

# DIVISIONAL EXECUTIVE SUMMARY

## AMBULATORY SERVICES

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

### Strategic Initiatives • OKR Highlights • Status Updates



#### Patient Safety, Clinical Excellence & Quality

- ACHN providers will start partnering with members of the County Care team to enhance healthy eating options for ACHN patients. They will be able refer county care patients for these important services to help impact Social Determinants of Health. Doctors and providers will refer patients directly to a nutrition consultant who can support patients around healthier eating and any issues with food security.
- CCH has purchased The Joint Commission AMP tracer tool software to assess regulatory compliance. A specific tool for Primary Care Medical Home was created with the software for the quality team to pilot. We are currently in the process of implementing this new tool. Some examples of clinic tracers that have been found include: expired supplies, no recorded temperatures on weekend medication temperature logs, and corrugated boxes in storage areas.
- The Quality team met with Primary and Specialty leaders to create a robust corrective action plan for each Stroger mock survey finding for follow up and sustainment.



#### Health Equity, Community Health & Integration

- The AIDS Foundation of Chicago honored Ruth M. Rothstein Core Center with the Roman Buenrostro Legacy Award for over 25 years of extraordinary support and service to the Ryan White case management clients.
- CORE/Cook County HIV Integrated Programs (CCHIP) hosted several events for National HIV Women & Girls Day and provided high level HIV testing events in connection with Northeastern Illinois University, Dominican University, Chicago State University, Bremen High School and Morton East High School to provide sexual health services to adolescents in the community. Event successes include providing services to migrant populations on site who recently were housed in the Bronzeville area. Additionally, CCHIP provided HIV testing at the King Center and will provide permanent sexual health services onsite the 2nd and 4th Thursday of each month.



COOK COUNTY  
HEALTH

# DIVISIONAL EXECUTIVE SUMMARY

## AMBULATORY SERVICES

- This month 225 individuals in the community received a rapid test through targeted HIV screening. Additionally, we identified 13 newly diagnosed clients through routine & rapid screening and 12 clients were linked to care.
- Through the community vaccine program, ACHN continues to provide COVID-19 vaccination to the community and patients. This month, there was a total of 1,319 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 9 patients were vaccinated for Mpox.
- The Primary Care management team is seeing a significant decrease in open provider notes and they are attributing this to the new weekly notification to provider. Last month there were 889 open notes and this month there was 528.
- To support patient access to care, the Patient Support Center answered more than 56,000 patient calls with an average answer speed of under 60 seconds. In addition, there were over 3,000 nurse triage calls answered this month.
- This month, the HealthviewX referral platform for CCH partners to refer specialty and diagnostic patients hit another milestone with 7,000 referrals placed. There are 400 active users and over 7,000 referral orders placed by CCH partners. Currently ophthalmology is the most requested specialty and ultrasound is the most requested diagnostic. The Cerner Provider Portal also went live this month to support partner organizations receiving patient results.
- The Cancer Center Service Line finalized the workflow for referring Cermak patients to outside facilities for care not provided at CCH. In addition, they submitted a purchase requisition for a Complete Blood Count (CBC) Analyzer. They will allow implementation of a “Point of Care” lab in Cancer Center once installed.
- As of March 2024, we have seen 24,795 new arrivals at the Belmont Cragin New Arrival Health Center and 5,340 new arrivals through the Mobile Care Team.
- This month the Mobile Care Team continued to provide care to the New Arrivals in the City of Chicago shelters, completing approximately 307 patient visits. The patients were assessed for immediate needs and scheduled for follow-up appointments at our Belmont Cragin New Arrival Health Center. They were also offered virtual visits with providers for any appropriate needs, and others were sent for in-person evaluations in the emergency department. Furthermore, The Mobile Care Team also provided follow-up appointments for our established patients and was able to deliver pending lab results from past visits.
- The CCH Mobile Care Coordination Team worked with CDPH to screen and assess all new arrivals at city shelters for status of MMR vaccine (Measles). Once a patient is identified as needing MMR, the team works to get them vaccinated onsite or by arranging transportation and appointments to Belmont Cragin New Arrivals clinic.



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

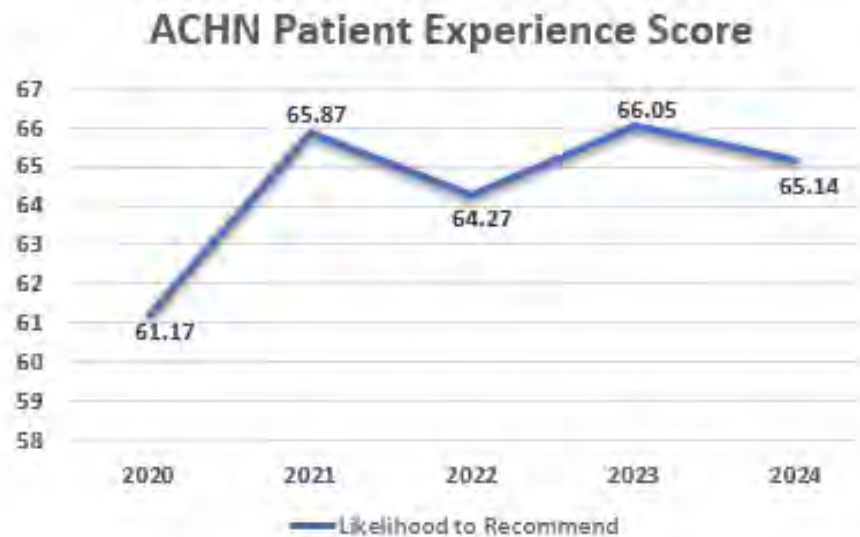
## AMBULATORY SERVICES

- The Neurosciences Service Line attended the March Medical Staff meeting at St. Bernard’s Hospital and proposed a partnership to provide tele stroke program. Based on that discussion, we are working with them on exploring a pilot program.



### Patient Experience & Employee Engagement

- This month, ACHN saw a 0.4% increase in our overall “Likelihood to Recommend” score year-to-date bringing their score to 65.14%.



- Primary Care saw an increase in their number of surveys received this month from 1,136 to 1,593. In addition, there was an increase in “Likelihood of Recommending” by 1.2%.
- The Specialty Care Team is working to reduce no-shows by collaborating with providers to convert them into telehealth visits. In addition, they are partnering with the marketing team to promote our services to external partners to improve clinic visibility.



