

# CCH Monthly Report

## Item # 26-0583

*Information contained in this Report was presented to the CCH Board in December 2025*



COOK COUNTY  
**HEALTH**

# Administrative Updates



COOK COUNTY  
**HEALTH**

# New Hires & Promotions



COOK COUNTY  
**HEALTH**

## New Leadership Hires

Nicholas Shields, Chief of External Affairs and Civic Engagement

Lisa Harries, Executive Director-Change Institute, Equity & Inclusion

Samantha Burke, Centers of Excellence Manager - Patient Experience

Samone Rush, Nurse Coordinator II, Cermak

# Congratulations



COOK COUNTY  
HEALTH

## Promotions

Anna Tzonkov, Chair of the Department of Anesthesiology & Pain Management

Dipte Dighe, Chair of the Division of Pediatric Hematology & Oncology

Taruna Waghray-Penmetcha, Chair of the Division of Pain Management

Petrina Bennett, System Director Patient Access

Michael Davidovich, Associate Medical Director, Primary Care ACHN

Lisa Thompson, Residency Program Director-Ophthalmology

Sally Abbas, Senior Manager of Financial Assistance

Arrica Smith, Certified HIM Manager

Neela Satyanarayan, Manager of Tobacco Prevention and Control

# Recognition & Announcements



COOK COUNTY  
**HEALTH**

# Provident Hospital Named Top General Hospital for 2025 by Leapfrog Group



COOK COUNTY  
**HEALTH**

Provident has been named one of The Leapfrog Group's 2025 Top General Hospitals for the second year in a row. Provident is one of only two Top General Hospitals in Illinois.

The Leapfrog Top Hospital award is widely acknowledged as one of the most competitive honors U.S. hospitals and surgery centers can earn in safety and quality.

This is a tremendous testament to the work being done by the Provident team!



# Holiday Health Press Conference



COOK COUNTY  
**HEALTH**

On December 17, Cook County Health leaders were joined by President Preckwinkle and our partners at NAMI Chicago for a press conference highlighting ways individuals can take care of their health during the busy holiday season.



# Youth Crisis Stabilization Center Opens in Englewood



COOK COUNTY  
**HEALTH**

On December 2, the Cook County Health Office of Behavioral Health joined local leaders at the Ada S. McKinley Community Services in Englewood to cut the ribbon on a new youth crisis stabilization center.

CCH was proud to provide funding through our Stronger Together Initiative.



Congratulations to both **Provident and Stroger Hospitals** for being recognized by the Illinois Department of Public Health for their continued commitment to advancing antimicrobial stewardship through voluntary participation in the IDPH Acute Care Antimicrobial Stewardship Honor Roll program.



# ACS Meritorious Outcomes Recognition



The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) has recognized **Stroger Hospital** as one of 76 ACS NSQIP participating hospitals that have achieved meritorious outcomes for surgical patient care in 2024.

Congratulations to the entire Stroger team!



National Surgical Quality Improvement Program  
American College of Surgeons

# Congratulations

John H. Stroger, Jr. Hospital  
of Cook County

The American College of Surgeons National Surgical Quality Improvement Program congratulates John H. Stroger, Jr. Hospital of Cook County for achieving "Meritorious" status with regard to their composite quality score in the High Risk category in the outcome areas of: Mortality, Cardiac, Respiratory (pneumonia), Unplanned Intubation, Ventilator > 48 hours, Renal Failure, SSI, and UTI for the Performance Period of January 1, 2024 – December 31, 2024.

# Healthcare Digital Marketing Awards



COOK COUNTY  
**HEALTH**

Cook County Health recently won two Healthcare Digital Marketing Awards: a Gold Award for the new Cook County Health website and a Silver Award for the new CountyCare website.

The HDM awards recognize the best healthcare websites and digital content across the country.

Congratulations to the CCH Communications & Marketing Team!



Congratulations to **Dr. Rachel Rubin** for getting honored at this year's American Public Health Association (APHA) Annual Meeting and Expo with the Alice Hamilton Award!

This award recognizes Dr. Rubin's long-standing contributions to environmental health, workplace safety, and public health practice.





**Pamela Cassara** was named in Becker's "110 women hospital and health system CFOs to know" list for 2025!

This list recognizes Female CFOs who bring exceptional financial acumen and strategic insight to their organizations.

Congratulations to Pam and best wishes in retirement!



# Community Relations



COOK COUNTY  
**HEALTH**

# Community Advisory Councils



Cook County Health Advisory Councils include patients, community and religious organizations and serve as a way to promote our services in the communities where our centers are located. The Councils provide feedback to our staff and help strengthen our health center's relationships in the community. The councils meet quarterly to provide current information on Cook County Health and as an avenue for members to share information about their organizations.

On February 10, 2026, we will launch the Austin Health Center Advisory Council.

In April 2026, we will host a member recognition program at CCH.

# Community Advisory Councils



COOK COUNTY  
HEALTH

## Upcoming CAC 2026 meetings:

**Cottage Grove:** Tuesday at 1:00 PM: January 20, April 21, July 21, October 20  
1645 S. Cottage Grove Avenue, Ford Heights, IL 60411

**Provident/Sengstacke/Bronzeville:** Wednesday at 9:00 AM: January 22, April 23, July 23, October 22  
500 W. 51st Street, Chicago, IL 60609

**North Riverside:** Tuesday at 1:00 PM: January 27, April 28, July 28, October 27  
1800 S. Harlem Avenue, North Riverside, IL 60546

**Austin:** Tuesday at 1:00 PM: February 10, May 12, August 11, November 10  
4800 W. Chicago Avenue, Chicago, IL 60651

**Belmont Cragin:** Thursday at 1:00 PM: February 5, May 7, August 6, November 5  
5501 W. Fullerton Avenue, Chicago, IL 60639

**Blue Island:** Wednesday at 1:00 PM: February 11, May 13, August 12, November 11  
12757 S. Western Ave., Blue Island, IL 60406

**Arlington Heights:** Tuesday at 1:00 PM: February 17, May 19, August 18, November 17  
3520 N. Arlington Heights Road, Arlington Heights, IL 60004

**Prieto:** Tuesday at 1:00 PM: March 3, June 2, September 1, December 1  
2424 S. Pulaski, Chicago, IL 60623

**Robbins:** Tuesday at 1:00 PM: March 10, June 9, September 8 (hybrid), December 8  
13450 S. Kedzie Road, Robbins, IL 60472

**Englewood:** Thursday at 1:00 PM - March 12, June 11, September 10, December 10  
1135 W. 69th Street, Chicago, IL 60621

# Community Events



COOK COUNTY  
**HEALTH**

Every month the outreach teams of Cook County Health, the Cook County Department of Public Health, CountyCare and the Cook County HIV Integrated Programs (CCHIP) participate in health fairs, resource fairs, presentations, tabling events or general community events around Cook County. These are some of the events in which we are participating in January 2026.

**January 15 – Village of Orland Park, Village of Tinley Park, Orland Township and Office of Cook County Commissioner Sean Morrison's 3rd Annual Southwest Job Fair** – Tinley Park Convention Center, 18451 Convention Center Drive, Tinley Park, IL 60477.

**January 20 – Aetna Better Health's New Year, New You** – New Moms, 5317 W. Chicago Avenue, Chicago, IL 60651.

# Redetermination Events



COOK COUNTY  
**HEALTH**

Cook County Health and CountyCare are currently hosting a series of Redetermination Events in the System's facilities, other FQHCs and community sites. Redetermination Events target CountyCare members living in or close to the Zip Codes of the hosting site. Members receive calls, postal correspondence, email, and texts advising them of the event happening in their vicinity.

January 5 – **North Riverside Health Center** – 1800 S. Harlem Avenue Suite A, North Riverside, IL 60546.

January 6 – **Cottage Grove Health Center** – 1645 S. Cottage Grove Avenue, Ford Heights, IL 60411.

January 7 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615.

January 8 – **Friend Health** – 5635 S. Pulaski Road, Chicago IL 60629.

January 9 – **St. Bernard Hospital** – 6307 S Stewart Street, Chicago, IL 60621.

January 12 – **Jorge Prieto Health Center** – 2424 S. Pulaski Road, Chicago, IL 60623.

January 13 – **Robbins Health Center** – 13450 S. Kedzie Avenue, Robbins, IL 60472.

January 14 – **Primacare Health Center** – 5635 W. Belmont Avenue, Chicago, IL 60634.

January 15 – **Alivio Health** – 2021 S. Morgan Street, Chicago, IL 60608.

January 16 – **Englewood Health Center** – 1135 W. 69th Street, Chicago, IL 60621.

January 20 – **Esperanza Health Center** – 4700 S. California Avenue, Chicago, IL 60632

January 21 – **Provident Hospital** – 500 E. 51st Street, Chicago, IL 60615.

January 22 – **Friend Health** – 5635 S. Pulaski Road, Chicago IL 60629.

January 23 – **Chicago Family Health Center** – 9119 S. Exchange Avenue, Chicago, IL 60617.

January 26 – **Blue Island Health Center** – 12757 S. Western Avenue, Blue Island, IL 60406.

January 27 – **Stroger Hospital** – 1969 W. Ogden Avenue, Chicago, IL 60612.

January 28 – **Primacare Health Center** – 5635 W. Belmont Avenue, Chicago, IL 60634.

January 29 – **Care for Friends** – 530 W. Fullerton Parkway, Chicago IL 60614.

January 30 – **Arlington Heights Health Center** – 3520 N. Arlington Heights Road, Arlington Heights, IL 60004.

# Walk with a Doc



COOK COUNTY  
**HEALTH**

August 28, 2025, we officially launched our monthly Walk With A Doctor (WWAD) program at the Salvation Army Red Shield Center located at 945 W. 69<sup>th</sup> Street in Chicago. The Walk with Doctor program encourages people to get active and to talk, when walking, with the medical professionals who lead the walks. The Walks are hosted by the physicians and staff of the Englewood Health Center. In 2026, we hope to expand the program to other locations.

## **2026 Englewood Walk Dates**

January 22  
February 26  
March 26  
April 23  
May 28  
June 25  
July 23  
August 27  
September 24  
October 22  
November 19  
December 17



# 2025 Major Events



COOK COUNTY  
**HEALTH**

CCH participated in over 600 community and Redetermination events in 2025. An Impact Report will be forthcoming in 2026. Some events that should be highlight include the Pride and Bud Billiken parades, Black Women's Expo, Latino Health Equity Fairs, Aids Run & Walk, Nami Walk, and many others. Please see some pictures from our events.



# Media Dashboard & Social Media Report



COOK COUNTY  
**HEALTH**

# Earned Media Dashboard

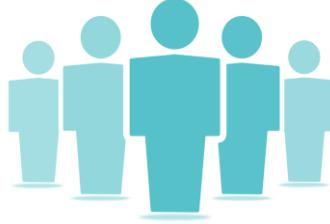


COOK COUNTY  
HEALTH



Total Media Placements

**185**



Total Reach

**74.9.7M**



Total Media Value

**\$6.9M**

## Top Local Media Outlets

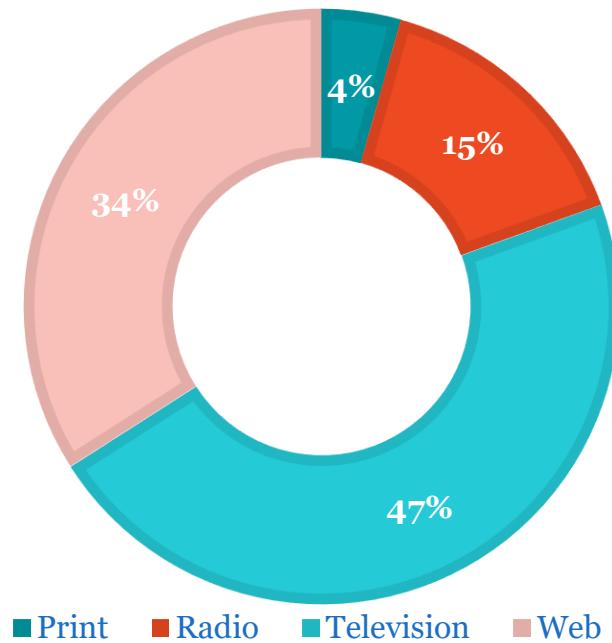
1. *Fox 32 Chicago*
2. *NBC 5 Chicago*
3. *ABC 7 Chicago*
4. *WBBM Radio*
5. *WGN Radio*

# Media Dashboard



COOK COUNTY  
HEALTH

## Media by Outlet Type



## Most Common Topics

1. Stronger Together Initiatives
2. ShopTalk (CCDPH)
3. General Wellness Topics
4. Budget
5. Trauma Verification

# Top Headlines



COOK COUNTY  
HEALTH

**Modern  
Healthcare**

## Parade



How hospitals are tackling the surge of self-pay patients

The #1 Morning Ritual a Cardiologist Wishes Every Woman Over 50 Would Start Today

'Spreading fast': New, mutated flu strain has Chicago-area doctors 'on guard'

110 women hospital and health system CFOs to know

Cook County Health Abre Nueva Clínica Dental Pediátrica de \$1.5 Millones en Belmont Cragin

**CRAIN'S**  
CHICAGO BUSINESS



**WBBM**  
NEWSRADIO  
780AM • 105.9FM

**Chicago Tribune**



Hospital CEOs warn health care safety net will begin unraveling next year

Stroger Hospital Trauma Center Receives Prestigious Recognition

Youth Crisis Stabilization Center opens in Englewood

'Out of money in no time': When hospitals choose private guardians, patients pay the price

'Shop Talk' mental health initiative launches in Cook County

# Trauma Verification Press Conference



COOK COUNTY  
HEALTH



The screenshot shows a press release from Cook County Health. The header includes the Cook County Health logo and navigation links for Services, Find a Doctor, Locations, Join Our Team, Patients & Visitors, and Request App. A search bar is also present. The main content features a teal header with the text "PRESS RELEASE" and a large bold title: "Stroger Hospital Becomes First Trauma Center in Chicago to be Verified by American College of Surgeons". Below the title is the date "December 3, 2025". At the bottom of the page is a photograph of a group of approximately 15 people, including medical professionals in white coats and officials in suits, standing together in front of a backdrop with the Cook County Health logo and the American flag.



# Earned Media Dashboard



COOK COUNTY  
HEALTH



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Total Reach

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Total Media Value

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## Top Local Media Outlets

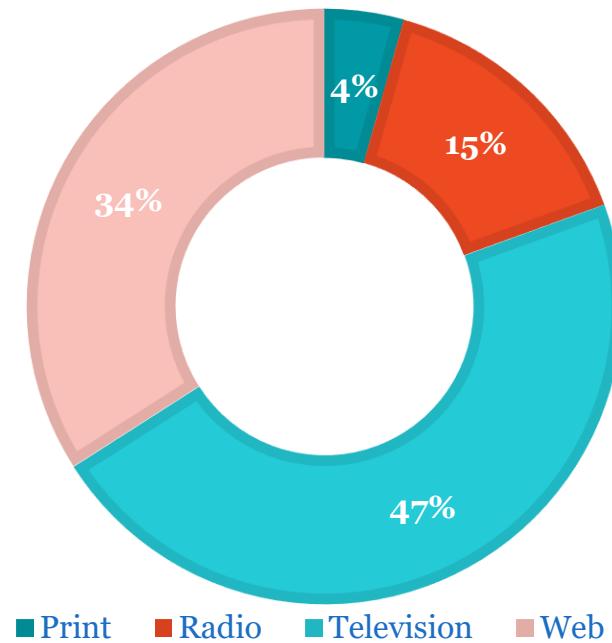
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COOK COUNTY  
HEALTH

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COOK COUNTY  
HEALTH

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**CRAIN'S**  
CHICAGO BUSINESS



**WBBM**  
NEWSRADIO  
780AM • 105.9FM

**Chicago Tribune**



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'Shop Talk' mental health initiative launches in Cook County

# Trauma Verification Press Conference



COOK COUNTY  
HEALTH



The screenshot shows the Cook County Health website with a blue header. The main content area features a large image of a group of diverse individuals in professional attire, including doctors in white coats, standing in front of a backdrop with the Cook County Health logo and the American flag. The text on the page reads:

**PRESS RELEASE**

**Stroger Hospital Becomes First Trauma Center in Chicago to be Verified by American College of Surgeons**

December 3, 2025



# Social Media Summary



During November 10 – December 7, the communications team posted content on Facebook, Twitter, Instagram and LinkedIn for Cook County Health.

