

DIVISIONAL EXECUTIVE SUMMARY

AMBULATORY SERVICES

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

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- The population health/value-based team convened a work group including clinicians, quality leaders, managed care leaders, and IT experts to tabulate the top pay for performance (P4P) metrics across our top 5 Managed Care Organizations (by member volume). After the work group completes their work by end of February, ACHN sites will begin to integrate outreach efforts and clinical pathways to support the interventions needed to meet those identified P4P targets.
- Most ACHN clinics had a Mock Primary Care Medical Home (PCMH) Survey early January. The report is currently being finalized.



Health Equity, Community Health & Integration

- The Core Center and CCH leadership are working on transition plans for Hektoen grants and staffing. Biweekly meetings are held with funders to assure continuity of care is prioritized.
- CORE/Cook County HIV Integrated Programs (CCHIP) expanded culturally competent medical services to the Austin clinic through a Wednesday ambulatory clinic session. This bilingual clinic is staffed by the CCHIP Medical Providers and Ryan White multidisciplinary care team providing wraparound services: mental health, case management, psychosocial support, and peer navigation. Many of the patients linked were referred from the Belmont Cragin New Arrival Clinic.
- This month 231 individuals in the community received a rapid test through targeted HIV screening.
- Through the community vaccine program, ACHN continues to provide COVID-19 vaccination to the community and patients. This month, there was a total of 2,152 patients vaccinated. In addition, the CORE Center location is offering the Mpox testing, vaccination, and treatment to patients and the community and a total of 2 patients were vaccinated for Monkeypox. The ACHN clinics also continue to provide available testing to employees, patients, and the community at both Stroger and



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Provident hospitals. This month, there were also 218 tests completed at the Stroger tent and 41 at the Provident tent. The tents are expected to close March 1, 2024.

- Three of the Primary Care sites have exceeded their year-end Press Ganey Likelihood to Recommend thanks to the remapping of the clinics. There was a project late last year to update the district codes so that revenue could be mapped to the correct locations. When this was done, it impacted the Press Ganey reports causing a lower number of surveys to be reported. We had to remap the new locations to the Press Ganey reports. The effective date for the changes to take place was February 1st. This correction should provide higher response rates in the coming months.
- To support patient access to care, the Patient Support Center answered more than 58,000 patient calls with an average answer speed of under 71 seconds. There were over 4,200 Nurse Triage calls answered this month, which was a 20% increase from last month.
- This month, the HealthviewX referral platform resulted in 349 active users and over 3,900 referral orders placed by CCH partners. Currently ophthalmology is the most requested specialty and ultrasound is the most requested diagnostic. The second phase of the roll-out to automate appointment status updates and results is currently still underway.
- The Cancer Center Service Line developed and implemented a new oncology palliative psychiatry template. In addition, they onboarded a dedicated phlebotomist to reduce laboratory wait times and improve clinic throughput and workflow.
- This month, the New Arrival Health Center's weekly capacity increased from 480 patients/week to 780 patients/week.
- Seven Mobile Care Teams were assembled and deployed between 9 City Shelters throughout the month of January providing care to approximately 3,000 patients. Patients were assessed for immediate needs and scheduled for follow-up appointments with our New Arrival Health Center. Patients were also offered virtual visits with providers for any needs that were appropriate, and others were sent for in-person evaluations in the emergency department.
- The Mobile Care Team also provided follow-up appointments for our established patients and were able to deliver pending lab results from past visits. The Mobile Care teams include 2 residential aids and 2 registered nurses who worked daily with the shelter staff and residents to offer services and ensure they received transportation to take them to their visits.
- We continue to decrease the backlog of residents in city shelters that have not been seen by CCH. In January we went down from 7500 to 4900, this number includes daily influx of new arrivals in the shelters.



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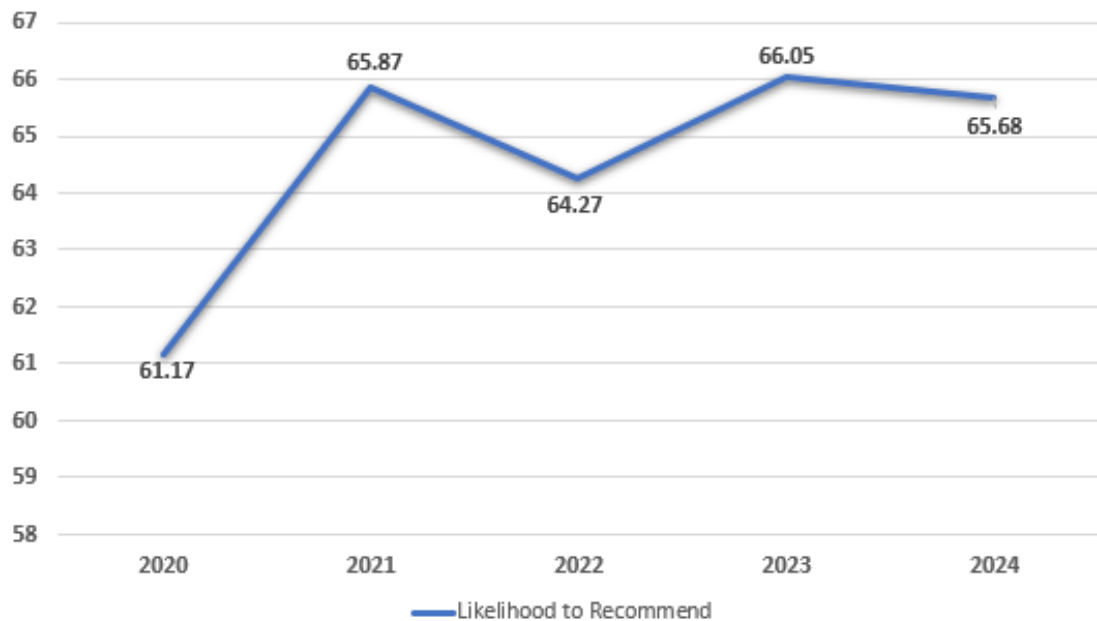
AMBULATORY SERVICES



Patient Experience & Employee Engagement

- ACHN’s patient experience score year-to-date shows a slight decline by 0.37% as our overall “Likelihood to Recommend” score is 65.68%. However, this month we saw a 0.52% increase from the previous month bringing us closer toward our end-of-year goal.