### Growth Innovation & Transformation

- The Women and Children Service Line finalized the application for a new funding opportunity through HRSA for the Healthy Start grant and is now awaiting the notice of award.
- CCH operations leadership worked with CCDPH and CDPH to respond to the measles outbreak that was emerging across city shelters. CCH community clinics now serve as a community testing site and vaccination for measles. Patients can call our vaccine hotline to speak with a nurse regarding their immunization status and screen for needs of testing as well as schedule appointments. CCDPH



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## AMBULATORY SERVICES

and CDPH were partners in assisting with an increase stock of vaccine inventory to respond to the declared outbreak.

- The Virtual Care team has revised the workflow to include nurses for the purpose of triaging patients prior to them being connected with a provider. The existing staff has been trained on the changes and the HIS team is currently testing the changes made to the platform itself. We will go-live with this revised version of Virtual Care as soon as testing is completed.



### Optimization, Systemization & Performance Improvement

- The Behavioral health team finalized the guidelines for the Ambulatory Behavior Health and Social Work Department around continuing education, clinic closure requests, and administrative time in accordance with CBA and CCH policies. These guidelines were presented in the monthly social work meeting.
- The Oracle Behavioral Health module kick-off project was held. The module will assist with the following: reduction insurances denials; reduce administrative time providers spend on clinical notes; improve the quality of the notes to include the extent of the services and care that is being provided to the patients; strengthening the multidisciplinary approach to care by improving the health information exchange; and meet regulatory requirements. There are internal reviews of documentations currently.
- CCH Operations team is working with Financial Counseling to ensure all New Arrivals continue to get screened for Medicaid enrollment after DHS has notified of their onsite team removal at Belmont Cragin. In addition, they worked with the marketing team to develop a one-page flyer with instructions on how to find our new Virtual Immediate Care Clinic for CCH Community clinics to use with their primary care patients as a resource for urgent needs. The flyer will also be posted to our patient portals and websites.



# DIVISIONAL EXECUTIVE SUMMARY

## AMBULATORY SERVICES



### Workforce: Talent & Teams

- ACHN has a total of 172 requests to hire in recruitment (2 on hold; 36 in pre-recruiting; 43 currently posted; 7 to be posted; 36 validations in progress; 33 interviews in progress; 35 decision-to-hire packets; 13 offers accepted, 3 hiring fairs underway). The remaining are the number of people hired this fiscal year.



### Fiscal Resilience

- Primary Care: ACHN is below budgeted volumes for February by 1,293 visits and 6.8% below budget year-to-date totaling 66,683 visits in FY2024.
- Specialty Care: ACHN is below budgeted volumes for March by 871 visits and 3% below budgeted volumes year-to-date totaling 97,974 visits in FY2024.
- As of the end of March 2024, ACHN is on track overall on expenses having expended 33% 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						
<b>Grand Total</b>	<b>102,701,913</b>	<b>32,204,704</b>	<b>2,179,991</b>	<b>34,384,695</b>	<b>68,317,218</b>	<b>33%</b>

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

Contract Number	Contract Name	Agreement Amount	Expiration	Notes/Updates
H18-72-030	Anchor Mechanical	\$ 959,634.00	6/30/2024	COC approved. RFP will go out for new HVAC contract.
H20-25-033	The Chicago Lighthouse	\$ 4,480,000.00	2/28/2024	Amendment in process. No gaps in service
H21-25-012	DaySpring	\$ 2,300,000.00	11/30/2024	RFP will go out for environmental services. Amendment requested to add new clinic at 467 E 31st St. Chicago.



# DIVISIONAL EXECUTIVE SUMMARY

## CERMAK HEALTH SERVICES

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

Reporting Period: March 2024

Report Date: April 19, 2024

### Strategic Initiatives • OKR Highlights • Status Updates



#### Patient Safety, Clinical Excellence & Quality

Cermak formally received accreditation from the National Commission on Correctional Healthcare, NCCHC. 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.



#### Growth Innovation & Transformation

Cermak is currently rolling out Phase 1.5 of telehealth initiative. This phase includes the retrofitting of two rooms in the specialty clinic area in preparation for expanded clinical specialties tentatively scheduled for October, 2023. Phase 2, which entails access to telehealth in all 10 living units, is scheduled June 2024.

Cermak is in the process of finalizing realigned service lines dashboards and KPIs. These tools are used by the respective service lines to measure daily activities and outcomes. Metrics will be reported to System Quality Governance Committee on May 3, 2024.



COOK COUNTY  
HEALTH

# DIVISIONAL EXECUTIVE SUMMARY

## CERMAK HEALTH SERVICES

### Optimization, Systemization & Performance Improvement



Cermak rolled out the format/process of reporting housekeeping/cleanliness issues in the Environment of Care Process. New process allows for electronic reporting of cleanliness status.

Cermak, in collaboration with Health Information Systems is introducing electronic signature technology. The goal is to introduce efficiencies into current processes while reducing the need to maintain paper documentation.

### Workforce: Talent & Teams



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

Cermak hosted a visit from the Illinois Department of Corrections including the Medical Director and Chief Psychiatrist. The purpose of the visit was to gain information about Cermak's Opioid Treatment Program, considered industry best practice.

Cermak will host a visit by Eskenazi Health in May 2024. The purpose of the visit is to review clinical and operational processes. Eskenazi Health is considering replication of Cook County Health's organizational structure as related to Correctional Health.