## **Facebook – 43 posts**

<https://www.facebook.com/Cookcountyhhs/>

## **Twitter – 42 posts**

<https://twitter.com/CookCtyHealth>

## **Instagram – 44 posts (includes stories and IGTV)**

<https://www.instagram.com/cookcountyhealth/>

## **LinkedIn – 35 posts**

<https://www.linkedin.com/company/cook-county-health/>

# Social Media Summary



COOK COUNTY  
**HEALTH**

(In comparison to last year during the same time period)

## Twitter

- Impressions: **3.9K** (up **15%**)
- Post Link Clicks: **16**
- Engagements: **46**
- Followers: **4.6K**

## LinkedIn

- Impressions: **40K**
- Page Views: **4.2K**
- Engagements: **2.0K**
- Followers: **20.3K** (up **281**)

## Facebook

- Total impressions: **150K** (up **229%**)
- Post engagement: **14K** (up **68%**)
- Page Reach: **377K** (up **85%**)
- Page followers: **10.1K** (up **158** from previous report)



## Instagram

- Impressions: **35.6K**
- Engagement: **244**
- Page Reach: **9.1K**
- Followers: **4.3K** (up **48**)

# Facebook Insights



COOK COUNTY  
HEALTH

## Top Posts



Cook County Health

Published by Meltwater Engage · November 17 at 3:00 PM ·

Cook County Health is updating our masking policy to protect our patients, visitors and staff this season. The changes, effective today, November 17, can be reviewed on our website.  
<https://cookcountyhealth.org/patient.../visitor-information/>



Cook County Health

Published by Meltwater Engage · December 3 at 1:52 PM ·

Cook County Health's Stroger Hospital will be recognized for becoming the first trauma center in Chicago and only second in Illinois to be verified by the American College of Surgeons.



# Twitter Insights



COOK COUNTY  
HEALTH

## Top Posts

Cook County Health  
@CookCtyHealth

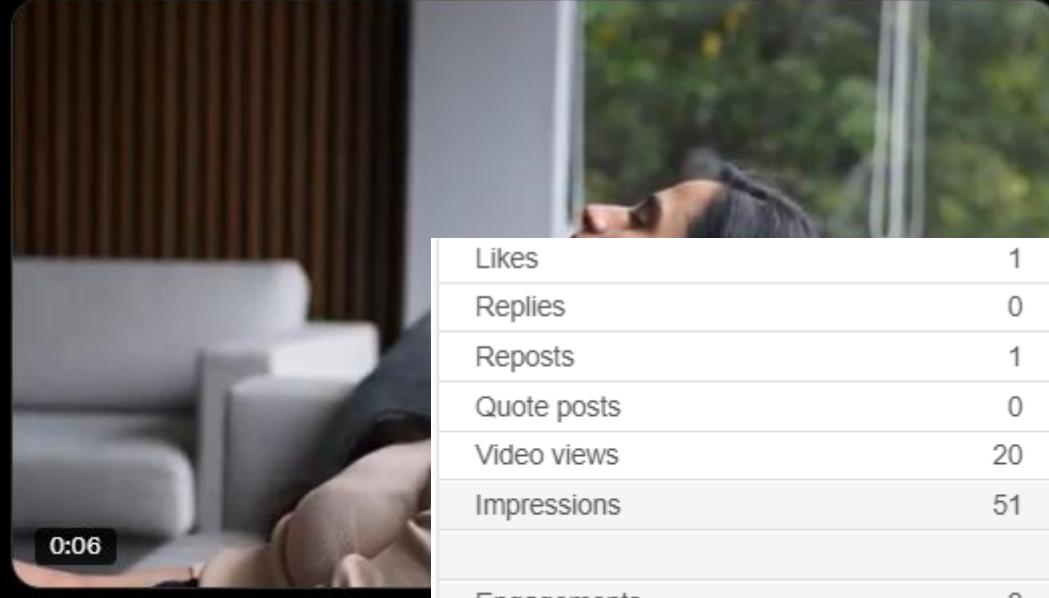
Cook County Health's newly launched Food As Medicine webpage contains food resources available through CCH, through insurance plans (including CountyCare) and through our partners. Check it out! [cookcountyhealth.org/FAM](http://cookcountyhealth.org/FAM)



Likes	1
Replies	3
Reposts	2
Quote posts	0
Video views	0
Impressions	145
Engagements	9
Engagement rate	6.21%

Cook County Health  
@CookCtyHealth

Caring for a family member can be stressful, so always make time to decompress. Catch up with friends, spend time in nature or listen to a favorite podcast. [#familycaregiversmonth](#) [#WellnessWednesday](#)



Likes	1
Replies	0
Reposts	1
Quote posts	0
Video views	20
Impressions	51
Engagements	2
Engagement rate	3.92%

# Instagram Insights



COOK COUNTY  
HEALTH

## Top Posts

 **ILLINOIS CHAPTER**  
AMERICAN COLLEGE OF CARDIOLOGY®

### Congratulations

Nataliya Pyslar, MD, FACC

Next Governor of the Illinois Chapter of the ACC.



Likes	29
Comments	0
Saves	0
Video views	0
Shares	3
Impressions	1,187
Reach	557
Engagements	32
Engagement rate	2.7%

 cookcountyhealth • 2w

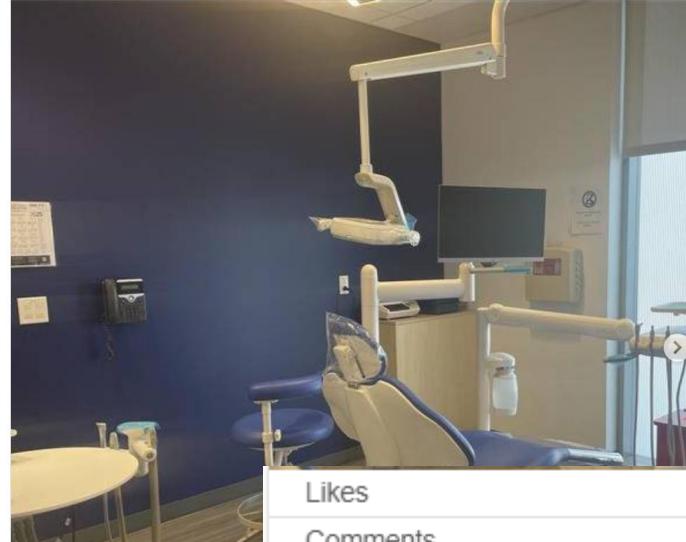
Congratulations to Dr. Nataliya Pyslar being elected by thousands of cardiologists to serve as the next Governor of the Illinois Chapter of the American College of Cardiology!

**No comments yet.**  
Start the conversation.

[View insights](#) [Boost post](#)

November 24

 29    [Messages](#)



 cookcountyhealth • 3w

ICYMI: Our pediatric dental clinic at Belmont Cragin is now open. Call 312-864-0200 to make an appointment.

Nuestra clínica dental pediátrica en Belmont Cragin ya está abierta. Llame al 312-864-0200 para hacer una cita.

**No comments yet.**  
Start the conversation.

[View insights](#) [Boost post](#)

7 [Messages](#)

Likes	18
Comments	0
Saves	1
Video views	0
Shares	5
Impressions	921
Reach	320
Engagements	24
Engagement rate	2.61%

# LinkedIn Insights



COOK COUNTY  
HEALTH

## Top Posts

 **Cook County Health**  
20,365 followers  
4d • 

ICYMI: The Cook County Health Office of Behavioral Health joined local leaders at the Ada S. McKinley Community Services in Englewood to cut the ribbon on a new youth crisis stabilization center. CCH was proud to provide funding through our Stronger Together Initiative.

<https://lnkd.in/gDCbm7N2>



Reactions	29
Comments	0
Shares	1
Reactions	
Post link clicks	170
Video views	0
Impressions	1,026
Engagements	200
Engagement rate	19.49%

 Ann Sikora-Jackson 

 **Cook County Health**  
20,366 followers  
1w • 

Cook County Health wishes you and yours a Happy Thanksgiving! Thank you for allowing us to care for you.

\*All CCH Community Health Centers are closed today in observance of the holiday.



Reactions	32
Comments	1
Shares	6
Reactions	
Post link clicks	59
Video views	410
Impressions	851
Engagements	98
Engagement rate	11.52%

# Legislative Updates



COOK COUNTY  
**HEALTH**

# CEO Report Legislative Updates

## Local



The **week of December 15**, CCH leadership appeared before the following Cook County Board committees to provide testimony and respond to questions from Commissioners.

**Audit Committee** – The Office of the County Auditor (OCA) presented the October 2025 Open Recommendations Report. One item on the report included recommendations on CCH Tuition Reimbursement Program. Carrie Pramuk-Volk, CCH Associate Chief Human Resources Officer participated in the meeting to respond to Commissioner questions.

**Finance Committee** – Pam Cassara, Chief Financial Officer addressed questions related to the County's *Monthly Revenues and Expenses Report* as well as CCH's *December 2025 Monthly Report* which is a compilation of the metrics and presentations made to the CCH Board of Directors from the previous month.

**Health & Hospitals Committee** – Dr. Kiran Joshi, CCDPH COO and Hanna Kite, CCDPH Director of Community Behavior Health Prevention Services presented CCDPH's 4<sup>th</sup> Quarterly Report on the CCDPH Behavioral Health Unit.

The **Cook County Board of Commissioners met on December 18, 2025**. At the regularly scheduled Cook County Board Meeting the following items pertaining to CCH appeared on the agenda:

- a final payment in the amount of \$305,747.72 to Borg Construction for the Bronzeville Health Center was approved.
- CCH's Semi-annual Disparities Report was introduced and referred to the Health & Hospitals Committee for presentation at the January committee meeting.

# CEO Report Legislative Updates

## State



While there was no legislation passed during the 2025 fall veto session that directly impacts Medicaid, legislators passed a number of bills tracked by CCH including:

- [HB1085](#) – Mental health parity bill, which sets a minimum reimbursement rate for mental health and substance use disorder services for most state regulated private health insurance plans. No impact on Medicaid. Pending action by the Governor.
- [HB1312](#) / [PA 105-0440](#) – Establishes new requirements for hospitals, public universities and community colleges, courthouses, and licensed day care centers related to addressing civil immigration activity and disclosure of information. Hospitals, including Cook County Health, will be required to implement policies and train staff about how to handle civil immigration activity. Signed by Governor December 9, 2025.
- [HB767](#) / [PA 104-0439](#) – Expands the authority of the medical director of the Illinois Department of Public Health (IDPH) to issue guidance and recommendations on immunizations or medical countermeasures, including coverage of these services, and codifying when eligible providers in pharmacies and other clinical settings can administer certain vaccines recommended by IDPH. Signed by Governor December 2, 2025.

# CEO Report Legislative Updates

## State



COOK COUNTY  
**HEALTH**

The Illinois Senate and the Illinois House of Representatives have posted their session calendars for spring 2026. The [Senate is scheduled to return to Springfield January 13](#) and the [House January 20](#). The Governor's State of the State and budget address are scheduled for Feb. 18, with the last day of session on May 31.

Open enrollment on the Illinois State-Based Marketplace, also known as [Get Covered Illinois](#), will end January 215, 2026. This is the annual opportunity for Illinois residents to enroll in, renew, or change their Affordable Care Act Marketplace private health insurance plan. Individuals who want their coverage to start by January 1 need to enroll by December 15. Nearly 466,000 Illinois residents purchased private health insurance through Get Covered Illinois last year.

Cook County Health has been working with the legislative team in the President's Office on our 2026 state legislative priorities, which include:

- Protecting and preserving Medicaid and other programs that provide comprehensive, affordable health coverage
- Increasing state funding to local health departments
- Advocating for evidence-based behavioral health interventions and systemic changes that improve access to care to mental health and substance use disorder services

# CEO Report Legislative Updates

## State



Starting February 1, 2026, the Illinois Department of Human Services will begin to administer work requirements for Able-Bodied Adults Without Dependents (ABAWDs) in the Supplemental Nutrition Assistance Program (SNAP). Populations that had previously been exempt prior to the passage of HR1/OBBBA, including Veterans, older adults 55-64 years of age, individuals experiencing homelessness, and ABAWDs with children 14 years or older, will be subject to work requirements. ABAWDs who do not meet work requirements or qualify for an exemption may only receive SNAP benefits for three months during a three-year period. Based on the new federal law, individuals who don't meet the new requirement could lose SNAP benefits starting May 1, 2026.

- HR1/OBBBA imposes a similar work requirement for non-disabled adults on Medicaid, which is scheduled to take effect late 2026/early 2027.
- It is important to remember that most adults with Medicaid who can work do work.
- Arkansas piloted work requirements in 2018. Over a 4-month period of implementation, 18,000 residents lost coverage before a federal judge halted the program. A 2019 study showed that 97% of those who lost coverage were already meeting the requirement or should have received an

# CEO Report Legislative Updates

## State



### 1115 Medicaid Waiver

In July 2024, the Illinois Department of Healthcare and Family Services (HFS) received federal approval for its [Medicaid 1115 waiver](#). Federal CMS has approved the 1115 waiver contract, protocols, and plans necessary for implementation.

The 1115 waiver permits Illinois Medicaid to cover new health related social needs including food/nutrition, housing and housing supports, medical respite, violence prevention/intervention, non-emergency transportation, and supported employment. These new benefits will be administered through Medicaid Managed Care. Additionally, the waiver will allow individuals residing in state prisons or the Cook County Jail to be covered by Medicaid up to 90 days pre-release, to support these individuals in their re-entry efforts.

CCH has been actively engaged in several HFS workgroups and planning discussions. The first phase of waiver services include food/nutrition, medical respite, housing, and re-entry. Internal waiver readiness meetings have also been taking place at CCH since early 2023, and stakeholders include leaders from strategy, finance, operations, clinical, and managed care.

While HFS still intends to eventually launch the waiver services, HFS notified stakeholders earlier this year that they are pausing their external workgroups. HFS shared that the passage of the federal budget reconciliation bill/OBBBA has made the waiver planning process more complex, and HFS needs to understand the impact on budget, timing, and roll-out of waiver services.