ACHN Patient Experience Score

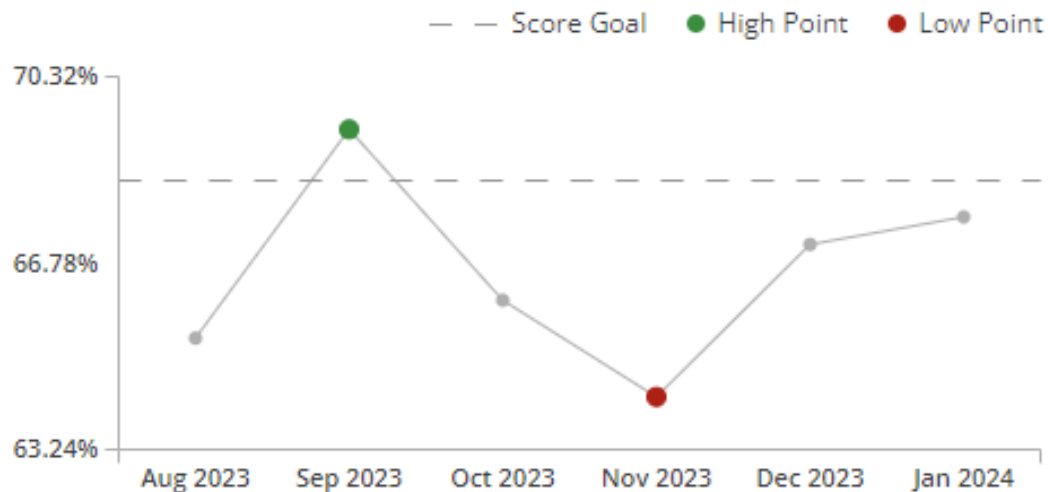


- With the implementation of the new Patient Experience Goal Tracker Posters, Our ACHN clinics hope to continue this upward trend by making sure everyone is trained in C-I-CARE, patient experience data literacy, and the compassionate journey.



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- Our top five sites that are leading this month's scores are:
 - Provident Behavioral Health
 - Robbins Health Center
 - Stroger Pediatric Specialties
 - Blue Island Primary Care
 - Endocrinology/Diabetes Clinic



Growth Innovation & Transformation

- On January 8, 2024, hours of operation were expanded at the New Arrival Health Center located at Belmont Cragin 2nd floor to the following: Monday through Friday: 9am – 9 pm and Saturday 9 am – 5 pm.
- Planning for the implementation of the UniteUs Platform was initiated with a go live date of March 19, 2024. UniteUs is a coordinated care network of health and social care providers. Partners in the network are connected through a shared technology platform, UniteUs, which enables them to send and receive electronic referrals, address people's social care needs, and improve health across communities.
- Express Care is now available via the mobile app and the patient portal. The team is now meeting to discuss how to incorporate Registered Nurses (RNs) into the workflow to help triage patients before



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they speak with a provider. The future state will include expanded hours and increased outward marketing to drive patient volume.

- CORE received approval from the Project Review Board to establish an Anal Dysplasia Clinic. This new service would offer access to screenings for anal cancer among high-risk patients. Plans for implementation and funding with key stakeholders will be discussed during future meetings.



Optimization, Systemization & Performance Improvement

- The immediate care project team continues to meet to discuss the implementation of services at the Arlington Heights location. Current discussions are underway regarding space within this facility.
- CORE Nurses and Medical Assistants were trained on the Cepheid Point of Care Testing Unit for in-house screening of Covid-19, RSV, and Influenza A & B.
- The CORE Cabenuva program's injectable anti-retroviral for HIV treatment has increased to 339 patients who initiated treatment. Furthermore, the Apretude Injectable PrEP program for HIV prevention, has increased to 77 active patients.
- The Neurosciences ICU went well this month and census is high. In addition, the Neurology clinic at Sengstacke continues to exceed budgeted volumes and is growing.



Workforce: Talent & Teams

- ACHN has a total of 428 requests to hire in recruitment (3 currently posted; 35 to be posted; 68 validations in progress; 55 interviews in progress; 14 decision-to-hire packets; 13 offers accepted). The remaining are the number of people hired since the dashboard went live.



Fiscal Resilience

- Primary Care: ACHN is below budgeted volumes for January by 621 visits and 7.4% below budget year-to-date totaling 32,426 visits in FY2024.



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- Specialty Care: ACHN is below budgeted volumes for January by 39 visits and 3% below budgeted volumes year-to-date totaling 50,208 visits in FY2024.
- As of the end of January 2024, ACHN is on track overall on expenses, having expended 14% of the 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	102,652,013	10,583,222	4,267,283	14,850,506	87,801,507	14

- We have three non-personnel contracts for \$500k or more. One contract is expired with amendments in process and no gaps in service.

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H17-25-064	Medspeed	\$ 2,674,854.30	11/30/2023	Lab is taking the lead on the amendment. No gaps in service.
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	RFP will go out for new HVAC contract.
H20-25-033	The Chicago Lighthouse	\$ 4,480,000.00	2/28/2024	Patient Support Services is spearheading amendment process. No gaps in service.