### 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.



**COOK COUNTY**  
**HEALTH**

# 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 March 2024

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expended
<b>4240 - Cermak Health Services of Cook County</b>					
0 - DEFAULT (41195.4240.0) Total	-	(21)	-	21	No Budget
10155 - Administration (41195.4240.10155) Total	12,449,230	5,903,023	16,972	6,529,235	48%
13500 - Environmental Services (41195.4240.13500) Total	2,762,461	790,606	19,651	1,952,204	29%
13945 - Finance (41195.4240.13945) Total	243,273	71,270	-	172,003	29%
14915 - Human Resources (41195.4240.14915) Total	263,532	58,380	-	205,153	22%
15050 - Information Technology (41195.4240.15050) Total	231,171	71,205	-	159,966	31%
15435 - Laboratory Services (41195.4240.15435) Total	641,650	149,030	18,147	474,473	26%
15805 - Material Management (41195.4240.15805) Total	462,003	96,209	40,851	324,944	30%
15895 - Medical Administration (41195.4240.15895) Total	10,760,199	2,822,844	101,581	7,835,774	27%
17015 - Oral Health (41195.4240.17015) Total	2,496,986	686,217	-	1,810,769	27%
17170 - Patient Care Services (41195.4240.17170) Total	46,480,058	9,882,691	784,011	35,813,357	23%
17395 - PCS - Emergency Services (41195.4240.17395) Total	-	0	-	(0)	No Budget
17610 - Pharmacy (41195.4240.17610) Total	9,838,834	2,083,610	777,961	6,977,262	29%
18445 - Quality Assurance (41195.4240.18445) Total	776,331	215,397	-	560,934	28%
18485 - Radiology (41195.4240.18485) Total	845,217	244,918	-	600,299	29%
29235 - 240 General Store Inventory (IV) (41195.4240.29235) Total	-	175,701	-	(175,701)	No Budget
16005 - Health Information Management (HIM) (41195.4240.16005) Total	422,736	117,074	-	305,662	28%
16125 - Mental Health Services (41195.4240.16125) Total	17,258,018	4,289,627	114,869	12,853,523	26%
29165 - General Store Inventory (IV) (41195.4240.29165) Total	271,687	66,283	74,789	130,615	52%
<b>Grand Total</b>	<b>106,203,386</b>	<b>27,724,064</b>	<b>1,948,831</b>	<b>76,530,491</b>	<b>28%</b>



**COOK COUNTY**  
**HEALTH**



# DIVISIONAL EXECUTIVE SUMMARY

## CERMAK HEALTH SERVICES

Office / Program / Account	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Funds Available	% Expended
<b>4241 - Health Services - JTDC</b>					
<b>10155 - Administration (41197.4241.10155) Total</b>	<b>1,041,815</b>	<b>94,081</b>	<b>450</b>	<b>947,284</b>	<b>9%</b>
<b>16015 - Medical Services Administration (41197.4241.16015)</b>	<b>731,730</b>	<b>226,525</b>	<b>-</b>	<b>505,205</b>	<b>31%</b>
<b>17015 - Oral Health (41197.4241.17015) Total</b>	<b>309,492</b>	<b>124,880</b>	<b>-</b>	<b>184,612</b>	<b>40%</b>
<b>17170 - Patient Care Services (41197.4241.17170) Total</b>	<b>3,629,502</b>	<b>939,088</b>	<b>81,138</b>	<b>2,609,276</b>	<b>28%</b>
<b>10755 - Behavioral Health (41197.4241.10755) Total</b>	<b>3,971,104</b>	<b>1,052,862</b>	<b>-</b>	<b>2,918,242</b>	<b>27%</b>
<b>Grand Total</b>	<b>9,683,643</b>	<b>2,437,436</b>	<b>81,588</b>	<b>7,164,619</b>	<b>26%</b>



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## 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. [→](#)

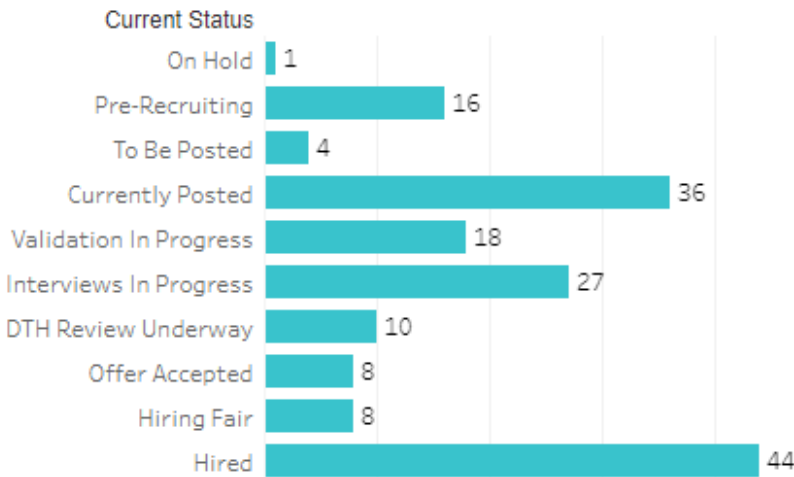
COOK COUNTY HEALTH

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)

<b>111</b> Current Requisitions	<b>44</b> Total Hired	<b>18</b> Validation In Progress	<b>27</b> Interviews In Progress	<b>7</b> Open Interviews (Greater than Two Weeks)	<b>2</b> Submitted DTHs Older than 5 Days	<b>6</b> New Hires Starting Soon <small>*Offer Accepted/Hired Status</small>
<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>

#### What Stage are my Current Requisitions?

\* Excludes hired



# 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. [↗](#)

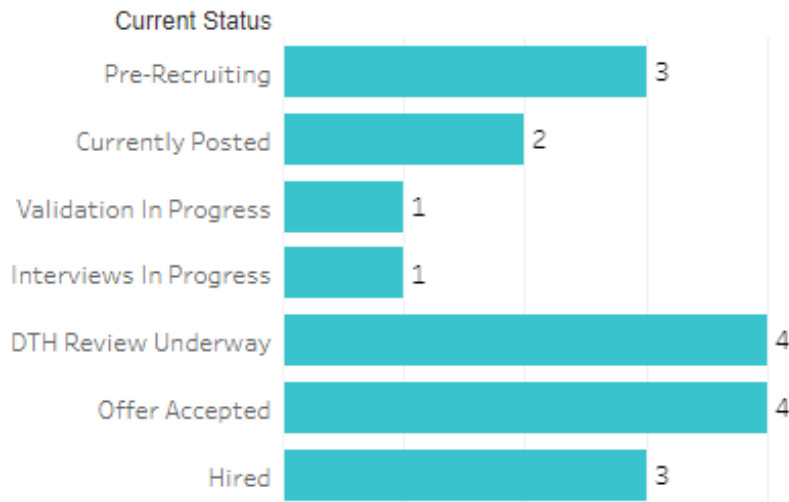
**COOK COUNTY HEALTH**

Filters: Job Title (All), Job Code (All), Job Classification (All), Union (All), Department (All), Office # (4241), Business Unit (All), Hiring Manager (All), Senior Leader (All), PID (All)