# CEO Report Legislative Updates

## Federal



COOK COUNTY  
**HEALTH**

### Fiscal Year 2026 Funding Updates

- **On November 12, Congress enacted a continuing resolution and minibus to reopen the government that does the following:**
  - Funds the federal government at current levels through January 30, 2026
  - Includes a 3-bill minibus of full FY26 appropriations for the Legislative Branch, Agriculture-FDA (which includes SNAP) and Military Construction/VA bills
  - Extends various health program authorizations including Medicaid Disproportionate Share Hospital funding and Medicare telehealth flexibilities
  - Includes language to reverse all federal layoffs that took place since the start of the shutdown on October 1
- **Another (partial) federal government shutdown is possible starting January 31, 2026**
  - Congressional consideration of the Labor-HHS appropriations bill (source of funding for discretionary programs at CDC, HRSA, SAMHSA) is not likely until January 2026
  - House and Senate versions of the Labor-HHS bill are very different; Senate funding levels generally higher and largely reject President Trump's proposed budget cuts and agency restructuring

# CEO Report Legislative Updates

## Federal



### ACA Enhanced Premium Tax Credits (EPTCs)

**Senate expected to vote on or around December 11 on competing partisan proposals to address the ACA EPTCs, which expire at the end of 2025**

- Democrats' proposal is to extend the pandemic-era EPTCs for 3 more years
- Republicans have struggled to find agreement on a path forward but appear to be coalescing around a proposal to give Americans making less than 700% of the federal poverty level \$1,000 or \$1,500 in Health Savings Account funding that can be used for premiums, deductibles and copays so long as individuals purchase a bronze ACA plan
- Both proposals will require 60 votes to pass, and neither is expected to get the required number of votes

**House has not indicated if it will vote on any proposals to address the expiring EPTCs**

**With no extension of the EPTCs, roughly 5 million are estimated to become**

# CEO Report Legislative Updates

## Federal



### Legislative Updates

#### **Support for Patients and Communities Reauthorization (SUPPORT) Act signed into law**

- Reauthorizes numerous substance use prevention, treatment, and recovery programs (all subject to appropriations)

#### **Children's online safety and privacy**

- Children's online safety and privacy bills being considered in the House Energy and Commerce Committee and then headed to the House floor
- Several bills already have strong support in the Senate

#### **Key congressional hearings in the House and Senate on health care affordability and immigration enforcement**

# CEO Report Legislative Updates

## Federal



### Trump Administration News

#### Vaccines

- ACIP votes to end universal hepatitis B birth dose recommendation; now awaiting action by the CDC
- President Trump directs HHS and CDC to review childhood vaccination recommendations and, if needed, update the U.S. childhood vaccine schedule to align with scientific evidence and best practices from peer, developed countries

#### Public Charge

- Trump Administration published a proposed rule that rescinds the 2022 Biden Public Charge Final Rule without replacing it, which will lead to confusion and a chilling effect
- Comments on the proposed rule are due by December 19<sup>th</sup>; 2022 Biden Final Rule remains in effect for now

#### CMS on H.R. 1 Implementation

# CEO Report Legislative Updates

## Federal



COOK COUNTY  
**HEALTH**

### In the Courts

**Supreme Court agreed to hear a challenge to President Trump's executive order that would strip citizenship from children born in the U.S. to parents who are not citizens**

- Oral arguments are expected next year with a ruling that could come in the spring or early summer

### SNAP

- 22 democratic state Attorneys General sued to block USDA's October 31<sup>st</sup> memo narrowing SNAP eligibility for certain non-citizen immigrants, even after they obtain green cards
- USDA threatens SNAP money to states who refuse to provide the agency with participant-level data that includes immigration status

### IRS data sharing

# Operational Updates



COOK COUNTY  
**HEALTH**

# Agency Reduction Plan



COOK COUNTY  
**HEALTH**



# Current State Of Hiring & Separation

12/01/2024 - 11/30/2025

2,020

1,421

1,332

944

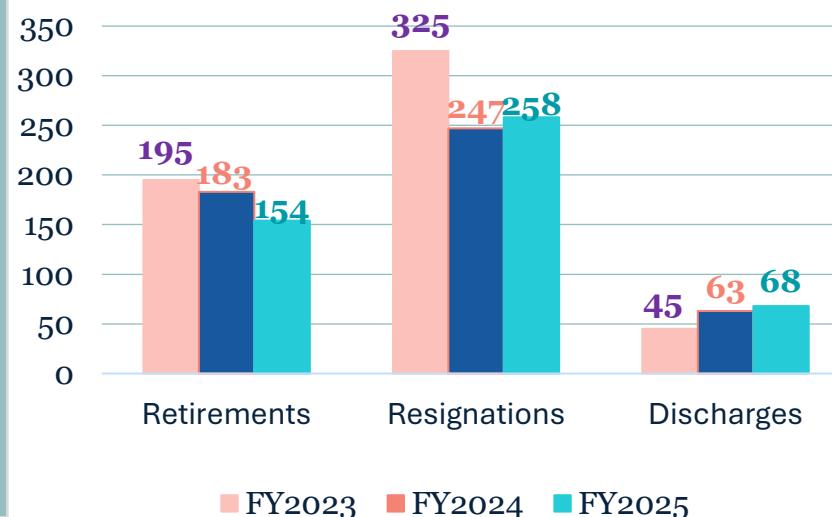
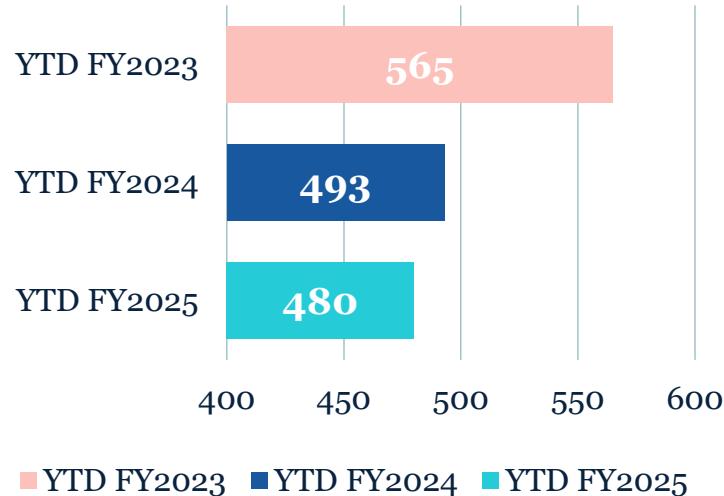
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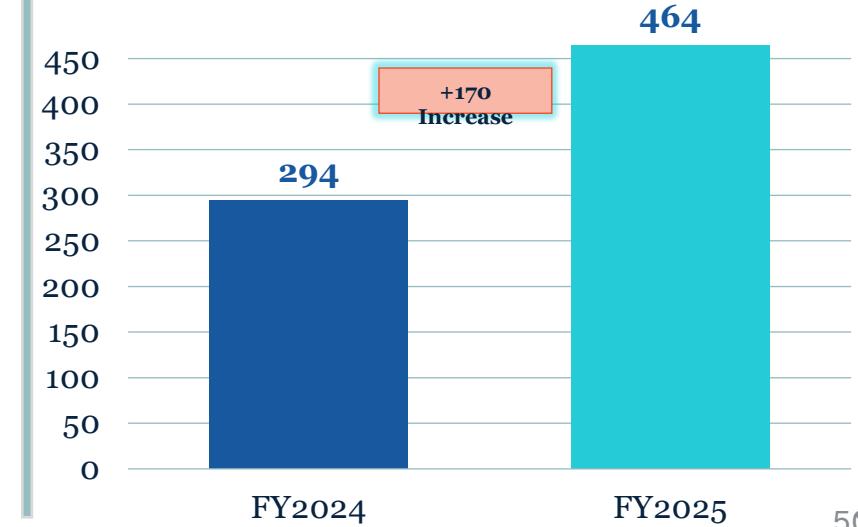
FY25  
Offers  
MadeFY25  
Accepted  
OffersFY25  
Total Filled  
PositionsFY25  
External New  
HiresFY25  
SeparationsFY25  
Net HiresFY24  
1,136FY24  
787FY24  
493FY24  
294

(Point in Time Variations)

## YTD Separations



## YTD Net New Hires Activity

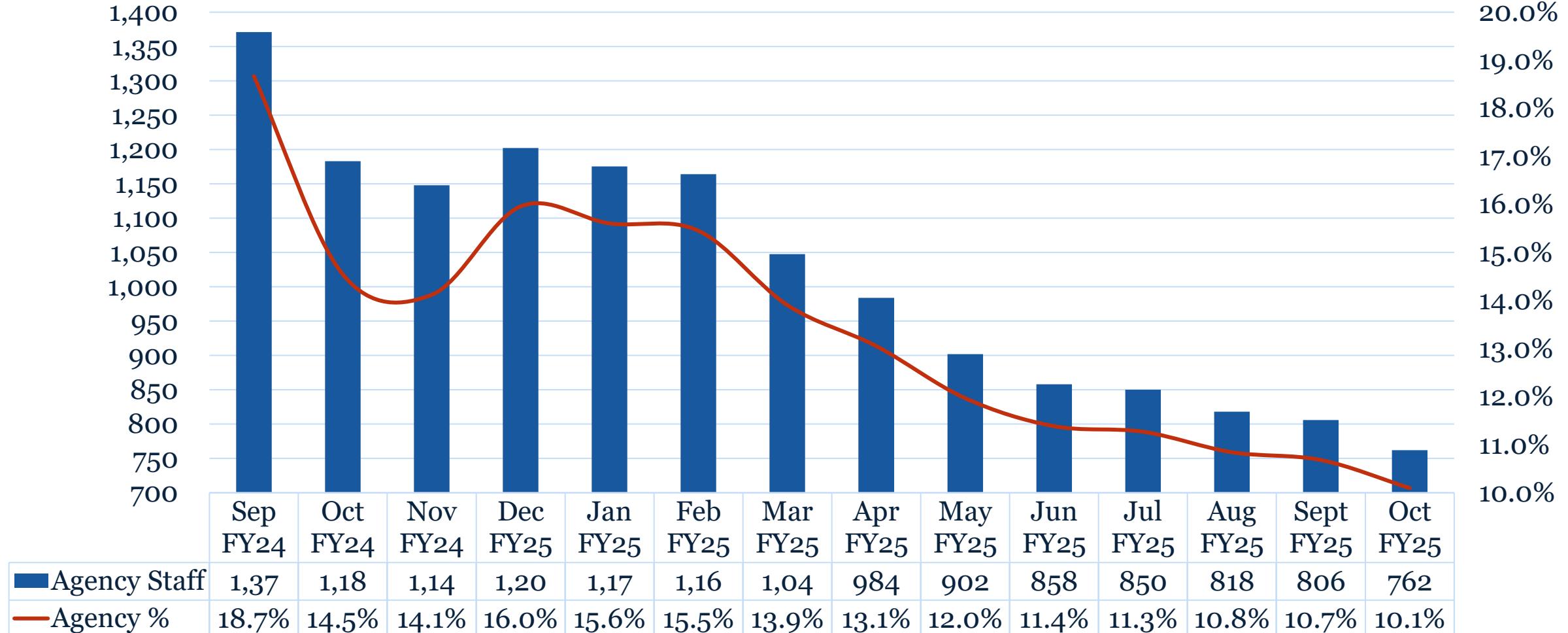


# Current State Of Agency Use



COOK COUNTY  
HEALTH

October 2025



Agency % = Agency FTE / (Filled CCH positions + Agency FTE)

# Top Job Code Agency Use



COOK COUNTY  
**HEALTH**

October 2025

Agency by Job Code FTE's		Union	FY24 Sep FTE	FY24 Dec FTE	FY25 Jan FTE	FY25 Feb FTE	FY25 Mar FTE	FY25 Apr FTE	FY25 May FTE	FY25 Jun FTE	FY25 Jul FTE	FY25 Aug FTE	FY25 Sep FTE	FY25 Oct FTE	Month Change	Sept Oct FY24- FY25	% of Total
1941 - Clinical Nurse I	NNOC	498.9	406.83	394.48	396.21	385.30	372.21	354.11	333.39	336.62	325.85	320.6	304.3	(16.3)	(194.6)	39.9%	
8889 - Health Information Management Coder <sup>*</sup>	AFSCME	74.0	74.00	76.00	76.00	76.00	76.00	76.00	76.00	76.00	76.00	76.0	74.0	(2.0)	-	9.7%	
1843 - Medical Technologist I	SEIU	39.0	43.50	39.00	36.00	28.00	29.70	29.70	30.70	29.00	29.00	29.0	26.0	(3.0)	(13.0)	3.4%	
5296 - Medical Assistant	SEIU	59.5	54.94	54.30	50.25	41.00	37.49	27.73	26.43	30.91	29.51	25.7	21.3	(4.4)	(38.2)	2.8%	
0907 - Clerk V	AFSCME	58.1	47.60	42.10	41.60	39.60	31.60	28.60	25.60	22.60	22.60	18.6	15.6	(3.0)	(42.5)	2.0%	
9081 - Patient Care Technician	SEIU	38.7	28.61	29.28	25.42	22.69	21.41	20.82	17.30	16.82	17.89	17.1	14.2	(2.9)	(24.5)	1.9%	
2077 - Radiologic Technologist	SEIU	15.0	13.00	17.00	16.00	12.00	12.00	12.00	12.00	13.00	14.00	14.0	14.0	-	(1.0)	1.8%	
2036 - Respiratory Therapist	SEIU	23.3	23.15	20.75	20.75	18.65	16.75	15.05	15.05	14.80	14.80	14.8	13.8	(1.0)	(9.5)	1.8%	
7786 - Medical Laboratory Scientist	SEIU	5.5	7.00	6.00	6.00	11.00	12.30	12.30	12.30	12.10	12.10	12.1	12.1	-	6.6	1.6%	
2098 - Ultrasound Technician	SEIU	11.0	10.00	11.00	11.00	11.50	11.50	11.50	11.50	11.50	11.50	11.5	11.5	-	0.5	1.5%	
9269 - Community Resource Navigator	AFSCME	1.0	1.00	1.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	11.0	11.0	-	10.0	1.4%	
6824 - Building Service Worker	SEIU	121.0	107.00	96.00	99.00	62.00	45.00	17.00	15.00	9.00	8.00	15.0	11.0	(4.0)	(110.0)	1.4%	
7990 - Certified Surgical Technologist	SEIU	15.3	14.12	13.04	11.68	11.77	11.11	10.35	10.27	11.47	10.43	12.3	10.5	(1.7)	(4.8)	1.4%	
2097 - CAT Technologist	SEIU	-	9.00	9.00	9.00	9.00	9.00	9.00	9.00	10.00	10.00	10.0	9.0	(1.0)	9.0	1.2%	
6823 - Ward Clerk	SEIU	15.7	9.69	9.60	8.82	11.71	12.37	11.79	10.54	9.45	9.30	9.3	8.7	(0.6)	(7.0)	1.1%	
7919 - Psychiatric Advanced Practice Nurse	NNOC	1.0	3.00	3.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.0	8.0	-	7.0	1.1%	
6795 - Community Based Nurse Care Coordinator	NNOC	1.0	1.00	1.00	1.00	1.00	1.00	8.00	8.00	8.00	8.00	8.0	8.0	-	7.0	1.1%	
2128 - Phlebotomist III	SEIU	25.5	21.50	20.50	20.50	12.00	8.00	9.00	9.00	11.00	11.00	11.0	8.0	(3.0)	(17.5)	1.1%	
2055 - Ophthalmic Elec & Visual Techician	SEIU	7.0	6.00	5.00	5.00	5.00	7.00	7.00	7.00	7.00	7.00	7.0	8.0	1.0	1.0	1.1%	
2035 - Physical Therapist II	SEIU	7.0	5.95	6.55	6.55	6.15	6.10	6.15	5.55	5.95	5.95	6.0	6.0	-	(1.1)	0.8%	
0927 - Administrative Aide CCU	SEIU	2.0	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	5.0	5.0	3.0	0.7%	
6820 - Transporter	SEIU	46.0	31.00	32.00	32.00	27.00	27.00	13.00	13.00	8.00	8.00	5.0	5.0	-	(41.0)	0.7%	
6825 - Food Service Worker	SEIU	23.0	20.00	20.00	19.00	9.00	7.00	7.00	5.00	5.00	5.00	5.0	5.0	-	(18.0)	0.7%	
6930 - Sterile Processing Technician-Certified	SEIU	10.1	7.47	8.28	8.59	6.88	4.39	3.58	3.46	4.10	4.17	4.0	4.2	0.2	(5.9)	0.5%	
Others		272.5	255.0	258.4	242.2	219.4	204.5	190.9	180.5	176.5	156.9	155.1	147.8	(7.3)	(124.8)	0.2	
<b>Total Agency FTE</b>		<b>1,371</b>	<b>1,202</b>	<b>1,175</b>	<b>1,164</b>	<b>1,048</b>	<b>984</b>	<b>902</b>	<b>858</b>	<b>850</b>	<b>818</b>	<b>806</b>	<b>762</b>	<b>(44.0)</b>	<b>(609)</b>	<b>100%</b>	

\*Pending Legal

# Locum Tenens Utilization



COOK COUNTY  
HEALTH

October 2025

## Number of Locums FTEs

Department	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
ACHN	13.6	13.6	11.9	11.1	11.1	9.7	6.7	6.4	6.4
Anesthesiology	1.5	1.25	1.25	1.25	1.3	1.5	2.5	3.5	3.5
Behavioral/Psychiatry	7	7	5.8	5.8	9.8	5.7	5.7	5.7	4.7
Cancer Center	-	-	-	-	-	-	6	6	6
Complex Care Coordination	1	1	1	1	1	1	1	1	1
Correctional	1	1	2	2	1	1	1	1	1
Inpatient Addiction Medicine Consult Services	0	0	0	0.5	0.08	0.2	0.55	0.96	0.98
Integrated Care	1	1	1	1	1	1	1	1	1
Medical Professional Education	2	2	2	2	2	2	2	2	2
Medicine	8	8	9	9	9	13	12	11	10
Oral Health	0	0	2	2	2	2	2	2	3
Radiology	0.5	0.5	0.5	0.5	1.05	1.05	1.05	1.05	1.0
<b>Total Number of Locums</b>	<b>35.6</b>	<b>35.35</b>	<b>36.45</b>	<b>36.15</b>	<b>39.33</b>	<b>38.15</b>	<b>41.5</b>	<b>41.61</b>	<b>40.63</b>