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Lead Executive: Jesus “Manny” Estrada, Chief Operating Officer, Cermak Health Services

Reporting Period: January, 2024

Report Date: February 16, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Cermak formally received accreditation from the National Commission on Correctional Healthcare, NCCHC. The next re-accreditation is scheduled for March 2026.



Health Equity, Community Health & Integration

Cermak completed an alternate staffing matrix for mental health services. The new staffing matrix will increase the number of patient programming hours while allowing for better oversight to clinical practice.

Cermak is currently recruiting for Mental Health Leadership, Chief of Psychology, Chief of Psychiatry and Director of Mental Health.



Growth Innovation & Transformation

Cermak is targeting the roll out for Phase 2 of our tele-health initiative, which entails access to telehealth in all 10 living units, in June 2024.

Cermak is in the process of finalizing realigned service line dashboards and KPIs. These tools are used by the respective service lines to measure daily activities and outcomes. Once finalized, the metrics will be reported to System Quality Assurance.

Cermak is currently recruiting for the Director of Quality.



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CERMAK HEALTH SERVICES

Optimization, Systemization & Performance Improvement



Cermak rolled out the format/process collecting and reporting standing Environment of Care Rounding Process. Process codifies standardized and organized method rounding and analysis of administrative rounds.

Workforce: Talent & Teams



Cermak continues with hiring initiatives to support the continues patient care activity.

Fiscal Resilience



Cermak continues Medicaid enrollment for patients entering the facility. In line with potential to leverage proposed Reentry Section 1115 Waiver which will potentially allow for the generation of revenues for returning residents 90-days ahead of discharge.



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

Budget to Actual –

Overall, across all accounts, Cermak is on track and JTDC is lower than budgeted expectation through the end of JANUARY 2024

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expended
4240 - Cermak Health Services of Cook County					
10155 - Administration (41195.4240.10155) Total	12,449,230	606,411	5,000,914	6,841,905	45%
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	426,340	2,761	2,333,359	16%
13945 - Finance (41195.4240.13945) Total	243,273	36,574	-	206,699	15%
14915 - Human Resources (41195.4240.14915) Total	263,532	25,111	-	238,422	10%
15050 - Information Technology (41195.4240.15050) Total	231,171	33,752	-	197,419	15%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	74,190	-	567,460	12%
15805 - Material Management (41195.4240.15805) Total	462,003	48,558	5,929	407,515	12%
15895 - Medical Administration (41195.4240.15895) Total	10,760,199	1,194,576	60,263	9,505,359	12%
17015 - Oral Health (41195.4240.17015) Total	2,496,986	267,791	-	2,229,195	11%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	4,143,435	(142,374)	42,478,997	9%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	0	-	(0)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	420,148	251,054	9,167,632	7%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	115,091	-	661,240	15%
18485 - Radiology (41195.4240.18485) Total	845,217	124,979	-	720,238	15%
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	87,684	-	(87,684)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	53,646	-	369,090	13%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	1,879,294	-	15,378,724	11%
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	20,179	82,206	169,303	38%
Grand Total	\$ 106,203,385.62	\$ 9,557,759.73	\$ 5,260,753.48	\$ 91,384,872.41	14%

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expended
4241 - Health Services - JTDC					
10155 - Administration (41197.4241.10155) Total	1,041,815	60,060	-	981,755	6%
16015 - Medical Services Administration (41197.4241.16015) Total	731,730	95,891	-	635,840	13%
17015 - Oral Health (41197.4241.17015) Total	309,492	46,005	-	263,486	15%
17170 - Patient Care Services (41197.4241.17170) Total	3,629,502	430,753	623	3,198,126	12%
10755 - Behavioral Health (41197.4241.10755) Total	3,971,104	442,309	-	3,528,795	11%
Grand Total	\$ 9,683,642.94	\$ 1,075,017.49	\$ 623.06	\$ 8,608,002.39	11%



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CERMAK HEALTH SERVICES

Staffing

CERMAK STAFFING / VACANCY and HR ACTIVITY STATUS

A Look into HR Recruitment

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

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

248

Current Requisitions in Recruitment

99%

Total Reqs Posted

42

Validations In Progress

45

Interviews In Progress

28

Open Interviews greater than 2 weeks old

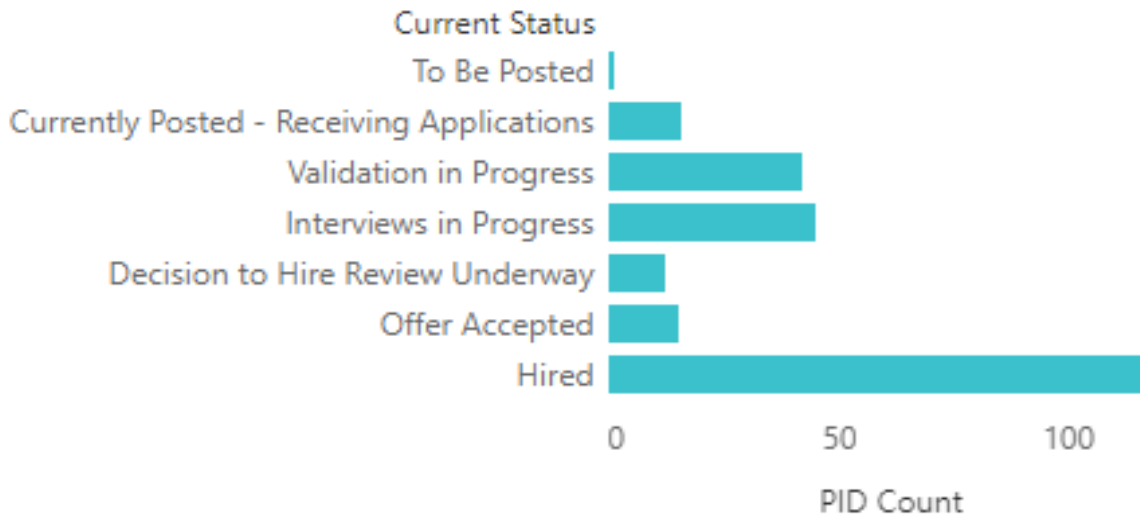
5

DTHs Older than 4 Days

10

New Hires Starting Soon

What Stage are my Current Requisitions?