<b>12</b> <small>Current Requisitions</small>	<b>3</b> <small>Total Hired</small>	<b>1</b> <small>Validation in Progress</small>	<b>1</b> <small>Interviews in Progress</small>	<b>0</b> <small>Open Interviews Greater than Two Weeks</small>	<b>2</b> <small>Submitted DTHs Older than 5 Days</small>	<b>0</b> <small>New Hires Starting Soon *Offer Accepted/Hired Status</small>
				<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>	<a href="#">VIEW DETAILS</a>

### What Stage are my Current Requisitions?

\* Excludes hired



**COOK COUNTY HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## 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
77000064455	ODP BUSINESS SOLUTIONS LLC	H19-25-077 - Supplies and Services, Office Supplies	21-Nov-23
77000075883	STERICYCLE INC	H20-25-063 - Waste Removal for Medical, Hazardous, Sharps and Pharma Waste	31-Mar-24
H16-72-052	LINDE GAS & EQUIPMENT DIV LINDE NC	H16-72-052 - Service, Certification, Maintenance, and Repair of Medical Gas Systems	31-Mar-24
H17-25-037	CORPORATE CLEANING SERVICES INC	H17-25-037 - Service, Window Cleaning	31-May-24
H18-25-008	MAXIM HEALTHCARE SERVICES INC	H18-25-008 - Service, Temporary Staffing	31-May-24
H18-25-114	KORE SAE, LLC	H18-25-114 - Service, Temporary Staffing	31-May-24
H17-25-114	CROSS COUNTRY STAFFING INC	H17-25-114 - SERVICE, NURSE AGENCY SERVICES	31-May-24
77000054363	LINCOLN PARK DIALYSIS SERVICES INC	H19-25-046 - SERVICES, LINCOLN PARK DIALYSIS SERVICES INC DBA DAVITA INC	30-Jun-24
77000032606	SCHECK & SIRESS PROSTHETICS, INC	77000032606 - SERVICE, CUSTOM ORTHOTICS	31-Jul-24
77000107994	MAXIM HEALTHCARE SERVICES INC	H22-25-052_ Services_Locum Tenens and AP Staffing	14-Aug-24
77000133454	AB STAFFING SOLUTIONS LLC	H22-25-164 SERVICE, PROFESSIONAL RADIOLOGY STAFFING SERVICES	25-Sep-24
77000063015	ALLIED WASTE TRANSPORTATION, INC.	H19-25-103 - Service, Waste Removal Services Throughout CCH	30-Nov-24
77000063013	W W GRAINGER INC	H19-25-063 - Supply, Institutional Supplies for Maintenance, Repair, and Operations	30-Nov-24
77000073375	LINDE GAS & EQUIPMENT INC.	H20-25-023 - SERVICE, MEDICAL GAS	8-Dec-24



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

Lead Executive: LaMar Hasbrouck, MD, MPH, MBA, Chief Operating Officer  
Reporting Period: March 25, 2024  
Report Date: April, 2024

### Strategic Initiatives • OKR Highlights • Status Updates



#### Health Equity, Community Health & Integration

- In March, CCDPH hosted the last Community Health Worker (CHW) Learning Collaborative meeting where presentations were given by The Lighthouse Institute (Chestnut Health Systems). The presentation showed that participation by community partner organizations in the CHW Learning Collaboratives has improved CHWs' ability to support community members. Over the last 6 months, over 2,500 referrals have been made by CCDPH Community Health Promoters and funded community-based organizations.
- CCDPH activated Incident Command as of Monday, March 25<sup>th</sup> for measles. Several leaders are serving as section chiefs for this incident and are working in coordination with the Illinois Department of Public Health (IDPH), the Chicago Department of Public Health (CDPH), Department of Emergency Management & Regional Security (DMERS), and Ambulatory Community Health Network of Cook County (ACHN). CCDPH has organized receipt and distribution of 317 measles vaccines from IDPH to suburban ACHN clinics to allow for clinics to administer vaccine to patients.
- Cook County's first suburban measles case was confirmed in Cicero, IL on 3/27. CCDPH nursing staff was deployed to complete first round of home measles vaccinations for suspected exposed individuals. All eligible household members were vaccinated. Additionally, outreach to all suburban hospital infection preventionists was made to make them aware of the potential for measles in their communities.
- The Community Behavioral Health Unit (CBHU) conducted two virtual naloxone trainings for Cook County Pharmacy and CountyCare. There were 99 participants in total.



#### Optimization, Systemization, & Performance Improvement

- Public Health Nursing Director is working with Creative Health Care Management Consulting regarding the program's readiness for the Pathway



COOK COUNTY  
HEALTH

# DIVISIONAL EXECUTIVE SUMMARY

## COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

to Excellence Journey. If successful, CCDPH will be the first public health agency in the country to obtain this designation.



### Workforce: Talent & Teams

- The CCDPH Workforce Development team held the first Fast Start Onboarding Cohort, a 2-day program, this month. 6 new hires were welcomed representing 5 different units/programs.



### Fiscal Resilience

- In an effort to build fiscal resilience, CCDPH conducted a financial retrospective that examined non-personnel, corporate expenditures with the intention of forecasting rest of the year spend.

### Budget to Actual File: FY24 CCH Budget to Actual April 1, 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	4,579,341	190,089	4,769,429	17,223,140	22%	N/A

### Staffing

As of March 2024, CCDPH has 58 vacant positions to date (actively recruited) – 7 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 March 2024

RTHs Submitted MTD YTD	Budget Approved	Posted	Postings Closed	ARP Received	Referred for Interview	Interviews Completed	e-DTH submitted	Candidate Offers	Vacancies Filled In March
22/76	7	11	1	4	7	1	6	3	0



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

### Procurement

The following contracts for \$500K or more are set to expire in May, but they are currently being reviewed and are expected to be extended.

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) - Fiscal year to date (YTD-Dec, Jan, Feb, March)



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## HEALTH PLAN SERVICES

Lead Executive: Aaron Galeener, Chief Administrative Officer Health Plan Services

Reporting Period: March 2024

Report Date: April 18, 2024

### Strategic Initiatives • OKR Highlights • Status Updates



#### Patient Safety, Clinical Excellence & Quality

##### *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.
- 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 has been implementing a focused project to support the MCH population, focusing on prenatal and post-partum care (PPC) timeliness, including:

- Additional communications to members about services 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.
- Collaborations with community-based workgroups supporting the MCH population.
- Monthly measurement of outcomes with a focus on reducing health inequities.