# Hektoen Transition

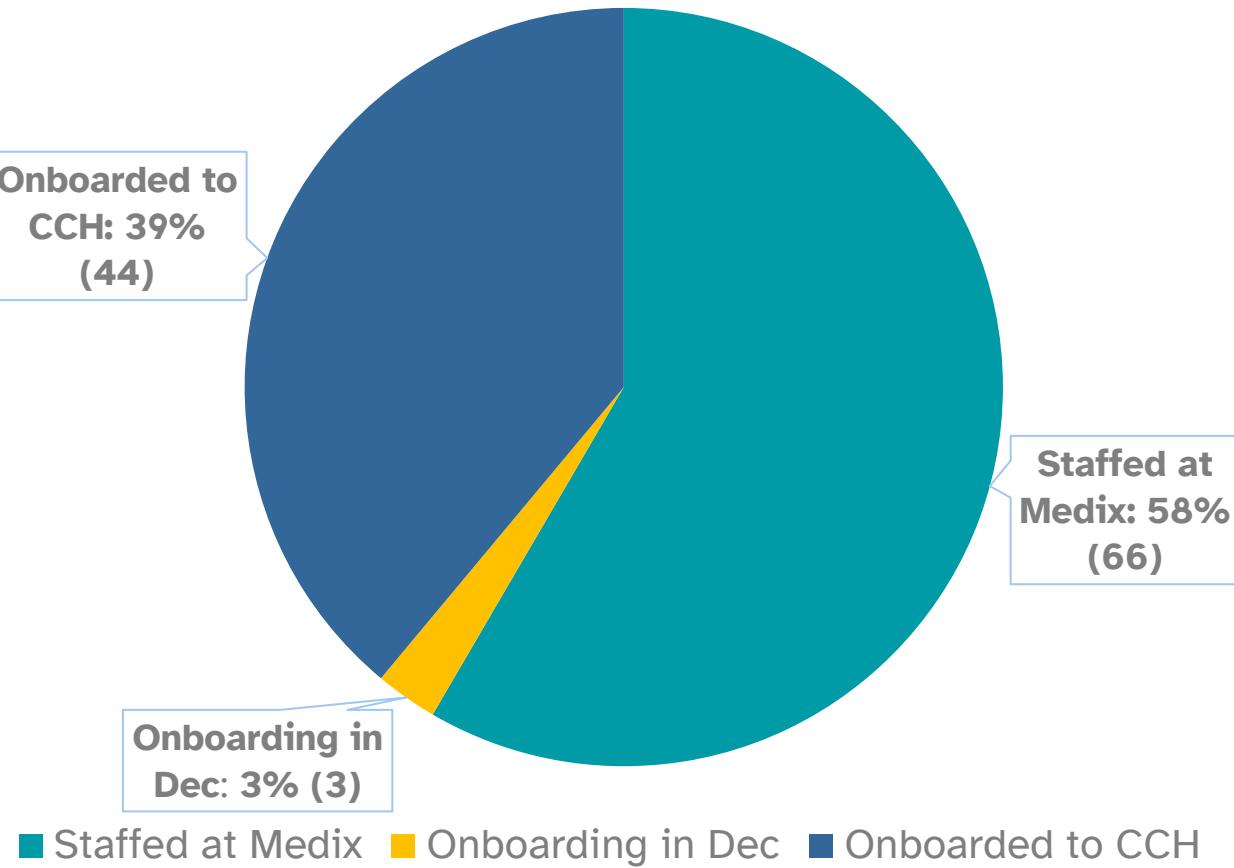


COOK COUNTY  
**HEALTH**



## Staffing Onboarding Metrics

- 58% of staff (66\* individuals) are currently staffed through Medix.
- 39% (44 individuals) have successfully transitioned and are onboarded to CCH.
- 3% (3 individuals) are scheduled to onboard in December.



# Strategic Plan & ARPA Update



COOK COUNTY  
**HEALTH**

# Strategy Initiatives Nov./Dec. 2023



## Quality, Safety and Experience

### Accomplished:

- Provident achieved 2025 Leapfrog's "Top Hospitals" designation
- Press Ganey recognized Cook County Health with the 2025 Human Experience Award
- The College of American Pathology successfully accredited the Provident lab
- OR optimization achieved successful "Perfect OR day" with all cases starting on time
- CCDPH launched a webinar series focused on health literacy
- CCDPH published the suburban Cook County crisis system report
- All internal medicine residents passed 2025 American Board of Internal Medicine Exam
- A new patient menu was started at Provident



## Transformation and Growth

### Accomplished:

- Robbins Health Centers launched a campaign to target mother's and families.
- Cook County Health launched its new Food as Medicine website helping patients access programs that connect nutrition and medical care.
- State of Illinois RFP submitted by CountyCare
- New urology lasers installed at Provident will expand the number of urologic procedures performed
- Bar Code Medication Administration almost fully implemented in PB and Cermak
- The MAT/OTP automated Cerner order to track volume and wait times went live
- Kicked off joint research committee between UIH and CCH

### Coming Soon:

- Comprehensive Long-Term Facility Plan



## Workforce

### Accomplished:

- Fifty-eight percent increase in net hires year over year
- Two new locum Gastroenterologists were deployed to Provident for endoscopy services

### Coming Soon:

- Clinical nurse agency conversion underway



## Fiscal Resilience

### Accomplished:

- The missing attestation project demonstrates we are down to 9K outstanding notes and on track to close by the end of the year
- Extension of DSH funds through the end of January 2026

### Coming Soon:

- Finalizing agreement with Rush to treat cervical cancer patients impacted by the Linear Accelerator replacement

# ARPA Progress to Date

## CCH ARPA Expenses and Budgets\*



### Notes:

- Continued focus is on accelerating expenditures before end of ARPA at the end of CY2026
- Employees being charged to the County Corporate Fund in FY2025
- Review and notifications of reallocations among subrecipients based on spending pace has been completed

# Cermak Update



COOK COUNTY  
**HEALTH**



# 2025 a Year in Review



COOK COUNTY  
**HEALTH**

<b>Cermak Health Services Monthly Statistics</b>	<b>CY 2023</b>	<b>CY 2024</b>	<b>CY 2025 (excluding December 2025)</b>
Total New Admissions	30,102	25,281	27,784
Average Daily Census	5,447	4,936	5,719
Average Length of Stay (Days)	45.2	37.2	37.5
Total Medical Cerner Notes	69,408	69,102	67,831
Total Mental Health Cerner Notes	136,831	131,512	135,255
Total Dental Visits	7,953	6,492	6,500
Total Onsite Appointments Requested	91,117	98,964	103,278
Total Offsite Appointments Requested	7,340	7,167	6,996
Total Hospital Transfers *Go-Live 06-2023*	1,043	1,960	2,041
Total New Healthcare Requests Forms submitted	75,621	69,562	58,122
% of New Healthcare Requests Face-to-Face Triaged within 24 hours	98.3%	97.4%	98.7%
% of Nursing Healthcare Requests Closed within 7 Days *(14 Days Beginning Nov 2024)*	90.8%	89.3%	84.2%
Total # of Scheduled medications administered	2,247,601	2,250,977	2,640,654
Total # of PRN medications administered	142,915	166,609	141,301
Total Patient Grievances	3,370	2,837	3,122
Average # of days to close Patient Grievances	11.2	12.1	14.0
Total Cermak Mortality Events	18	9	5



# Accomplishments



COOK COUNTY  
**HEALTH**

Cermak Health Services and the Juvenile Detention Center were reaccredited by the National Commission on Correctional Health Care Accreditation (NCCHC).

Dr. Auguston Ware joined President Preckwinkle for an insightful fireside chat focused on the pressing issues of mental health and substance use disorders with some emphasis on the justice involved population. The conversation highlighted the critical impact of these challenges and explored the services and interventions available, including mental health care and medications for opioid use disorder (MOUD).

Jesus "Manny" Estrada, Chief Operating Officer, was recognized as a recipient of the Health and Medicine Policy Research Group Health Award. Recipients are recognized as visionary leaders and community advocates who exemplify the mission to build power and momentum for social justice and health equity in Illinois.

Dr Patrick Ennis, MD, MPH, FAAFP, FASAM, CCHP has been elected to the Board of Directors of the Illinois Society of Addiction Medicine.

Dr Chad Zawitz's work at Cermak Health Services on "Incarceration is a Key Driver of Racial Disparities in Community-Associated Methicillin-Resistant Staphylococcus Aureus in Cook County, IL"



# Accomplishments Continued



COOK COUNTY  
HEALTH

Cermak Health Services hosted their first Midwest Correctional Health Conference in 2025. This initiative was led by Nury Marcelo and the Patient Care Services Team. The organization is looking to continue with the conference on an annual basis.

Dr. Brian Conant presented at the 41st Annual Meeting of the International Society for Traumatic Stress Studies (ISTSS). The presentation, titled “Aligning for Impact: Trauma Informed Systems Transformation in Juvenile Justice”, summarized the efforts being made by CCH (and partner agencies) to make the Cook County juvenile justice system more trauma informed.”

Cermak Health Services presented our poster on Challenges of Ectoparasites at the Annual NCCHC Conference.

Cermak Health Services has three (3) naloxone vending machines obtained through grant funding with the support of the Office of Behavioral Health. These are accessible to the community at three key locations at the Cook County Jail: Post 5 (at 27th Street), Division 10 lobby (at 28th St), and Div 11 lobby (at 31st St).

The September issue of the MBA Dispatch Newsletter published JTDC’s 2025 NCCHC re-accreditation recognizing JTDC’s ongoing commitment to providing quality health services for the youth temporarily



# Quality, Safety and Experience



COOK COUNTY  
HEALTH

Ensure patients, members and the community have access to the highest-quality services and dignifies care at the right place and at the right time in a manner consistent and tailored to support our patient's needs

- Continued National Commission on Correctional Health Care Accreditation for Jail Standard and Opioid Treatment Program with the goal of securing Mental Health Accreditation for both Cermak Health Services and the Juvenile Detention Center
- Improve clinical workflow performance by reducing the average turnaround time for routine medication orders through process optimization, effective use of technology, and standardized workflows, thereby enhancing operational efficiency, supporting timely patient care, and improving overall service quality.
- In conjunction with NAMI and the Cook County Judiciary, implement assisted outpatient treatment for the mentally ill who have been charged with misdemeanors
- Implementation of a Behavior Management Unit to treat self injurious behavior at the Cook County Jail
  - Established the ABLE (Alternative Behavior for Life Experience) Unit in 2025.
- Implement Northwestern Forensic Psychiatric fellowship at the Cook County Jail.



# Workforce



COOK COUNTY  
HEALTH

Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent and fostering robust teamwork to ensure we are able to meet the comprehensive healthcare needs of our patients.

• Current vacancy rate: Medical	20%	2026 Goal	5%
	Mental Health	23%	10%
	Patient Care Services	36%	20%

- Support Mental Health Services Departmental Re Organization.
  - Incorporate 2025 staff engagement results into organizational culture
  - Continue with Recruitment and retention.
  - Increase clinical programming across the jail.
- Support Medical Department. with recruitment and retention of clinical staff.
  - Currently recruiting for two Divisional Chairs of Correctional Health, Nurse Epidemiologist and two Attending Physicians.



# Transformation & Growth



COOK COUNTY  
HEALTH

Enhance safety by optimizing the performance, reliability, and effective use of technology and automation of our process, to reduce risk, improve accuracy, and support consistent, high-quality patient care. Introduced Bar Code Scanning Process for medication pass across the facility in 2025.

- Leverage technology to improve bar code scanning for a safer and more efficient process.
- Continued growth of tele health specialty service on site at Cermak Health Services.
  - Increase from the three introduced specialty services in 2025
- Increase capacity for Medication Assisted Treatment population at Cook County Jail
  - Currently enrolling for maintenance and limited induction
- In conjunction with NAMI and the Cook County Judiciary, implement assisted outpatient treatment for the mentally ill who have been charged with misdemeanors
- Implement Northwestern Forensic Psychiatric fellowship at the Cook County Jail.



# Fiscal Resilience



COOK COUNTY  
HEALTH

**Overview** CMS approved the Illinois 1115 Medicaid Waiver, including pre-release services for incarcerated individuals (July 2024). Cermak does NOT currently bill for services.

## 1115 Waiver – Future Covered Services (TBD)

- Case Management: Assessment and coordination of physical, behavioral, and social needs.
- Medication-Assisted Treatment (MAT): For substance use disorders, including extended-release injectable naltrexone.
- Prescription Medications (30-day supply) and Durable Medical Equipment upon release.
- Diagnostic Services: Laboratory and radiology services as clinically appropriate.
- Health-Related Social Needs (HRSN): Support for housing, food, transportation, and employment.

## Eligibility Criteria

- Medicaid-eligible individuals.
- Expected release from jail within 90 days.

## Impact on Cermak

- Medicaid Enrollment: Continued assistance with Medicaid applications to ensure coverage continuity

# Board Committee Reports & Metrics



COOK COUNTY  
**HEALTH**

# Finance



COOK COUNTY  
**HEALTH**

# Executive Summary: Statement of Financial Condition - October 31, 2025



COOK COUNTY  
**HEALTH**

- On an accrual basis, interim financials show that CCH ended October with a **\$67.4M unfavorable** variance to budget. County's preliminary cash report on revenues and expenses, which is cash-based accounting, shows that CCH is **unfavorable** to budget by **\$18.1M**.
- Revenue Commentary:
  - **Unfavorable** NPSR variance to Budget due to lower than budgeted volumes and increase in Charity Care
  - **Favorable** capitation variance to Budget due to higher than budgeted CountyCare membership
- Expenditures:
  - CountyCare claims **unfavorable** variance to budget due to higher than budgeted membership
- CountyCare:
  - CountyCare financials \$98.9M **unfavorable** to budget driven by medical loss ratio 2.64% higher than expected
  - Membership is 397,809 which is 2.7% greater than budgeted

# Financial Results – October 31, 2025



COOK COUNTY  
HEALTH

Dollars in 000s	FY2025 Actual	FY2025 Budget	Variance	%	FY2024 Actual
<b>Revenue</b>					
Net Patient Service Revenue (1)	\$849,147	\$1,073,233	(\$224,086)	-20.88%	\$939,917
Government Support (2)	\$392,991	\$363,841	\$29,150	8.01%	\$350,275
<b>Adjusted NPSR</b>	<b>\$1,242,138</b>	<b>\$1,437,075</b>	<b>(\$194,937)</b>	<b>-13.56%</b>	<b>\$1,290,192</b>
CountyCare Capitation Revenue	\$3,407,878	\$3,049,128	\$358,750	11.77%	\$3,097,152
Other	\$58,386	\$63,331	(\$4,946)	-7.81%	\$51,899
<b>Total Revenue</b>	<b>\$4,708,401</b>	<b>\$4,549,534</b>	<b>\$158,867</b>	<b>3.49%</b>	<b>\$4,439,242</b>
<b>Operating Expenses</b>					
Salaries & Benefits	\$737,990	\$841,338	\$103,348	12.28%	\$698,476
Overtime	\$56,596	\$50,741	(\$5,854)	-11.54%	\$51,372
Supplies & Pharmaceuticals	\$243,349	\$231,449	(\$11,900)	-5.14%	\$217,639
Purchased Services & Other	\$617,083	\$763,110	\$146,027	19.14%	\$642,769
Medical Claims Expense (1)	\$3,232,639	\$2,779,649	(\$452,991)	-16.30%	\$2,857,706
Insurance	\$30,791	\$27,810	(\$2,981)	-10.72%	\$27,398
Utilities	\$11,493	\$13,748	\$2,255	16.40%	\$11,311
<b>Total Operating Expenses</b>	<b>\$4,929,940</b>	<b>\$4,707,845</b>	<b>(\$222,096)</b>	<b>-4.72%</b>	<b>\$4,506,672</b>
<b>Operating Margin</b>	<b>(\$221,539)</b>	<b>(\$158,310)</b>	<b>(\$63,229)</b>	<b>39.94%</b>	<b>(\$67,429)</b>
<b>Non-Operating Revenue</b>	<b>\$140,380</b>	<b>\$144,563</b>	<b>(\$4,183)</b>	<b>-2.89%</b>	<b>\$143,159</b>
<b>Net Income (Loss)</b>	<b>(\$81,159)</b>	<b>(\$13,748)</b>	<b>(\$67,411)</b>	<b>490.35%</b>	<b>\$75,730</b>