DIVISIONAL EXECUTIVE SUMMARY

CERMAK HEALTH SERVICES

JTDC STAFFING / VACANCY and HR ACTIVITY STATUS

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 (JTDC - Health Serv...), Office # (4241), Business Unit (24110755), Hiring Mgr (All), Senior Leader (All), PID (All)

35
Current Requisitions in Recruitment

94%
Total Reqs
Posted

2
Validations In Progress

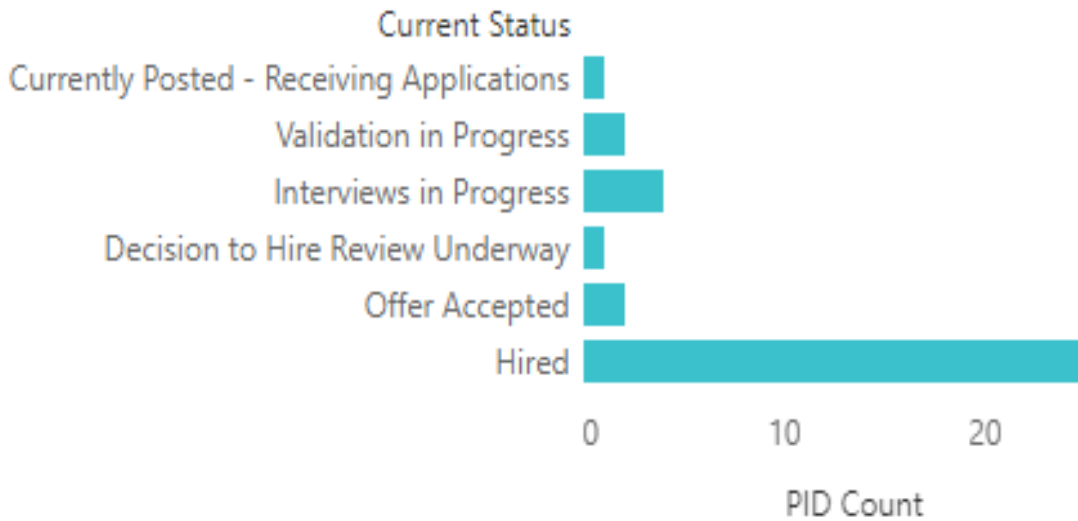
4
Interviews In Progress

4
Open Interviews greater than 2 weeks old

1
DTHs Older than 4 Days

2
New Hires Starting Soon

What Stage are my Current Requisitions?



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CERMAK HEALTH SERVICES

Procurement --

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

Number	Supplier	Description	Expires On
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	7/31/2023
77000064455	ODP BUSINESS SOLUTIONS LLC	H19-25-077 - Supplies and Services, Office Supplies	11/21/2023
77000102155	BLACKHAWK MEDICAL TRANSPORTATION, INC, DBA ATI	H21-25-114 - SERVICE, AMBULANCE SERVICES WITH ADVANCED AND BASIC LIFE SUPPORT SERVICES	2/29/2024
77000054363	LINCOLN PARK DIALYSIS SERVICES INC	H19-25-046 - SERVICES, LINCOLN PARK DIALYSIS SERVICES INC DBA DAVITA INC	2/29/2024
H16-72-052	LINDE GAS & EQUIPMENT DIV LINDE NORTH AMERICA,	H16-72-052 - Service, Certification, Maintenance, and Repair of Medical Gas Systems	3/31/2024
77000075883	STERICYCLE INC	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	3/31/2024
H18-25-114	KORE SAE, LLC	H18-25-114 - Service, Temporary Staffing	5/31/2024
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	5/31/2024
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	5/31/2024
77000107994	MAXIM HEALTHCARE SERVICES INC	H22-25-052_Services_Locum Tenens and AP Staffing	8/14/2024
77000133454	AB STAFFING SOLUTIONS LLC	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	9/25/2024



DIVISIONAL EXECUTIVE SUMMARY

COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer
Reporting Period: January, 2024
Report Date: February 7, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Health Equity, Community Health & Integration

- The Director of Public Health Policy participated in a meeting with Speaker Welch and the Illinois Public Health Institute to advocate for school meal funding in the FY25 budget, during which funding to support *Healthy School Meals for All* was requested. If approved, this funding would provide increased reimbursements to schools that provide free meals to all students while maximizing federal reimbursements.
- A review of resources and services provided through the opioid and substance use programs from April through November 2023 showed:
 - 537 naloxone kits distributed
 - 483 naloxone training sessions performed
 - 950 harm reduction and safe use supplies distributed
 - 605 individuals received harm reduction counseling
 - 508 clients referred to additional support services
- A review of resources and services provided through the mental health and positive youth development programs from April through November 2023 showed:
 - 7,035 people were served
 - 368 schools reached
 - 1,998 clients referred to additional support services



Optimization, Systemization, & Performance Improvement

- CCDPH is working with staff from the Department of Environment and Sustainability (DES) to draft a resolution and presentation highlighting the work of the Healthy Homes for Healthy Families program, an ARPA-funded initiative led by DES. The program provides health and energy assessments and upgrades to qualifying residential homes in suburban Cook County. CCDPH is helping with program implementation and client recruitment.
- The formal Letter of Intent (LOI) was issued to prospective landlord for the Broadview warehouse. This warehouse acquisition, if successful, will replace



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

our Oak Forest facility, which is due for demolition in the Autumn (approximately, late Q3).