COOK COUNTY  
HEALTH



# DIVISIONAL EXECUTIVE SUMMARY

## HEALTH PLAN SERVICES



### Health Equity, Community Health, & Integration

#### ***CountyCare's investment in housing***

Over the past several years, CountyCare has made a significant investment in housing. As of March 2024, CountyCare has 79 members housed in the Flexible Housing Pool, an established public-private partnership that provides permanent supportive housing, tenancy support, and social services to members for three years.

- The Flexible Housing Pool was created to break the cycle of homelessness, improve health outcomes, and reduce costs to the public healthcare system.
- CountyCare's investment in the Flexible Housing Pool was featured by the [Institute for Medicaid Innovation](#) in its compendium, "Medicaid Managed Care's Pandemic Pivot: Addressing Social Determinants of Health to Improve Health Equity."
- CountyCare has issued a request for proposals (RFP) to develop a comprehensive Housing Program. This program will expand CountyCare's capacity to support unhoused members.
- CountyCare will continue to focus its limited housing resources on members with behavioral health diagnoses and those in the maternal and child health population.



In March, CountyCare was awarded by the Center for Housing and Health for its continued work to support community members that are unhoused.



### Member Experience

#### ***Engagement of the new CountyCare Access, Health Benefits for Immigrant Adults and Seniors (HBIA/HBIS) membership***

As of April, CountyCare has successfully welcomed over 34,600 members of the HBIA and HBIS programs into a new program called *CountyCare Access*.



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## HEALTH PLAN SERVICES

- The state of Illinois' HBIA and 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.
- Members of both programs residing in Cook County were auto assigned by the Illinois Department of Health & Family Services (HFS) into CountyCare.
- CountyCare is the only plan in Illinois that decided to remove cost-sharing and co-pays.
- The plan had a record high engagement with this membership and 70% of Immigrant Adult members that entered the plan in January received a health risk screening within 60 days of enrollment with the plan.
- Additionally, CountyCare has been hosting redetermination events to support members through the redetermination process. As all members within this program who previously did not go through the redetermination process will be receiving their notice in April, CountyCare has experienced high attendance at these events.



### Growth, Innovation & Transformation

#### *Choice membership and the results of the Bring on the Benefits 2023-2024 Choice Campaign*

In partnership with the Cook County Health Communications Department, CountyCare had a successful Medicaid choice period with its new marketing campaign, "Bring on the Benefits." The campaign has been running from October 2023 through April 2024 and highlights CountyCare's extensive benefits and provider network on billboards, television, radio, and social media.

The 2023-2024 campaign's results outperformed last year's:

- Total impressions increased 312% compared to similar period last year.



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## HEALTH PLAN SERVICES

- The number of calls and clicks increased 144% and 31% respectively compared to last year.

Additionally:

- Satisfaction with the plan increased to 82%, a record high.
- Likelihood of members to recommend the plan increased from +59 to +76 Net Promoter Score.
- Likelihood of continuing with plan remains very high, with 90% saying they are “very likely” to stay.

The plan has also seen its highest choice enrollment with 34-35% of Cook County Medicaid members choosing CountyCare between January and March.



### Optimization, Systemization & Performance Improvement

#### *Change Healthcare data security incident*

CountyCare has experienced minimal member interruption as a result of the Change Healthcare security incident as Change Healthcare does not serve as the clearing house for its medical, behavioral, or pharmacy claims. CountyCare's dental and vision has been impacted and is working directly with dental and vision providers to submit claims utilizing alternative methods.

As a result of this incident and its broad impact on the health care industry, CountyCare has is reevaluating its emergency preparedness protocols to further align with the Centers for Medicare and Medicaid Emergency Preparedness Rule in four domains:

- Risk assessment and planning



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## HEALTH PLAN SERVICES

- Policies and procedures
- Communication planning
- Training and testing



### Fiscal Resilience

#### ***Fraud Waste and Abuse (FWA) and Payment Integrity***

On an ongoing basis, CountyCare's Compliance team identifies and recovers overpayments and opportunities for preventive loss savings.

- In its first two quarters of State FY24 reporting, CountyCare has recovered:
  - Over \$359,000 through FWA
  - Over \$844,000 through data mining and clinical audits
- The plan also estimates over \$45,000 in proactive preventive loss savings.

#### ***Medical Cost Action Plans***

- Opportunities for cost-savings continue to be an area of focus for plan in 2024.



### Workforce: Talent & Teams

#### ***All Staff Townhalls and Lunch and Learns***

Each month CountyCare hosts a “Lunch and Learn” or All Staff Townhall on a different topic. Usually there are over 200 team members in attendance. The goals of these sessions are to provide the growing CountyCare team with information regarding:

- Medicaid Managed Care topics that will provide them with insight on the activities of each CountyCare department.
- Community resources that could benefit our Medicaid members.
- Wellness strategies to improve their health and wellbeing.



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## HEALTH PLAN SERVICES

### Budget to Actual Through March 2024

CountyCare's March membership of over 441,179 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
<b>4896 - Health Plan Services</b>						
CONTRACTUAL SERVICE Total	2,478,569,874	1,219,567,226	74,789,405	1,294,356,631	1,184,213,243	52%
OPERATIONS & MAINTENANCE Total	7,748	5,572	-	5,572	2,176	72%
PERSONAL SERVICES Total	46,192,543	11,968,763	-	11,968,763	34,223,780	26%
<b>4896 - Health Plan Services Total</b>	<b>2,524,770,165</b>	<b>1,231,541,560</b>	<b>74,789,405</b>	<b>1,306,330,965</b>	<b>1,218,439,200</b>	<b>52%</b>
<b>Grand Total</b>	<b>2,524,770,165</b>	<b>1,231,541,560</b>	<b>74,789,405</b>	<b>1,306,330,965</b>	<b>1,218,439,200</b>	<b>52%</b>

### Staffing

Of the **57 positions** FY2024 in recruitment, **29 (51%) of requisitions have been hired**, and **5 new hires are on track to start in the coming weeks**. CountyCare is continuing to prioritize staff recruitment to ensure the continued success of the plan.