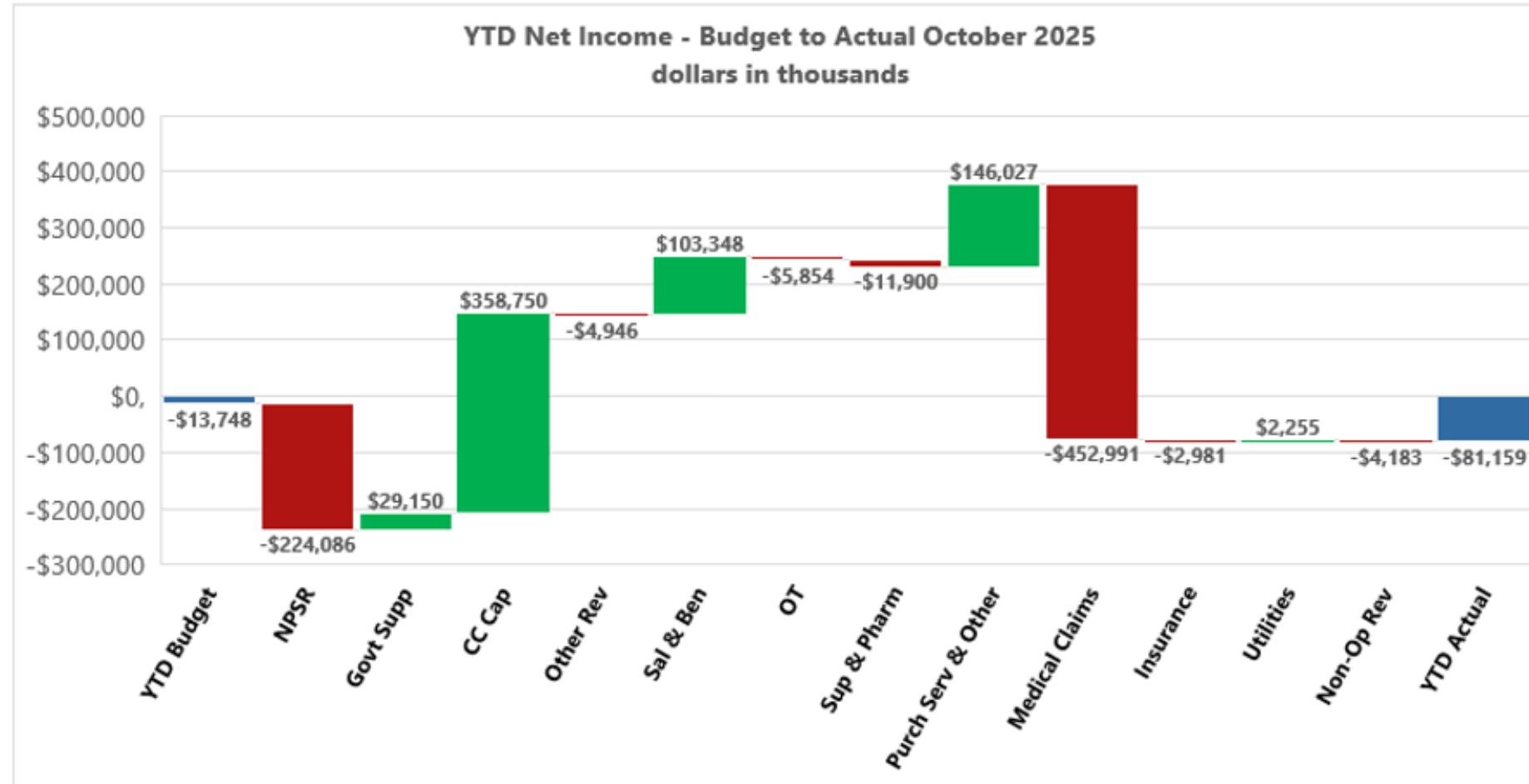
Notes:

- (1) CountyCare Elimination represents the elimination of intercompany activity – Patient Service Revenue and Medical Claims Expense for CountyCare patients receiving care at Cook County Health.
- (2) Government Support includes DSH, BIPA, & Graduate Medical Education payments.
- (3) Does not reflect Pension, OPEB, Depreciation/Amortization, or Investment Income.

# YTD Net Income Waterfall Report



COOK COUNTY  
HEALTH



COOK COUNTY  
HEALTH

# Key Volume and Revenue Indicators



COOK COUNTY  
HEALTH

Patient Activity <b>Stroger</b>	2025 YTD Actual	2025 YTD Budget	%	2024 YTD Actual	2023 YTD Actual	Oct 2025 Actual	Oct 2024 Actual
Average Daily Census	308	317	-2.8%	323	319	302	306
Emergency Room Visits	81,232	84,455	-3.8%	83,798	78,366	6,905	7,800
Surgeries	10,415	11,155	-6.6%	10,646	10,244	937	1,013

Patient Activity <b>Provident</b>	2025 YTD Actual	2025 YTD Budget	%	2024 YTD Actual	2023 YTD Actual	Oct 2025 Actual	Oct 2024 Actual
Average Daily Census	16	29	-44.5%	20	21	16	16
Emergency Room Visits	22,973	24,207	-5.1%	24,402	24,099	2,064	2,306
Surgeries	2,321	2,764	-16.0%	2,829	3,207	253	269

Patient Activity <b>ACHN</b>	2025 YTD Actual	2025 YTD Budget	%	2024 YTD Actual	2023 YTD Actual	Oct 2025 Actual	Oct 2024 Actual
Primary Care Visits	206,769	223,648	-7.5%	219,901	215,840	18,851	20,830
Specialty Care Visits	367,770	352,640	4.3%	357,535	348,736	34,063	34,960

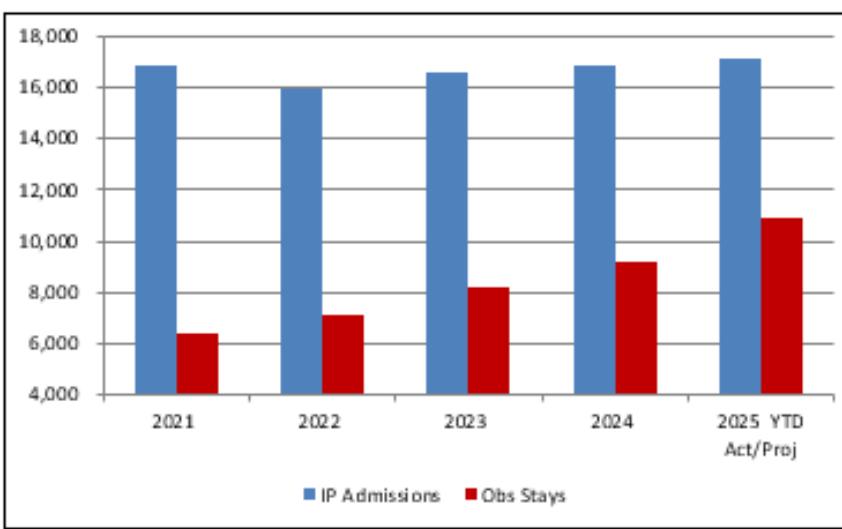
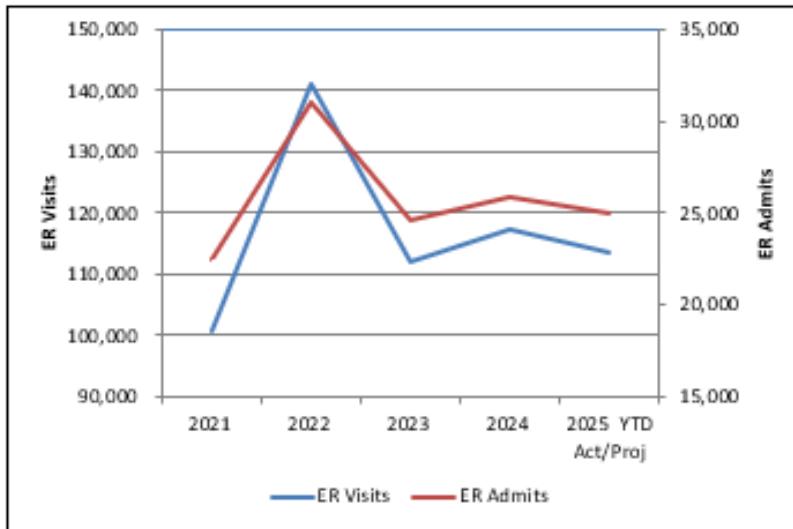
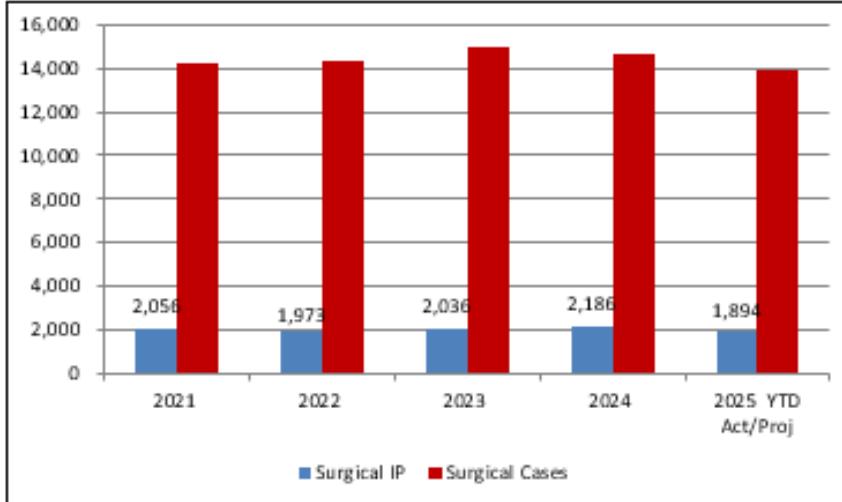
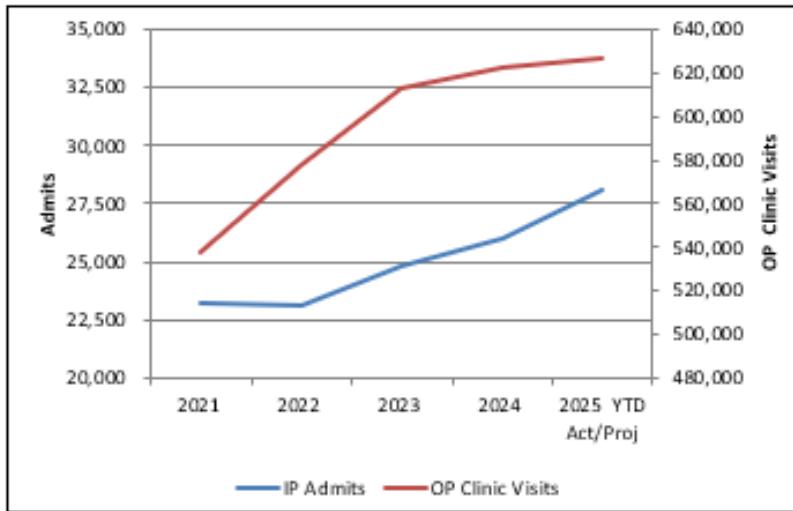
CountyCare Membership	2025 YTD Actual	2025 YTD Budget	%	2024 YTD Actual	2023 YTD Actual	Oct 2025 Actual	Oct 2024 Actual
Membership Count	408,617	392,841	4.0%	429,711	451,149	397,689	418,045



COOK COUNTY  
HEALTH

\* Includes IP + Observations

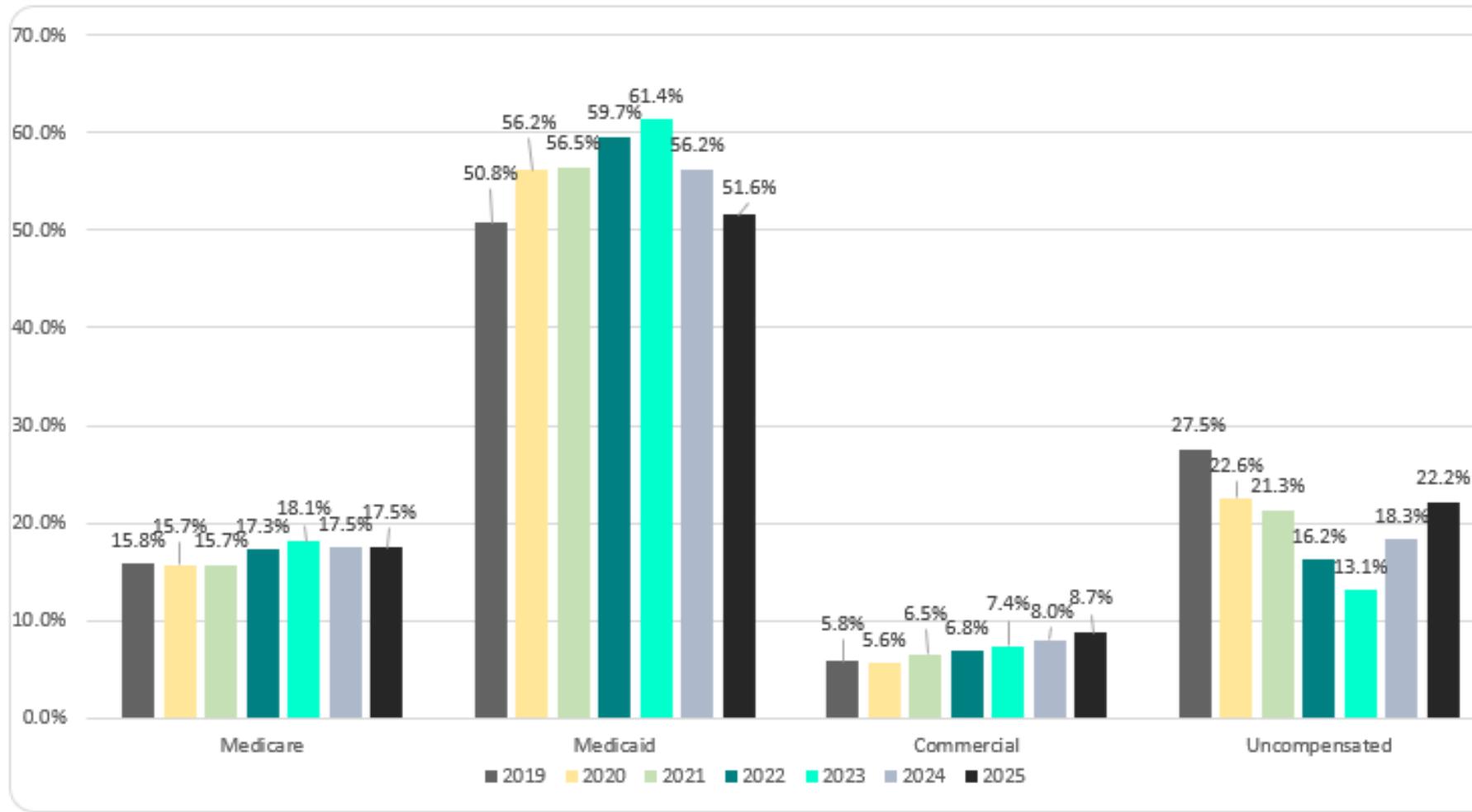
# Operating Trends



# Payer Mix



COOK COUNTY  
HEALTH



## Commentary:

- Prior Month Change:
  - Medicare: +0.1%
  - Medicaid: -0.3%
  - Commercial: +0.1%
  - Uncompensated: +0.1%