- CCDPH Emergency Preparedness & Response Unit has been working with CCH legal, HR and policy to discuss volunteer recruitment and retention options for the CCDPH Medical Reserve Corps volunteers.



Workforce: Talent & Teams

- The Department of Public Health Wellness Initiative has gone live! This program empowers volunteer staff to lead daily wellness activities such as meditation and mindfulness exercises.



Patient Safety, Clinical Excellence & Quality

- CCDPH Nursing Team has completed 6 walk-in Flu and COVID vaccine clinics to date. Total vaccines administered tallies to 175 Flu vaccines and 324 COVID vaccines.



Fiscal Resilience

- Continuing to partner with CCH Finance to validate ARPA sustainability planning and encumbrance activities for 2024.

Budget to Actual

Budget to Actual File: FY24 CCH Budget to Actual January 29, 2024

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended	Actual Expenses - % Expended
4895 - DPH Total	21,992,570	1,786,781	73,721	1,860,502	20,132,068	8%	N/A



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COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Staffing

As of January 2024, CCDPH had 55 vacant positions to date. 22 Request for Hires (RTH) are awaiting budget approval or to be posted/reposted. The remaining positions are being actively recruited (see table below). During January, 2 positions vacancies were filled.

FY24 metrics Snapshot, as of January 2024

RTHs Submitted MTD YTD	Budget Approved	Posted	Postings Closed	ARP Received	Referred for Interview	Interviews Completed	e-DTH submitted	Candidate Offers	Vacancies Filled
22/55	2	11	6	5	5	5	1	2	1

Procurement

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

Contract #	Vendor or Subgrantee Name	Expires On
H21-25-129	AgeOptions	5/31/24
H22-25-154	Flowers Communications Group	5/31/24
H21-25-138	Housing Helpers / Proviso Partners for Health	5/31/24
H21-25-140	Illinois Board of Trustees / UIC School of Public Health	5/31/24
H21-25-139	Raise the Floor Alliance	5/31/24
H21-25-182	United Way of Metropolitan Chicago	5/31/24

**** Month to date (MTD) - Year to date (YTD)



DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer

Reporting Period: January, 2024

Report Date: February 9, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

Renewed focus on maternal and child health

Last June, CountyCare was awarded a National Association of Counties (NACo) Award for its Brighter Beginnings Program. [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 distributed over 3,600 books, 1,300 sleep safe kits, 5,300 car seats, and 221,000 diaper coupons.
- **Medically tailored meals** for pregnant members with gestational diabetes or hypertension.
- **A dedicated care management team** focusing on MCH population.
- **Member education and support**, including information on how to find a midwife.

In 2024, CountyCare will have a renewed focus on supporting the MCH population, focusing on prenatal and post-partum care (PPC) timeliness, including:

- **Additional communications to members** regarding services that are available to them via text message.
- **Incorporation of PPC as quality measures of focus in CountyCare's value-based agreements.**
- **Launching of new Medicaid covered provider types**, including doulas, lactation consultants, and home visitors.
- **Continuous improvements to the provider network to increase access.**



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HEALTH PLAN SERVICES

- **Collaborations with community-based workgroups** supporting the MCH population.
- **Monthly measurement of outcomes with a focus on reducing health inequities.**



Health Equity, Community Health, & Integration

CountyCare Access: Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS)

On January 1, CountyCare successfully welcomed over 9,000 members of the Health Benefits for Immigrant Adults (HBIA) and Health Benefits for Immigrant Seniors (HBIS) programs into a new program called *CountyCare Access*. CountyCare welcomed an additional 7,500 members in February. The state of Illinois' Health Benefits for Immigrant Adults (HBIA) and Health Benefits for Immigrant Seniors (HBIS) programs provide Medicaid-like coverage for people who are 42 years old or older, meet income guidelines, and are not eligible for traditional Medicaid due to immigration status. There are over 60,000 program members state-wide and over 40,000 in Cook County.

- **Members in both programs residing in Cook County are being auto assigned by the Illinois Department of Health & Family Services (HFS) into CountyCare, representing approximately 40,000 members that will transition into the plan between January and April 2024.** New enrollments into HBIA and HBIS are currently on hold in Illinois.
- During this implementation, CountyCare assembled a monthly Community Stakeholder Workgroup to understand 1) the community's experiences as part of the Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS) program, 2) how to best connect and communicate with the HBIA/HBIS population, and 3) opportunities to address health equity. This Community Stakeholder Workgroup developed member-facing materials and discussed critical policies with a focus on health equity and language access.
- CountyCare and Cook County Health made the decision to fully waive cost-sharing for CountyCare Access members.



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HEALTH PLAN SERVICES



Member Experience

Satisfaction with CountyCare

Every other month since May 2022, CountyCare conducts "Pulse Surveys," telephone interviews with 100 members with a mix of core and topical questions regarding specific issues at the time. Interviews are conducted in English or Spanish and the latest round was completed between January 12-18, 2024.

- The goals of the latest Pulse Survey were to track 1) key metrics of satisfaction, loyalty to CountyCare, and perceptions of benefits and rewards, and 2) awareness of the most recent "Bring on the Benefits" marketing campaign.
- Overall, in January, CountyCare experienced a reported increase in member satisfaction from 63% in November to 82% in January.
- 90% of members reported that they would likely continue with CountyCare and 84% stated that they would recommend CountyCare to a friend or family member.

CountyCare uses the results of these Pulse Surveys, including the qualitative responses, to develop action plans to improve members' experience.



Growth Innovation & Transformation

HealthChoice Illinois Request for Proposals

The Illinois Department of Healthcare and Family Services (HFS) will release a new a Request for Proposals (RFP) for Medicaid contracts to be awarded in the 2026 plan year.