### Procurement

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

Service	Vendor	Description	Type of contract	Contract end date
HEDIS Vendor	Vital Data Technology	Provides State-required quality reporting	Extension	06/30/2024
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, Chief Hospital Executive, Provident Hospital

Reporting Period: March 2024

Report Date: April 19, 2024

### Strategic Initiatives • OKR Highlights • Status Updates



#### Patient Safety, Clinical Excellence & Quality

- On March 8, 2024, the installation of the nurse call system was completed and is operational.
- The Provident leadership team met the CPD District #2 Commander Phillips, District Captain Clark, and Chicago Police Department representatives along with the Provident public safety team to discuss our safety concerns and ways we can work together to enhance safety at Provident and the surrounding community. We agreed to have quarterly meetings.
- The Provident laboratory implemented acetaminophen and aspirin testing. This eliminated the delay in care and diagnosing acetaminophen and aspirin toxicity.



#### Health Equity, Community Health & Integration

- On March 15, 2024, more than 100 patients participated in a colorectal cancer screening awareness program.



COOK COUNTY  
HEALTH

# DIVISIONAL EXECUTIVE SUMMARY

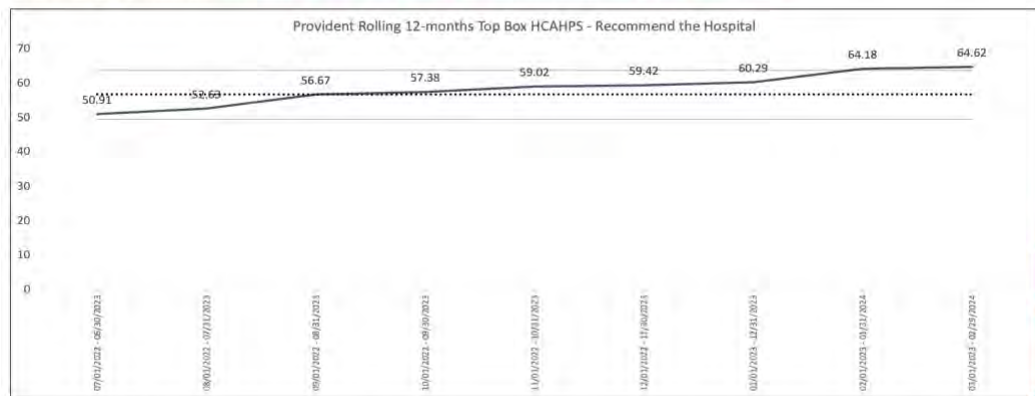
## PROVIDENT OPERATIONS



### Patient Experience

#### Op Ex Patient Experience Workgroup

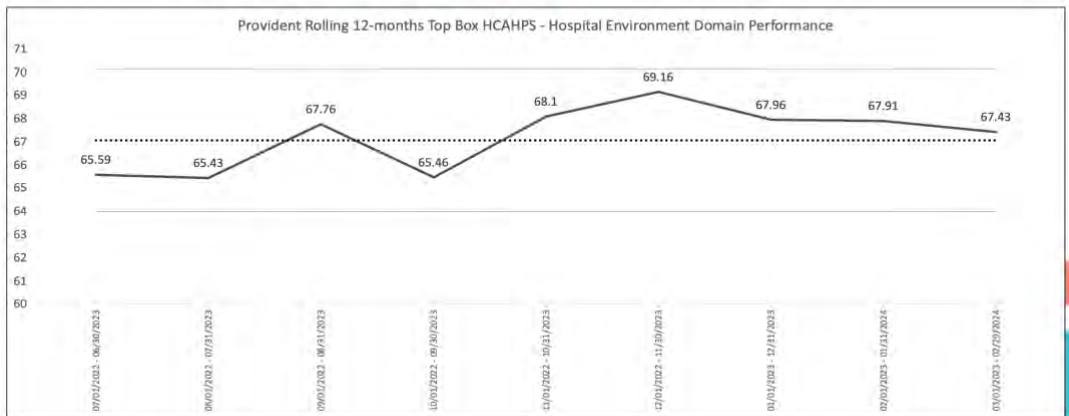
Rolling 12-months HCAHPS Top Box Score for Recommend the Hospital



The goal is the 75th percentile for Likelihood to Recommend the Hospital Domain.

#### HCAHPS Measures

Rolling 12-months HCAHPS Top Box Score for Hospital Environment Domain



The goal is the 58th percentile for the Hospital Environment Domain



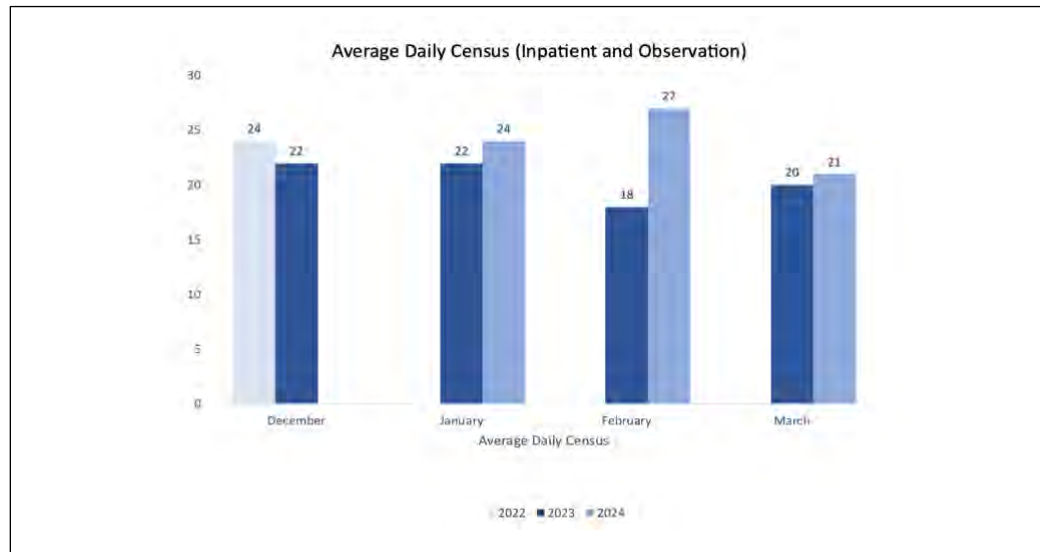
# DIVISIONAL EXECUTIVE SUMMARY

## PROVIDENT OPERATIONS



### Growth Innovation & Transformation

- Provident surgery services expand to include thyroidectomies when Dr. Amna Khokar performed a left thyroidectomy on March 27, 2024. The surgery went well, and the patient was discharged home after the surgery.
- Working with HIS, we identified space for new telecommunications closet on the first floor that meets CCH HIS standards. This closet will not only accommodate current projects on the first floor but will also add room for future project.