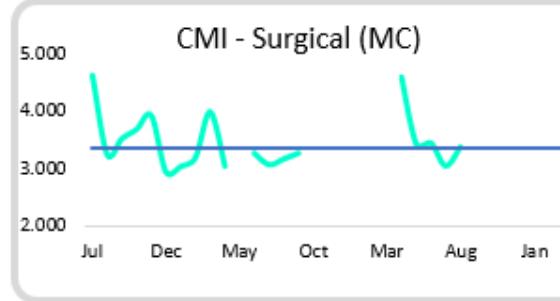
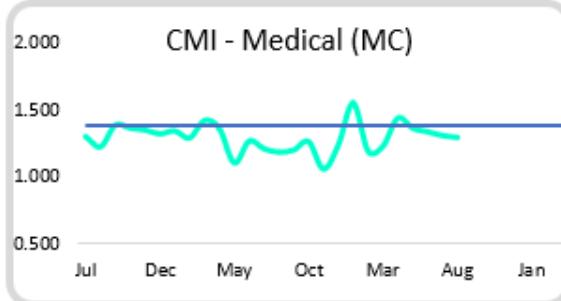
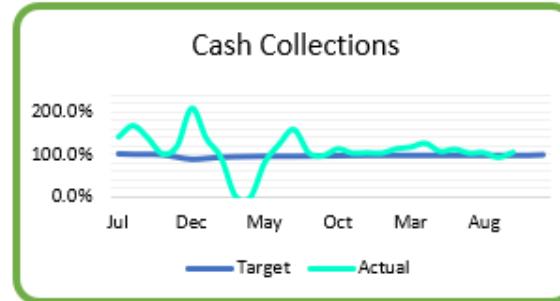
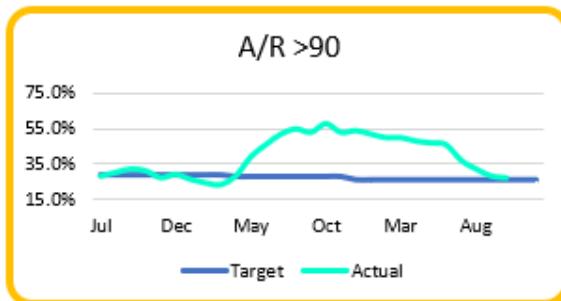
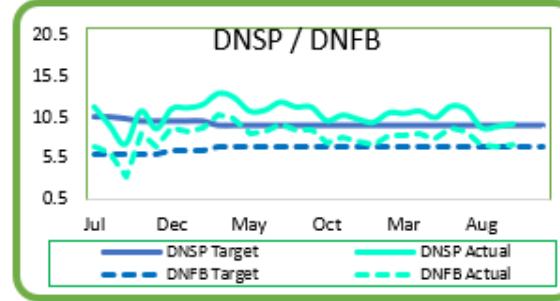
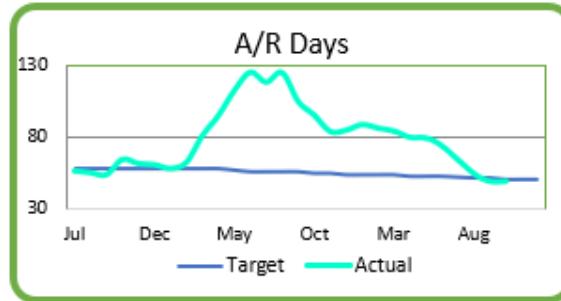


COOK COUNTY  
HEALTH

# Revenue Cycle KPI



COOK COUNTY  
HEALTH



## Commentary:

Our AR metrics have recovered from the Change Healthcare cyber-attack. Remaining recovery efforts are in aged AR >90. Cash collections is back on target in October and projected to end the year 9% ahead of last year's performance.

## Definitions:

**DNSP: Discharged Not Submitted to Payer** - Gross dollars from initial 837 claims held by edits in claims processing tool that have not been sent to payer.

**DNFB: Discharged Not Final Billed** - Gross dollars in A/R for all patient accounts (inpatient and outpatient accounts) discharged but not yet final billed for the reporting month. Refers to accounts in suspense (within bill hold days) and pending final billed status in the patient accounting system.

**CMI: Case Mix Index** - Represents the average diagnosis-related group (DRG) relative weight for that hospital. It is calculated by summing the DRG weights for all Medicare discharges and dividing by the number of discharges.

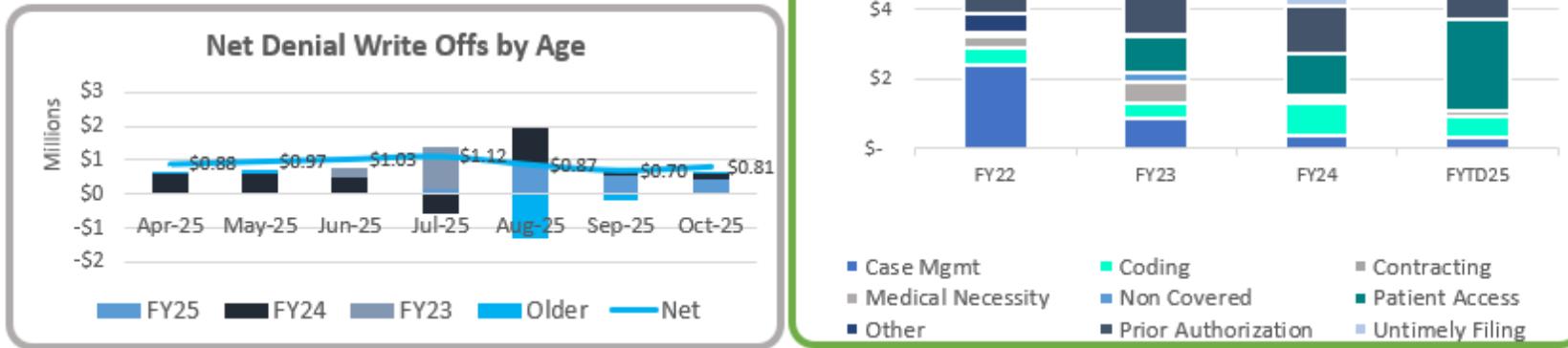
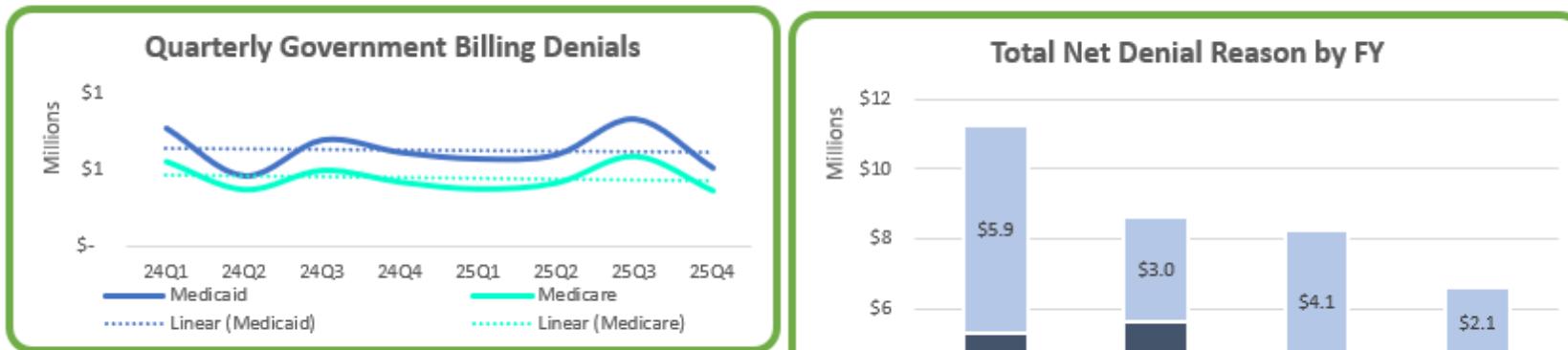
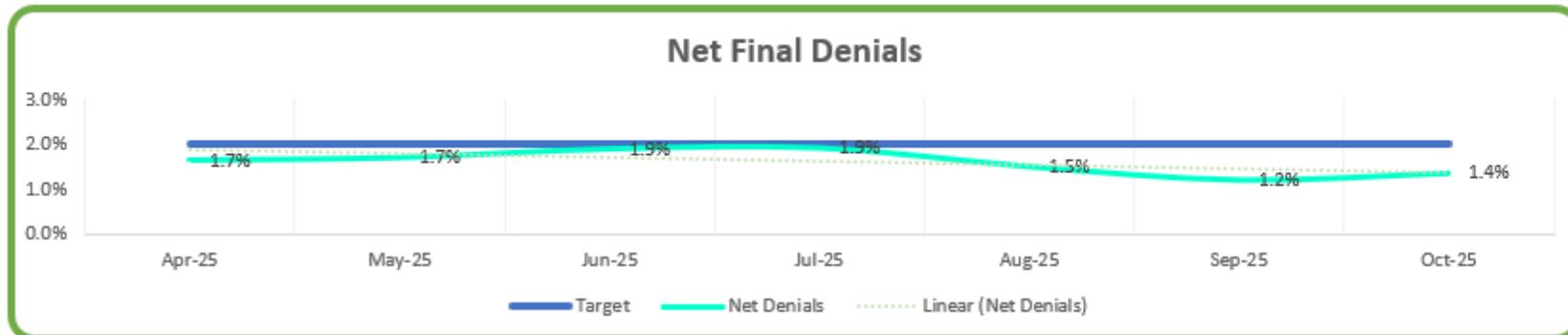


COOK COUNTY  
HEALTH

# Denials



COOK COUNTY  
HEALTH



COOK COUNTY  
HEALTH

# Charitable & Public Program Expenditures



COOK COUNTY  
HEALTH

<b><u>Charitable Benefits and Community Programs</u></b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>
Traditional Charity Care	\$ 105,040	\$ 201,962	\$ 232,719	\$ 317,698
Other Uncompensated Care	135,655	80,164	88,500	123,176
Cermak & JTDC Health Services	100,779	116,223	143,621	124,074
Department of Public Health	12,712	22,113	27,553	28,104
Other Public Programs & Community Services	66,321	71,600	52,870	52,870
<b>Totals</b>	<b>\$ 420,506</b>	<b>\$ 492,062</b>	<b>\$ 545,263</b>	<b>\$ 645,922</b>
% of Revenues *	38.8%	30.5%	32.6%	40.2%
% of Costs *	23.1%	28.5%	24.2%	32.2%

\* Excludes County Care Health Plan Services



COOK COUNTY  
HEALTH

# Savings Initiatives



COOK COUNTY  
HEALTH

Current Activities in Progress	Budgeted FY25 Impact	YTD Achieved	Status
<b><u>Revenue Cycle:</u></b>			
CDM Annual Pricing Review	2,650,000	2,638,958	<span style="color: green;">●</span>
Revenue Recovery	3,400,000	3,111,349	<span style="color: green;">●</span>
Point of Service Collections	300,000	288,875	<span style="color: green;">●</span>
<b><u>County Care:</u></b>			
Vendor Contract Negotiations- (term eff July)	2,400,000	2,400,000	<span style="color: green;">●</span>
<b><u>Health System:</u></b>			
Vendor Contract Negotiations	20,000,000	20,031,294	<span style="color: green;">●</span>
	<u>\$ 28,750,000</u>	<u>\$ 28,470,476</u>	99%
		Goal 11/12ths	92%

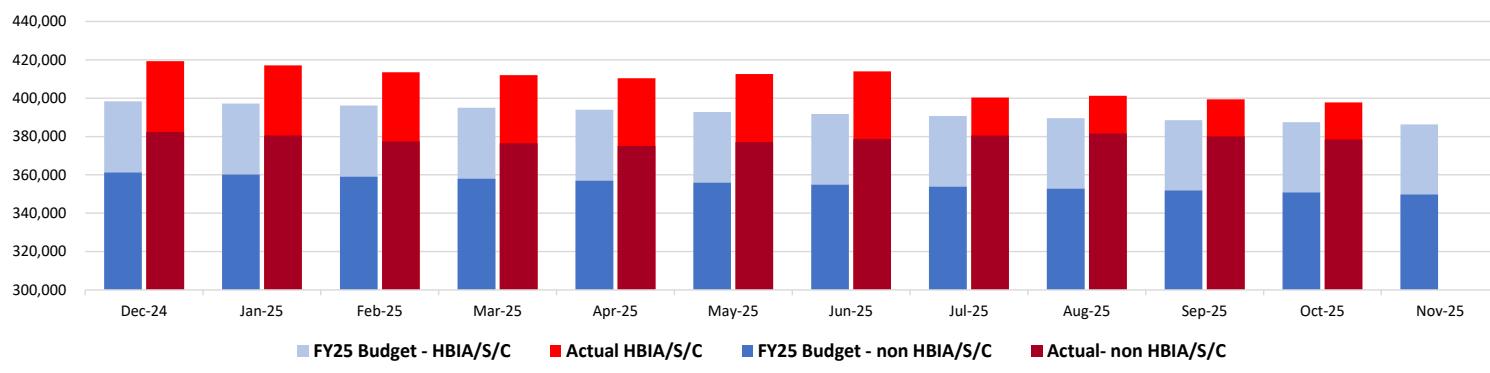


COOK COUNTY  
HEALTH



Dollars in 000s except PMPM amounts	FY2025 Actual	FY2025 Budget	Variance	%	Fy24 Actual
<b>Capitation Revenue</b>	\$3,423,514	\$3,057,830	\$365,684	11.96%	\$3,115,857
<b>Operating Expenses</b>					
Clinical - CCH	\$117,539	\$128,074	\$10,535	8.23%	\$127,342
Clinical - External	\$3,231,122	\$2,782,154	(\$448,969)	(16.14%)	\$2,839,061
Administrative	\$173,835	\$144,487	(\$29,348)	(20.31%)	\$161,107
<b>Total Expenses</b>	<b>\$3,522,496</b>	<b>\$3,054,715</b>	<b>(\$467,781)</b>	<b>(15.31%)</b>	<b>\$3,127,510</b>
<b>Operating Gain (Loss)</b>	<b>(\$98,982)</b>	<b>\$3,115</b>	<b>(\$102,097)</b>		<b>-\$11,653</b>
<b>Activity Levels</b>					
Member Months	4,497,340	4,321,251	176,089	4.07%	4,729,490
Monthly Membership	397,809	387,433	10,376	2.68%	417,978
CCH CountyCare Member Months	328,125	N/A	N/A	N/A	377,352
CCH % CountyCare Member Months	7.30%	N/A	N/A	N/A	7.98%
<b>Operating Indicators</b>					
Revenue Per Member Per Month (PMPM)	\$761.23	\$707.63	\$53.60	7.58%	\$658.81
Clinical Cost PMPM	\$744.59	\$673.47	(\$71.12)	(10.56%)	\$627.21
Medical Loss Ratio (1)	97.8%	95.2%	(2.64%)	(2.77%)	94.3%
Administrative Cost Ratio	5.0%	4.7%	(0.32%)	(6.71%)	5.1%
<b>Total FTEs</b>	<b>394</b>	<b>429</b>	<b>35</b>		<b>373</b>

## CountyCare Membership



## Commentary

- Total YTD member months are exceeding budget by 176,089 members.
- Revenue and claims expense are higher than budget due to higher than budgeted membership.
- CountyCare's reimbursement to CCH for domestic spend is under budget.
- Operating Loss of \$98M
- Operating loss driven by higher medical loss ratio than expected.
- Higher MLR due to rate underfunding for high-cost drugs and NICU cases.
- \$30m negative annual impact from recent state risk adjustment.

## Notes:

(1) Medical Loss Ratio is a measure of the percentage of premium that a health plan spends on medical claims.