- In 2017, the Illinois Department of Healthcare and Family Services (HFS) posted an RFP for Managed Care Organizations (MCOs) to enter into risk-based contracts.
- CountyCare was awarded a contract for period of 2018-2022, and later received a contract extension through the end of the 2025 plan year.
- CountyCare must submit a new proposal to act as Managed Care Community Network (MCCN) beyond 2025.
- **While the RFP has not yet been released, CountyCare has completed a draft in advance of the release of the RFP and has engaged a consultant partner to support the plan with finalizing the technical proposal once the RFP is released.**



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HEALTH PLAN SERVICES



Optimization, Systemization & Performance Improvement

Care management system enhancements in alignment with NCQA requirements

System enhancements were made to CountyCare's care management system, CMIS, to tailor its functionality to National Committee on Quality Assurance (NCQA) requirements. Thanks to the Health Research Solutions Unit and CountyCare's project team, these enhancements were completed on January 12. Additionally, to ensure that these changes are fully utilized:

- **Training:** Four training sessions were conducted for care managers.
- **Ongoing chart audits:** Following finalization of updates, member records will be audited to ensure that all new functionality has been fully incorporated into team workflows.



Fiscal Resilience

Medical cost action plans

In 2023, CountyCare implemented several key cost savings initiatives, or Medical Cost Action Plans, that will continue to generate savings in 2024. Under its Medical Cost Action Plan structure, **CountyCare executed projects that will save Cook County Health over \$40 million each year.** The most critical initiatives included:

- Implementation of a new pharmacy benefits manager, with an estimated annual savings of \$25M.
- A value-based program for members with Chronic Kidney Disease, with annual savings of approximately \$4.9M.
- An increase in investment earnings by \$17M.

In 2024, CountyCare plans to focus on value-based contracting and risk adjustment strategies to continue to improve quality care and reduce unnecessary healthcare costs.



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DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES



Workforce: Talent & Teams

Professional development

CountyCare has created a new policy and budget for Health Plan Services professional development. The objective of this policy is to ensure that team members have 1) the necessary skills and knowledge to perform their current jobs, and 2) opportunities to develop and grow skills and knowledge beyond their current role based on the future needs of the health plan. The professional development budget will be allocated fairly and equitably and administered using a standard procedure for all Health Plan Services employees.

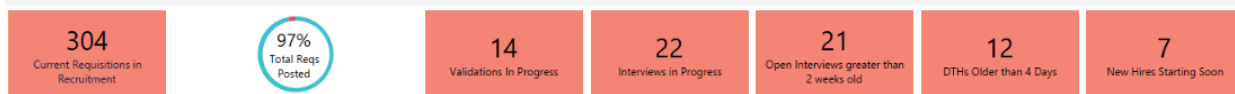
Budget to Actual Through January 2024

CountyCare's January membership of almost 432,800 members was higher than the monthly average budgeted projection of 391,000. The net impact of revenue and expenses remains balanced and within budget.

Office & Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4896 - Health Plan Services						
CONTRACTUAL SERVICE Total	2,592,978,050	485,203,265	58,365,527	543,568,792	2,049,409,258	21%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,142,643	5,360,949	-	5,360,949	40,781,694	12%
4896 - Health Plan Services Total	2,524,770,165	490,569,786	58,365,527	548,935,313	1,975,834,852	22%
Grand Total	2,524,770,165	490,569,786	58,365,527	548,935,313	1,975,834,852	22%

Staffing

CountyCare continues to hire fiscal year 2023 (FY23) approved positions. **Out of the 304 positions in recruitment since the beginning of FY23, 97% of requisitions have been posted, 236 have been hired (77%), and 7 new hires to are on track to start in the coming weeks.** CountyCare is continuing to prioritize staff recruitment to ensure the continued success of the plan.



DIVISIONAL EXECUTIVE SUMMARY

HEALTH PLAN SERVICES

Procurement

The following contracts for \$500,000 or more and are set to expire in the next 9 months.

Service	Vendor	Description	Type of contract	Contract end date
Non-emergency medical transportation	Transdev (formerly First Transit)	Provides Medicaid-covered non-emergency medical transportation.	Extension	08/31/2024



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Lead Executive: Arnold F. Turner, MD

Reporting Period: January

Report Date: February 16, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Weekly meetings were established with the CCH Regulatory Department, and Ovation Healthcare to develop action plans address the findings during the Joint Commission survey. The plans include the data collection methods to monitor the compliance with the Joint Commission standards. Our response must be submitted to the Joint Commission by February 6, 2024.
- The additional server needed for the nurse call system installation was installed on January 19, 2024. Phase 1 resumed after the installation.



Health Equity, Community Health & Integration

- The addition of speech pathology to rehabilitative services at Provident provides access to this diagnostic service to our service community. This will allow patients with recently diagnosed strokes and other neurologic conditions receive speech therapy in their community.



Patient Experience

- At the Patient Choice Awards celebration, Sengstacke Primary Care Clinic, Sengstacke Specialty Clinic, and Sengstacke Behavioral Health Clinic received Patient Choice Awards. Dr. Chantal Tinfang, Family Medicine, and Joy Eneogwe, APN, Internal Medicine received one of the three awards given to providers.



