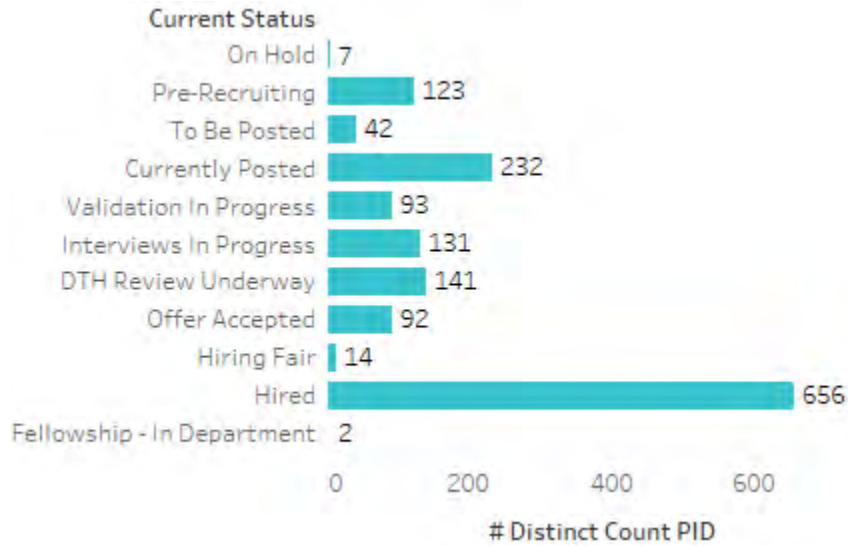


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STROGER OPERATIONS

745 Current Requisitions <small>*Excludes Hired, On Hold, Pre-Recruiting, Fellowship - In Dept</small>	656 Total Hired	93 Validation In Progress	131 Interviews In Progress	66 Open Interviews Greater than Two Weeks	13 Submitted DTHs Older than 5 Days	53 New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
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Stroger Budget

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	1,103,809,000	901,862,408	73,754,072	975,616,481	128,192,520	88%



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