# Human Resources



COOK COUNTY  
**HEALTH**

# FY25 HR Activity Report

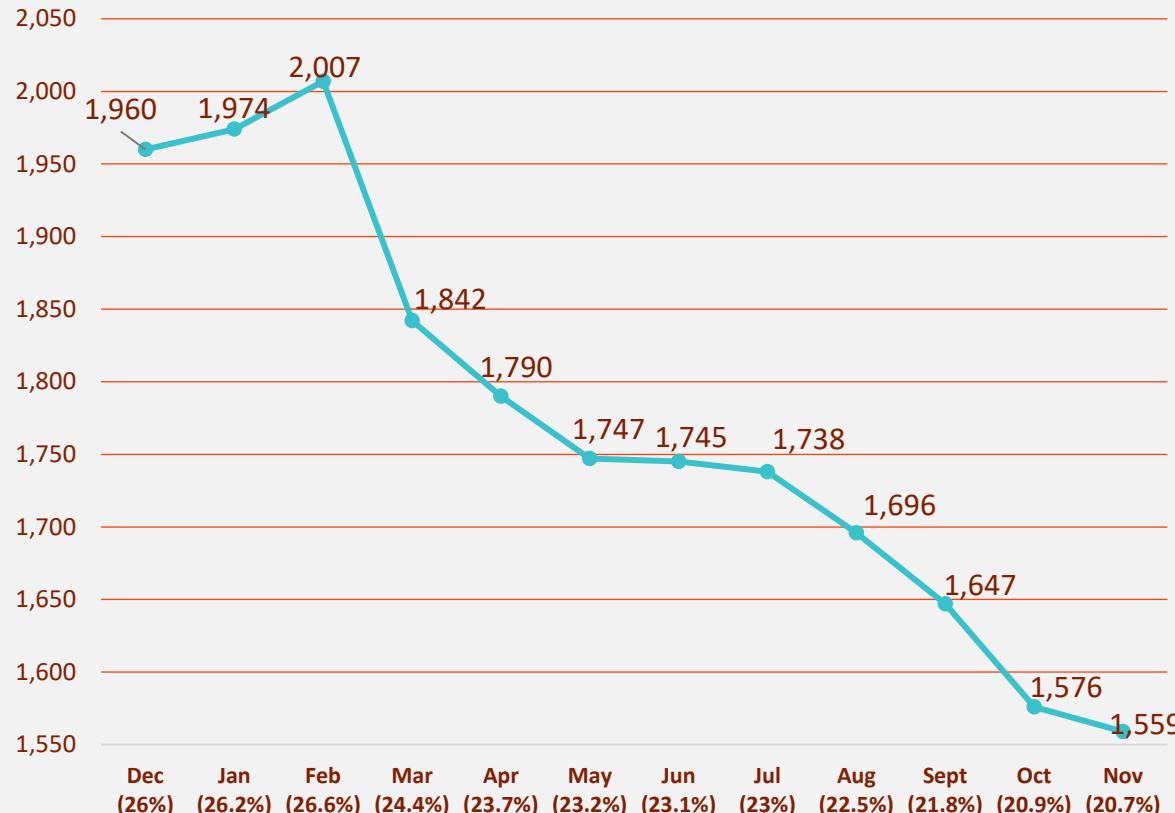


COOK COUNTY  
HEALTH

As of 11/30/2025



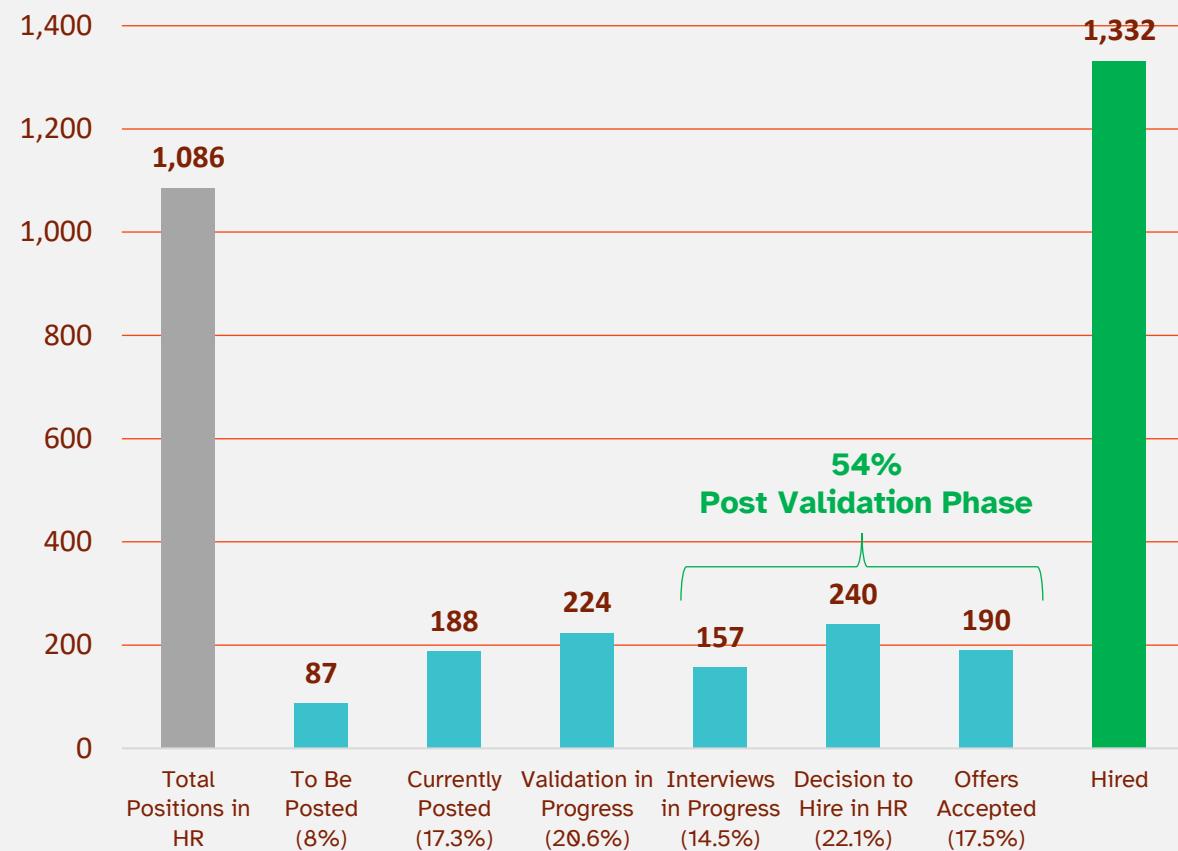
## Vacant Positions



Vacancy Source: Budget



## Positions in Process



# FY25 Key Hiring Metrics

YTD Net New Hires Activity



COOK COUNTY  
HEALTH

Nov 2025

12/01/2024 - 11/30/2025

**2,020**

**1,421**

**1,332**

**944**

**480**

**464**



FY25  
Offers  
Made



FY25  
Accepted  
Offers



FY25  
Total Filled  
Positions



FY25  
External New  
Hires



FY25  
Separations



FY25  
Net Hires

FY24  
1,136

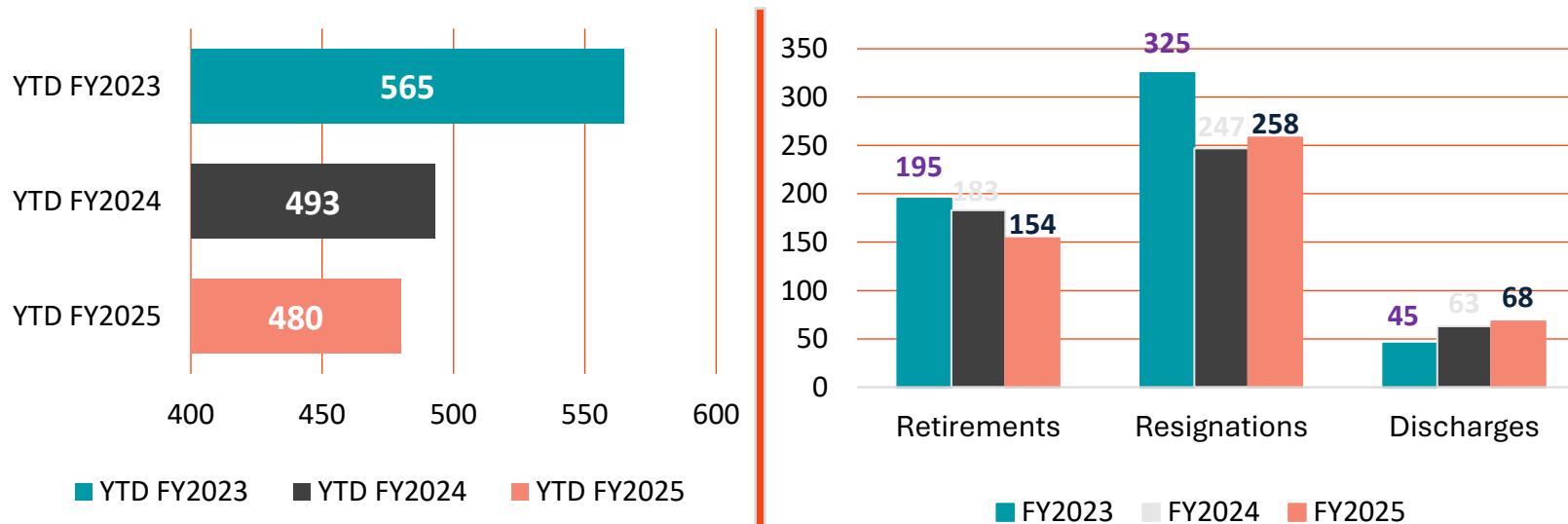
FY24  
787

FY24  
493

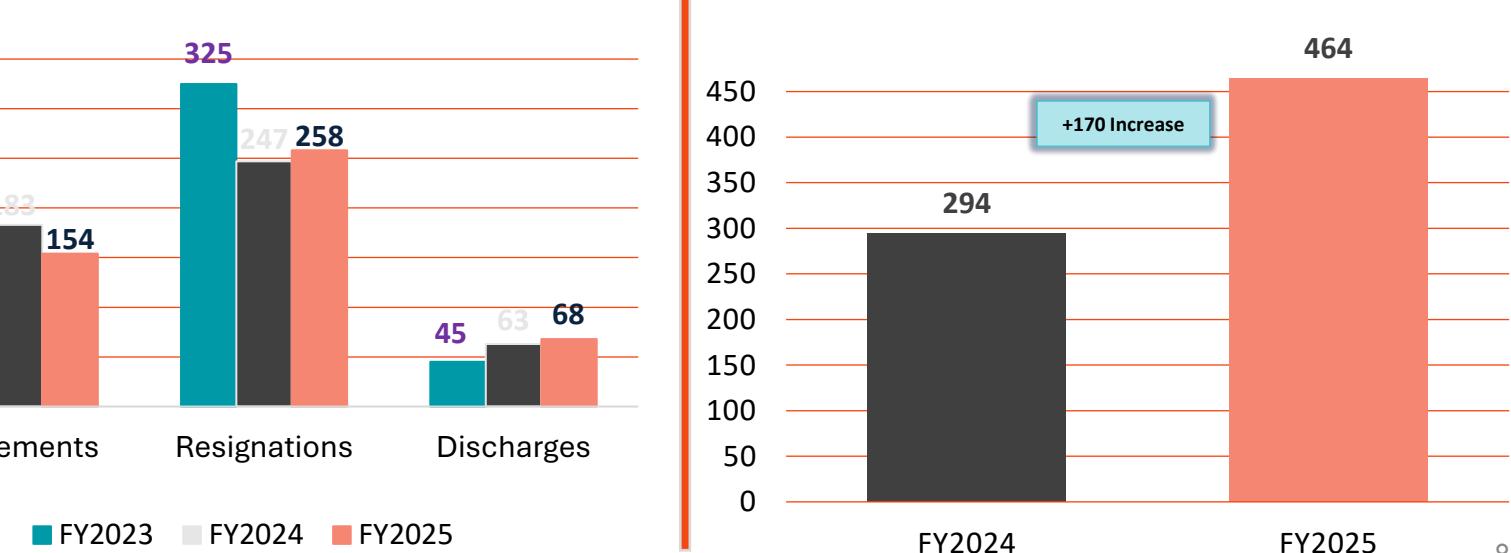
FY24  
294

(Point in Time Variations)

YTD Separations



YTD Net New Hires Activity



# FY25 RN Hiring Metrics



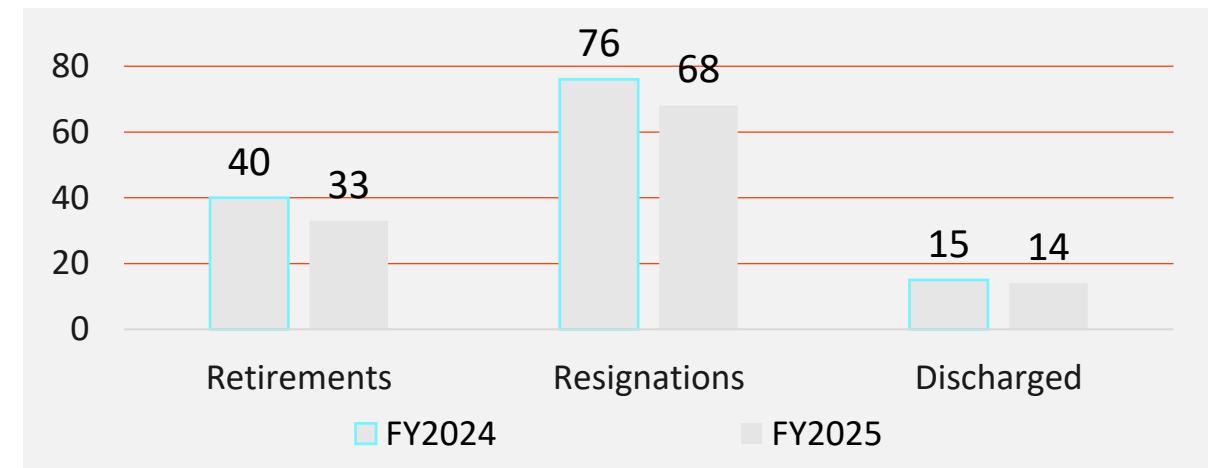
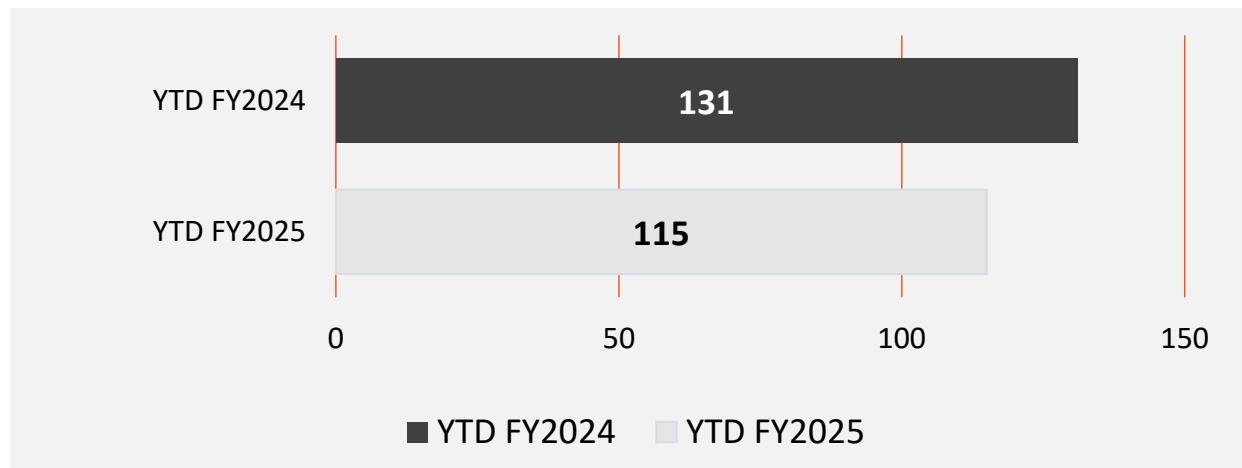
COOK COUNTY  
HEALTH

Nov 2025

## Direct Care RN Nursing Hiring Velocity & Attrition



## Direct Care RN Separations – December thru November



# Managed Care



COOK COUNTY  
**HEALTH**

# Current Membership

Monthly Membership as of December 10<sup>th</sup>, 2025



COOK COUNTY  
**HEALTH**

Category	Total Members	ACHN Members	% ACHN
FHP	221,591	10,020	4.52%
ACA	102,914	10,384	10.09%
ICP	31,420	4,467	14.22%
MLTSS	11,700	-	0.00%
SNC	8,150	330	4.05%
HBIS	3,782	1,139	30.12%
HBIC	15,709	1,582	10.07%
<b>Total</b>	<b>395,266</b>	<b>27,922</b>	<b>7.06%</b>