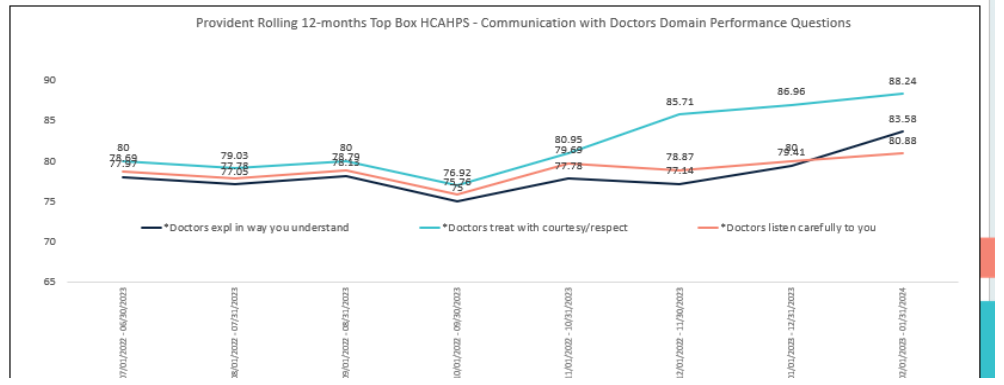
COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

HCAHPS Measures

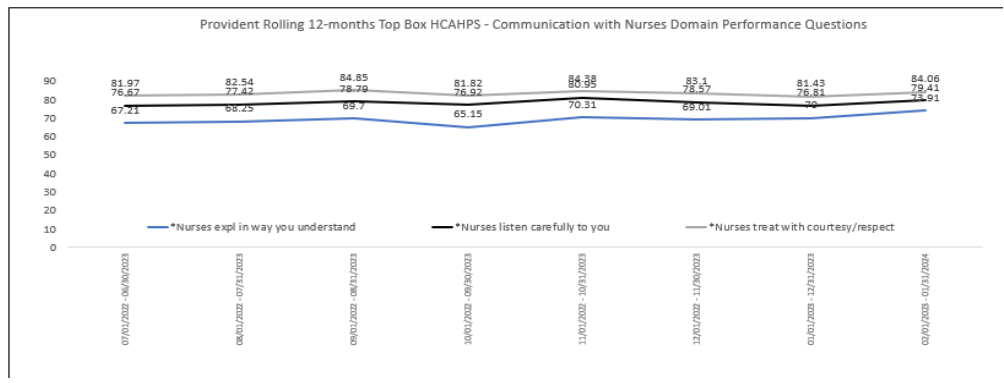
Rolling 12-months HCAHPS Top Box Score for Doctors Domain Questions



The goal is 81 percentile with a stretch goal of 85

HCAHPS Measures

Rolling 12-months HCAHPS Top Box Score for Communication with Nursing Domain Questions



The goal is the 80th percentile.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

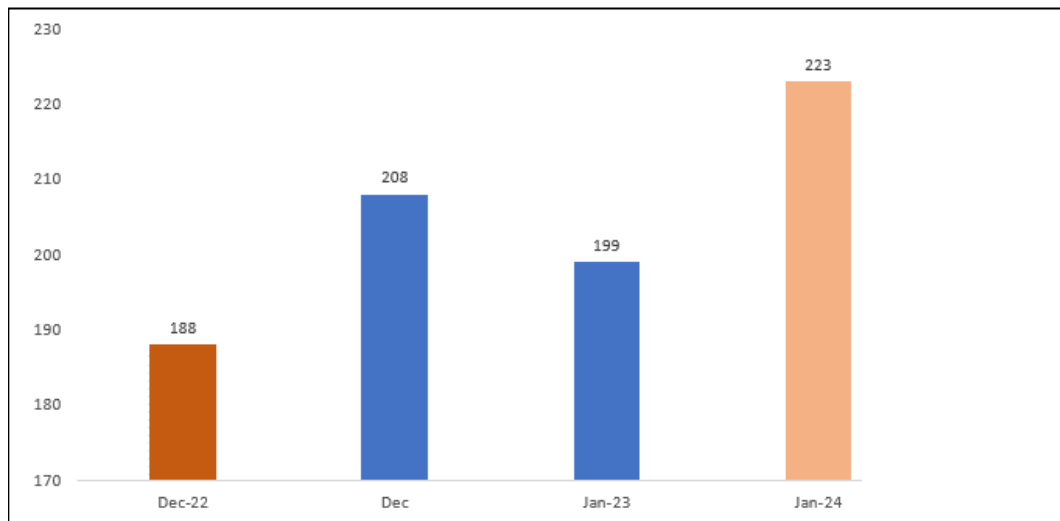
PROVIDENT OPERATIONS



Growth Innovation & Transformation

- On January 22, 2024, the first ever in the history of Provident Hospital Viedo Fluoroscopic Swallow Study was performed. The test is used to evaluate swallowing disorders that occur with neurologic conditions like a stroke.

8 West Discharges



Optimization, Systemization & Performance Improvement

- An instrument tracking system was installed at Provident.



Workforce: Talent & Teams

- Provident hired a new Emergency Department Manager and a surgical navigator.



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

- Offers were extended to 3 APN's for the Community Triage and Stabilization Center



Fiscal Resilience

- The Provident pharmacy had a HRSA 340B program audit on January 18-19, 2024.

Budget to Actual:

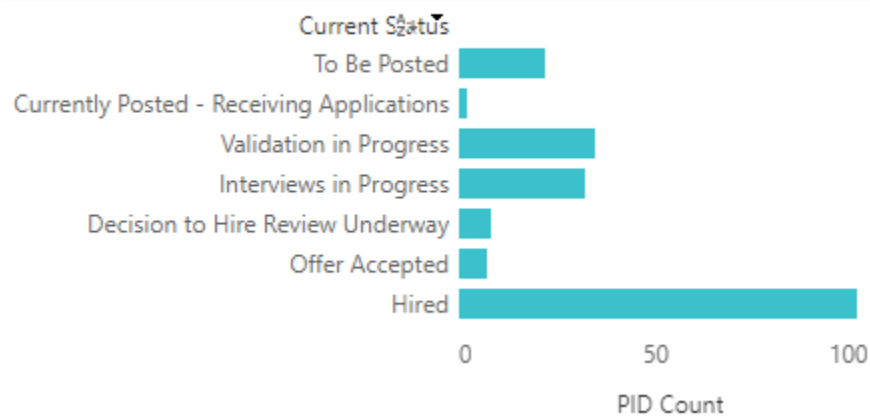
Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Personnel	20,252,670	2,541,510	-	2,541,510	17,711,160	12.55%
Non- Personnel	19,669,531	383,650	1,240,810	1,624,460	18,045,070	8.26%
4891 - Provident Hospital of Cook County Total	39,922,201	2,925,160	1,240,810	4,165,971	35,756,230	10.44%

Actual spend should not exceed approximately 19.23% of the total budget thus far in the fiscal year.