### Optimization, Systemization & Performance Improvement

- Clinical Engineering is now providing onsite coverage at Provident Monday through Friday. They are not only covering the OR but also making rounds in the departments



COOK COUNTY  
HEALTH



# DIVISIONAL EXECUTIVE SUMMARY

## PROVIDENT OPERATIONS



throughout the hospital to address any equipment issues and to conduct performance maintenance.

- The Provident Leadership Team met the nurse call system vendor to discuss and plan the electrical power shutdown necessary to continue the work on the telecommunications closet. The meeting included the managers of the departments that will be affected. Weekly meetings were scheduled with the departments to ensure that the necessary preparations are completed. The first shutdown took place on Saturday, April 13, 2024, involving the west side of the hospital.
- The System Director of Quality Improvement, assessed the work process and of the surgical (GI) navigators to standardize their work to allow performance metrics, decrease colonoscopy cancellations, and increase productivity.



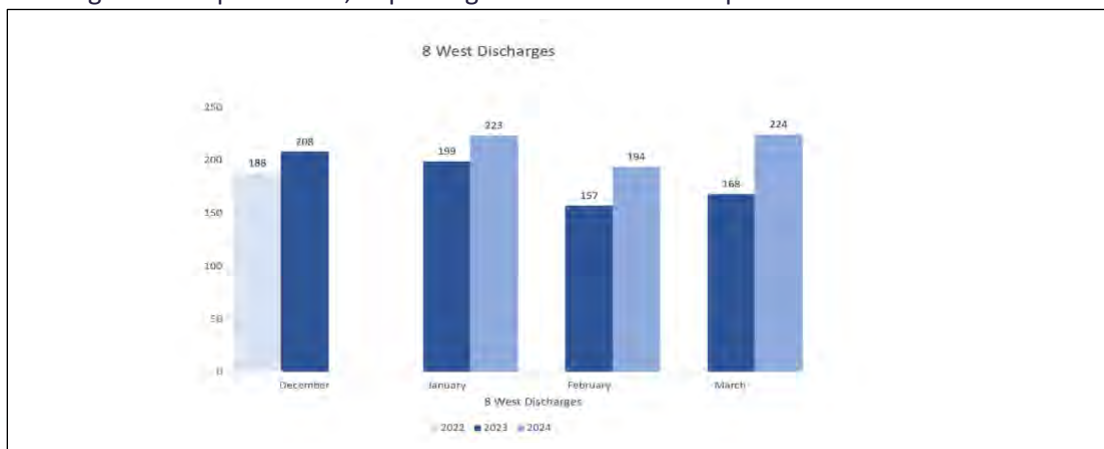
### Workforce: Talent & Teams

- 8 West med/surg unit nurse manager and an ICU nurse were added to the nursing department staff.
- Two carpenters and an electrician were added to the facilities department (B&G) staff.



### Fiscal Resilience

Discharges were up in March, improving the reimbursement potential for Provident.



# DIVISIONAL EXECUTIVE SUMMARY

## PROVIDENT OPERATIONS

### Budget to Actual

Office	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4891 - Provident Hospital of Cook County						
Non- Personnel	19,669,531	2,956,137	1,595,098	4,551,235	15,118,296	23.14%
Personnel	20,205,835	6,359,350	-	6,359,350	13,846,485	31.47%
<b>4891 - Provident Hospital of Cook County Total</b>	<b>39,875,366</b>	<b>9,315,487</b>	<b>1,595,098</b>	<b>10,910,585</b>	<b>28,964,781</b>	<b>27.36%</b>

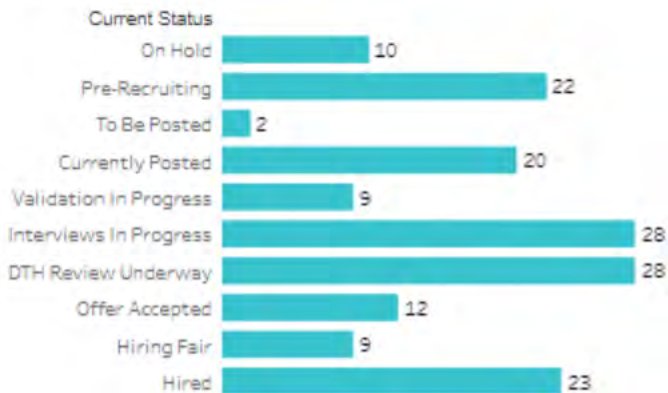
- The actual spend should not exceed 37.43%.

### Staffing



#### What Stage are my Current Requisitions?

\* Excludes hired



**COOK COUNTY**  
**HEALTH**

# 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
H22-25-187	ADT Commercial, LLC	Ext In progress
H21-25-011	Dialysis Care Center Management, LLC	11/30/2024
H21-25-136	Hospital Medicine Associates LLC	Ext in progress



# DIVISIONAL EXECUTIVE SUMMARY

## STROGER OPERATIONS

Lead Executive: Donnica Austin-Cathey, Chief Hospital Executive, Stroger Hospital  
Reporting Period: March 2024  
Report Date: April 22, 2024

### Strategic Initiatives • OKR Highlights • Status Updates



#### Patient Safety, Clinical Excellence & Quality

- In Rehabilitation, pediatric competency was updated to improve onboarding and mentoring to the specialty patient population.
- The Physical Therapy Manager is currently involved with the falls committee; discussing bed/chair alarm effectiveness and providing evidence to the committee.
- Imaging quality improvement turnaround times for Emergency Department CT and Inpatient CT are being reviewed. The department continues to trend below the goal of 4 hours for inpatient CT services and 2 hours for ED CT Services.
- Ovation has started reviewing laboratory sections for compliance with CAP accreditation standards. The Blood Bank is the first section to be audited.
- Nursing has contracted with a vendor who is working to outline next steps for Magnet or Pathway to Excellence in Nursing.
- Nurse leaders completed abstracts and safety boards which were presented during safety week.