Staffing:



What Stage are my Current Requisitions?



DIVISIONAL EXECUTIVE SUMMARY

PROVIDENT OPERATIONS

Procurement:

- 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	05/22/2024
H22-25-166	Daniel & Yeager, LLC	12/30/2023
H22-25-187	ADT Commercial, LLC	Ext In progress
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive Stroger Hospital

Reporting Period: January, 2023

Report Date: February 16, 2024

Strategic Initiatives • OKR Highlights • Status Updates



Patient Safety, Clinical Excellence & Quality

- Our blood culture vendor has been working closely with the Emergency Department, Phlebotomy and Nursing Education to assess our workflows and provide suggestions to help decrease the contamination rate. As a result, the blood culture contamination rate is now below the 3% benchmark for the first time.
- The Provident Hospital College of American Pathologist (CAP) accreditation response was approved, and full accreditation was received.
- Upgrades for the Audiology interface completed.
- Increased assigned time frame for videofluoroscopic swallowing study (VFSS) at Stroger to be 9 am to 12 pm from the original 8-10 am timeframe to allow for increased studies.
- The Passy Muir Valve (PMV) program is now live. We had three evaluations the first week, but no actual valves distributed yet as not appropriate.
- Three nurse leaders' Stroger abstracts were selected for the 16th annual Northwestern Medicine Academic Medical Center and Bronson Foundation Research Symposium.
- There were zero Hospital Acquired Pressure Injuries (HAPI) and 100% for sepsis bundle compliance in the month of January.



Health Equity, Community Health & Integration

- The laboratory helped resolve the new arrivals clinic workflow issues by creating manifests when sending out tests to Quest Laboratory. The manifest will now be printed out in the order of the specimens being scanned.
- The integration into High-Risk Clinic (HRC) complete and the first infant was seen with a new order, and was scheduled, registered, treated, and the associated documentation and billing for services completed. Continued training of HRC staff on



COOK COUNTY
HEALTH

DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

rehab services procedures underway to ensure all aware of the new process and service offered at HRC.

- Education Class sessions implemented at both Provident and Blue Island to improve access to care and address the waitlist at both locations.
- Multiple frostbite patients who are homeless and patients from shelters were seen and scheduled outpatient occupational therapy (OT) before getting discharged with collaboration from other service lines.



Patient Experience

- Multiple education classes at Harrison Square were delayed prioritizing much needed follow up appointments in its place and improve access to follow up appointments.
- Three complex custom splints were fabricated and fitted by our outpatient certified hand therapists (CHTs) to inpatients this week at short notice from Dr Lamberti. The patients had great things to say about the OT service provided and the doctor was appreciative of our efforts.



Growth Innovation & Transformation

- Stroger expanded the Emergency Department phlebotomy service hours to Monday through Friday, 7 am through 10:30 pm. Previously, the hours were Monday through Friday, 10 am through 6:00 pm.
- The outpatient pediatric OT and PT staff added an additional day of coverage due to increased demand.
- Obtained additional agency staff to address increased demands for PT services and needed follow-up appointments.
- Increasing delivery volume continues, over 100 deliveries for the first time in January in many years.



DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS



Optimization, Systemization & Performance Improvement

- Hospital Throughput Initiative – Phlebotomy AM draws to be completed by 7 am – 70% for January which is below the goal of 80%. The laboratory is currently reviewing data for improvement.
- The laboratory is working on a process improvement project to improve phlebotomy morning draws on the 8th floor. The agreed upon order changes were implemented on January 2, 2024, and will be monitored to ensure the expected service level is maintained.
- Instructed therapy staff on the process for managing patients with expired or soon to be expired prior authorization dates.



Workforce: Talent & Teams

- Welcomed a new Clinical Laboratory Assistant to replace agency staff.
- The lab continues to work with Human Resources on comprehensive review of lab positions, job descriptions, market evaluations, and implementation of Collective Bargaining Agreement (CBA) language regarding upgrading qualified individuals to the Medical Laboratory Scientist (MLS) title.
- Monthly staff meeting for all locations occurred at Harrison Square and via Microsoft Teams for off-site locations implemented on 2/14/24.



Fiscal Resilience

- Meeting with Business Intelligence (BI) on building reports for billed Current Procedural Terminology (CPT) units still in progress.
- New report developed with BI to identify rehab active Financial Identification Number (FIN) numbers that need to be discharged due to inactivity over 45 days.
- A focused effort is underway to review agency time reporting to ensure accuracy.



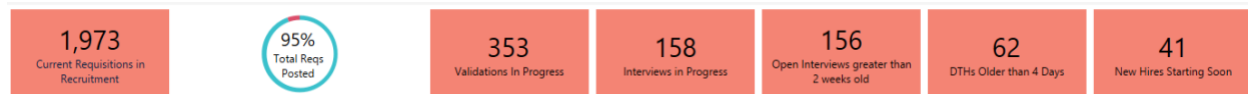
DIVISIONAL EXECUTIVE SUMMARY

STROGER OPERATIONS

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	1,095,478,228	94,614,552	54,764,755	149,379,307	946,098,921	14%

Human Resources



COOK COUNTY
HEALTH