#### Health Equity, Community Health & Integration

- Rehabilitation integration into High-Risk Clinic (HRC) were completed. Direct patient care in High-Risk Clinic is now occurring 3 days a week.
- The Physical Therapy Manager was invited to pediatric quarterly meeting, presented broadly to clerks and providers, and had breakout session with clerks to train on plan of care Start/Extend, and pre-registration recurring process. The team is still ironing out issues with accurate registrations.



COOK COUNTY  
HEALTH

# DIVISIONAL EXECUTIVE SUMMARY

## STROGER OPERATIONS

- Radiology continues to collaborate with Humbolt Park Health to outsource MRI Services and is currently working with St. Bernard to outsource CT services.
- Dr Singh and the Microbiology team were instrumental in ensuring measles PCR test requests were sent out to IDPH with the correct forms filled out and processed in a timely manner. A true testament to how flexible the lab has been when dealing with the various outbreaks in our community.
- Hosted another blood drive on March 15, 2024. Collected a total of 16 donors, goal was 20. Next blood drive is May 22, 2024.



### Patient Experience

- Physical Therapy educational classes are now offered at Blue Island and Provident in addition to Harison Square to improve access to care.
- The patients can view their imaging exams via the portal which decreases the request for CD's.
- The Picture Archiving and Communications System (PACS) department can digitally transfer and receive imaging with hospitals who have subscriptions with the AMBRA application.
- The PACS Department is collaborating with the Medical Records Department to centralize the release of information for radiology reports and CD request from patients and attorneys.
- During the day shift, on duty administrators who are proficient in Spanish conduct leadership rounds with patients to improve patient satisfaction and promote discharge planning.



# DIVISIONAL EXECUTIVE SUMMARY

## STROGER OPERATIONS



### Growth Innovation & Transformation

#### Imaging Capital Projects Updates:

Procurement In Process for the following capital requests

1. Arlington Heights Urgent Care – The location for the CT scanner was identified.
2. CT Scans – (1 Inpatient CT and 1 Emergency Department CT)
3. CT Simulator for Radiation Oncology
4. Interventional Angiography Suite
5. MRI Scanner replacement
6. Mobile MRI (Mobile MRI Vendor was selected - (Shared Medical Services Inc.) The contract is under legal review. Phase 1 includes one mobile MRI which should be functional by mid-May 2024.

### Approved 2023 & 2024 Capital

7. ED X-Ray Units X 2
  - GPO vendor selected GE Medical budgetary quotes obtained.
  - Projected installation completion 11.30.2024
8. Rad Room 3 Replacement
  - GPO vendor selected GE Medical budgetary quote obtained.
  - Projected installation completion 11.30.2024
9. PET CT Project in process
  - Projected installation completion 11.30.2024
10. Linear Accelerators – Board Approved August – Capital Contract in process
  - Projected installation completion 11.30.2024

### Approved 2022 Capital Projects in Process - Gennaro Piscitelli

11. Carestream Portable X-ray Unit - Capital Contract in process
12. MRI Patient Monitors – Iradimed - Capital Contract in process



### Optimization, Systemization & Performance Improvement

- In Rehab, inpatient daily worklist for clinicians were automated to note room changes, discharges and need for prioritization which improves efficiency getting clinical staff on the inpatient floors sooner.
- Leaders worked with NICU doctors to discuss HRC Rehab workflow – great questions, good feedback, signs of progress to standardizing patient referral for rehab services.



COOK COUNTY  
HEALTH

# DIVISIONAL EXECUTIVE SUMMARY

## STROGER OPERATIONS

- Interventional Radiology (IR) workflow redesign in process, scheduling and staff responsibilities. The Imaging Nurse manager started, Imaging Manager start date is tentatively April 22, 2024, and JCAHO Readiness rounding taking place.
- Hospital throughput initiative - Phlebotomy morning draws completed by 7am - 75% for February. Below goal of 80%. Continue to meet Individually to review performance and time/attendance.
- Revised test orders for glucose tolerance testing for OB patients went live on March 13, 2024. New orders for 1 hour, 2 hour and 3-hour glucose testing were created based off of feedback from Dr Ungaretti.
- Restarted conversations with Cross Country to adopt electronic time keeping capabilities for their agency employees. System will not allow the employee to clock in unless they are onsite at their work location. Will eliminate the need for paper-based timecards that have to be faxed to Cross Country on a weekly basis.
- The lab is working with a vendor and B&G to complete training for new remote temperature monitoring system.
- Laboratory is piloting the agency approval form for CCH. So far five requests have been submitted and approved.
- In the lab, work has started on the interface for all Cepheid point of care devices located throughout ACHN and Cermak. Once live, results from Cepheid testing will automatically be uploaded into Cerner. Anticipated go-live in late April.



**COOK COUNTY**  
**HEALTH**

# DIVISIONAL EXECUTIVE SUMMARY

## STROGER OPERATIONS



### Workforce: Talent & Teams

- In Rehab, 8 departmental vacancies in HR processes (3 job offers accepted, 1 decision to hire in HR, 3 posted and 1 awaiting posting once the person retires on March 29 2024.
- In Radiology, reclassification of job titles is in process and paygrade upgrade analysis and recommendation completed. The team will be scheduling a meeting with HR and compensation regarding the recommendations.
- Revised Medical Technologist job description for Class and Comp review. Revisions reflect the CLIA Testing personnel qualification changes that will go into effect December 28, 2024.
- Revised Clinical Laboratory Assistant job description was submitted to remove the requirement for the typing test which as previously eliminated most of the applicants.
- More than 25 new employees have started in the Stroger Emergency Department and Trauma Division.



### Fiscal Resilience

- Business Intelligence working on building reports for billed CPT units by Rehab staff.
- Had one-on-one with agency staff regarding their time reporting and unpaid time.
- Currently assessing the charge capture process in the Interventional Radiology department which includes denials, authorizations, and reimbursement.
- 

Office (Department) & Program Area by Major Account Class	FY24 Budget	Expenses	Obligations (BPA's/PO's)	Expenditures (Expenses + Obligations)	Funds Available	% Expended
4897 - John H. Stroger Jr. Hospital of Cook County Total	1,081,999,228	302,360,335	79,961,056	382,321,390	699,677,837	35%