**ACA:** Affordable Care Act

**MLTSS:** Managed Long-Term Service and Support (Dual Eligible)

**FHP:** Family Health Plan

**SNC:** Special Needs Children

**ICP:** Integrated Care Program

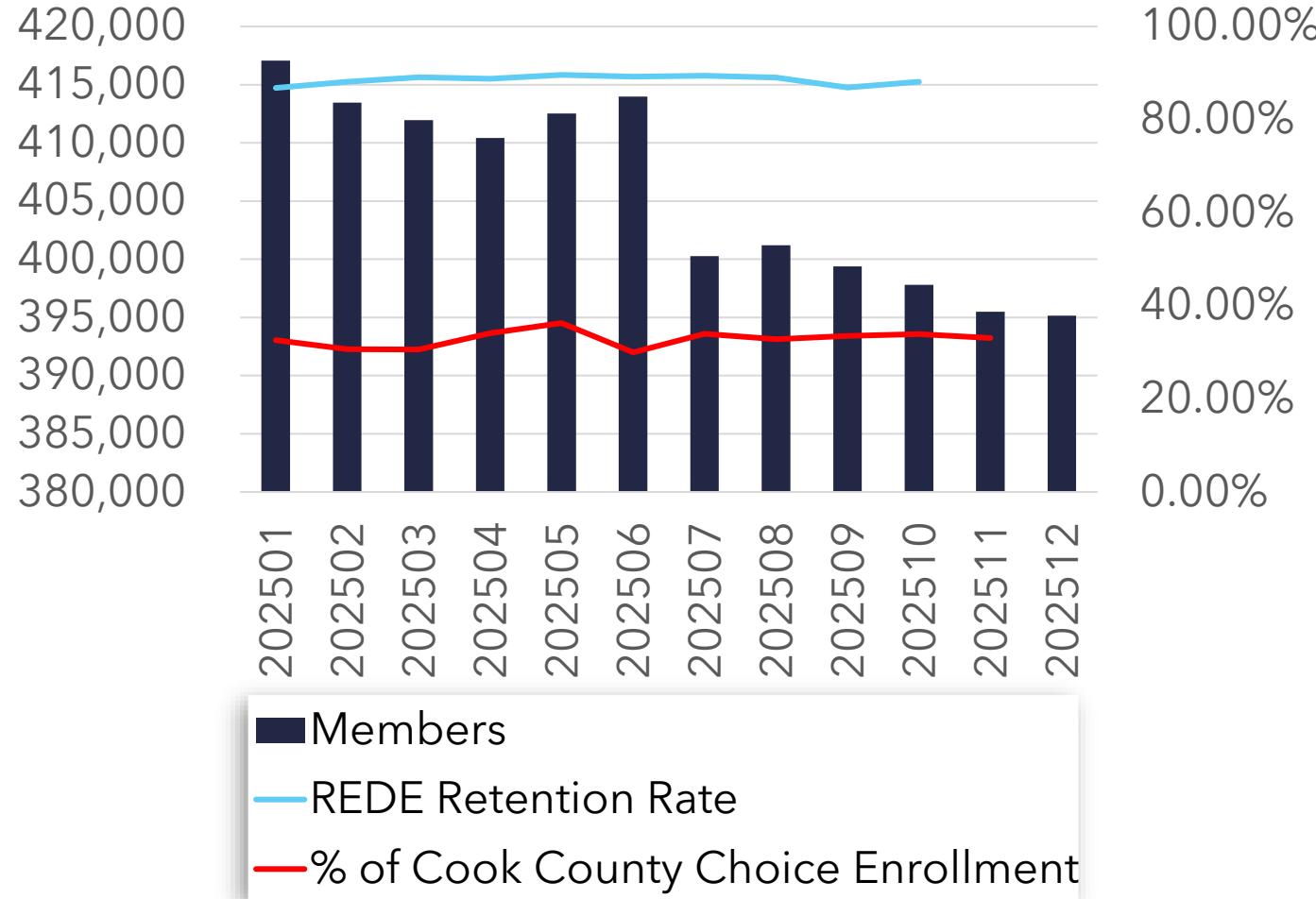
**HBIS/HBIC:** Health Benefit for Immigrant Seniors/Children

# Overall Membership

Monthly Membership for January 2024 – December 2025



COOK COUNTY  
**HEALTH**



Month	Members	REDE Retention Rate	% of Cook County Choice Enrollment
202401	416,000	86.20%	32.6%
202402	414,000	88.10%	30.7%
202403	412,000	89.10%	30.6%
202404	410,000	88.80%	34.1%
202405	413,000	89.60%	36.3%
202406	411,000	89.20%	30.0%
202407	400,000	89.40%	34.0%
202408	399,000	89.00%	32.8%
202409	397,000	86.20%	33.5%
202410	395,000	88.10%	33.9%
202411	395,000		33.1%
202412	395,000		

# Managed Medicaid Market



COOK COUNTY  
**HEALTH**

Illinois Department of Healthcare and Family Services October 2025 Data

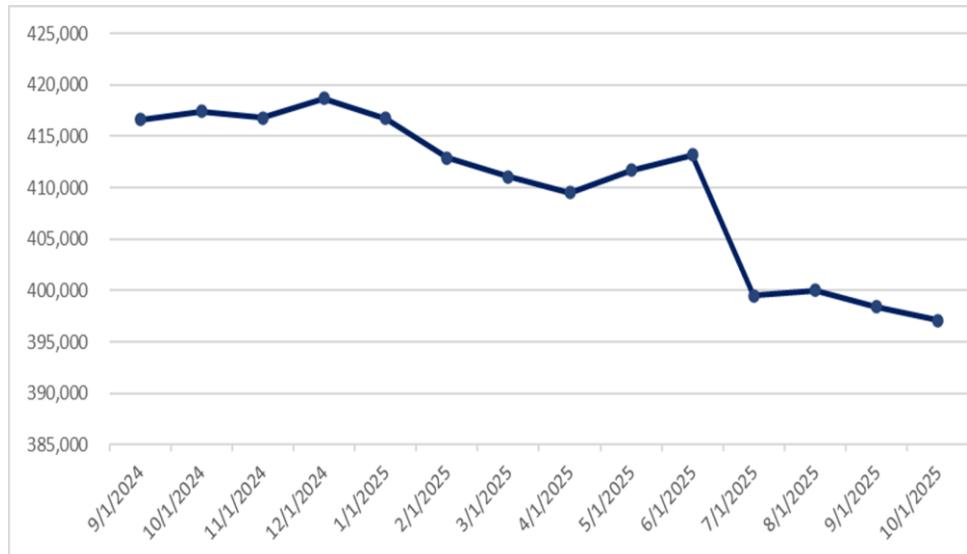
Managed Care Organization	Cook County	Cook Market Share
*CountyCare	397,085	34.9%
Blue Cross Blue Shield	322,147	28.3%
Meridian (a WellCare Co.)	230,468	20.3%
IlliniCare (Aetna/CVS)	102,663	9.0%
Molina	76,464	6.7%
YouthCare	8,118	0.7%
<b>Total</b>	<b>1,136,945</b>	<b>100.0%</b>

# IL Medicaid Managed Care Trend in Cook County

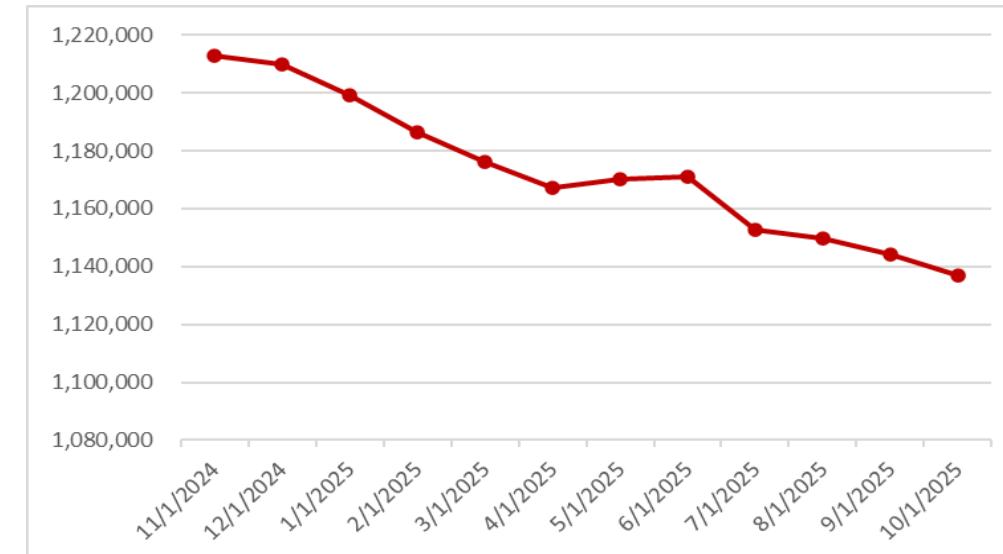
*Charts not to scale*



CountyCare



Cook County Medicaid Managed Care



- CountyCare's enrollment **declined** slightly by **0.33%** in October, decreasing from 398,393 in September to 397,085. Cook County's overall enrollment also continued its downward trend, **dropping** by **0.61%** from 1,143,965 to 1,136,945 over the same period.

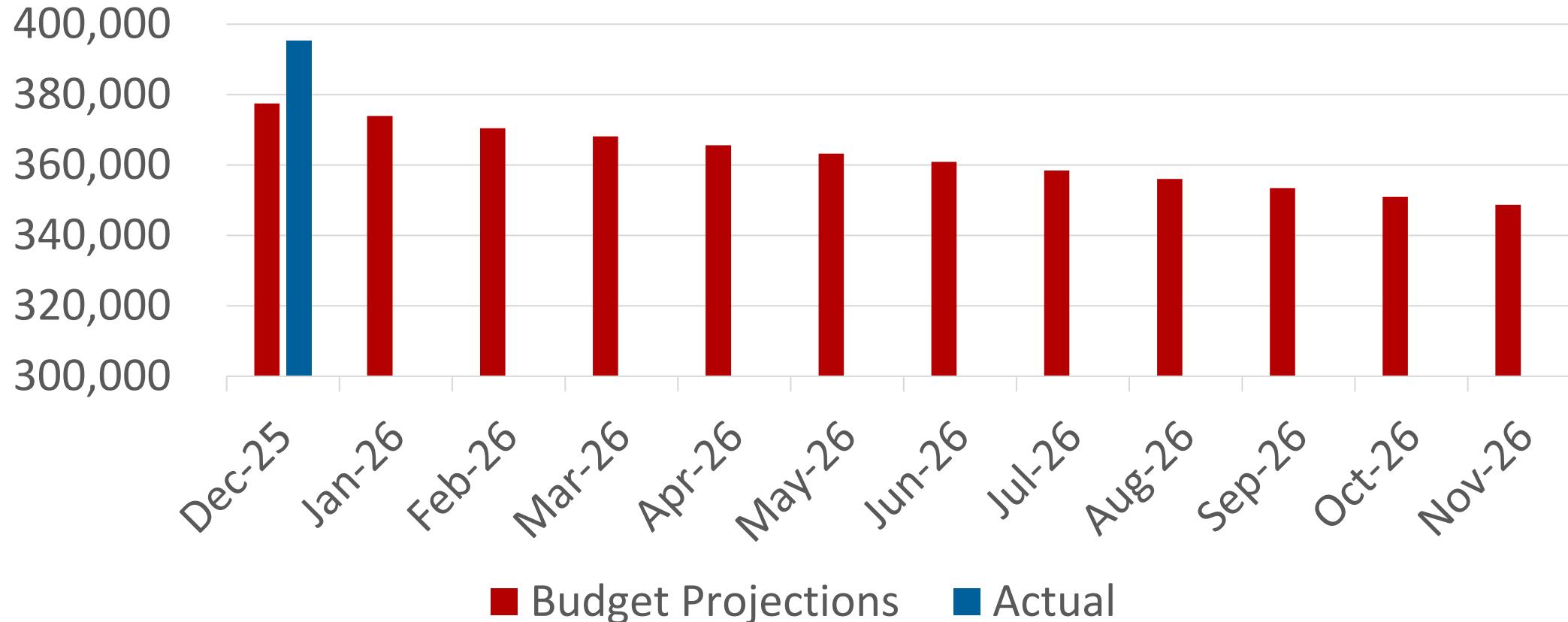
Source: [Total Care Coordination Enrollment for All Programs | HFS \(illinois.gov\)](https://www.hfs.illinois.gov/total-care-coordination-enrollment-for-all-programs)

# FY25 Budget | Membership



COOK COUNTY  
HEALTH

## CountyCare Membership



# Operations Metrics: Call Center & Encounter Rate



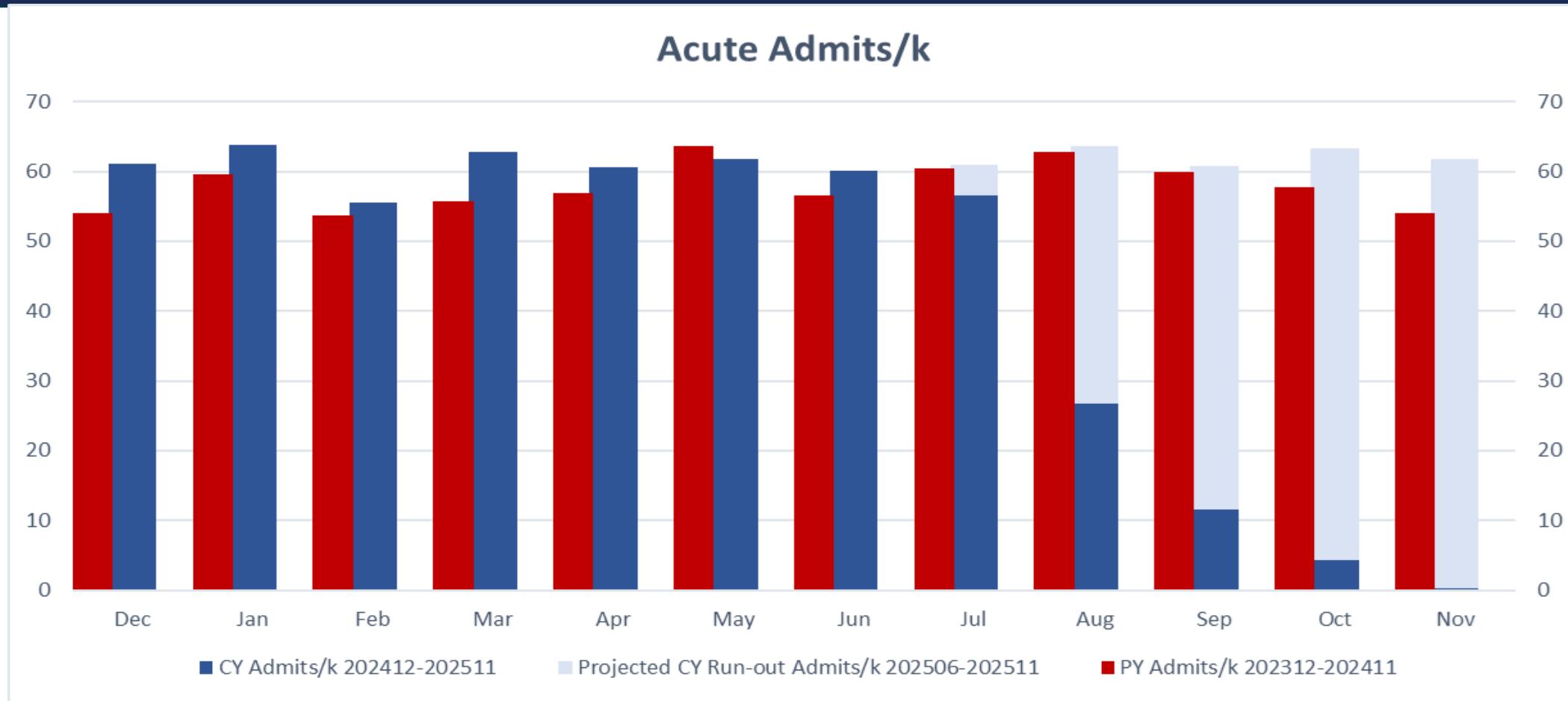
COOK COUNTY  
HEALTH

Key Metrics	State Goal	Performance		
		Sep 2025	Oct 2025	Nov 2025
<b>Member &amp; Provider Services Call Center Metrics</b>				
Inbound Call Volume	N/A	49,865	49,765	38,561
Abandonment Rate	< 5%	0.57%	0.40%	0.51%
Average Speed to Answer (minutes)	1:00	0:09	0:05	0:06
% Calls Answered < 30 seconds	> 80%	95.8%	98.0%	96.8%
<b>Quarterly</b>				
Claims/Encounters Acceptance Rate	98%	98.4%		

# Current v Prior Year: IP Acute Admits/1000



COOK COUNTY  
HEALTH



Updated monthly, paid through November 2025

All acute and surgical cases + approved acute authorizations

Domestic admissions are not included since they do not require Prior Authorization

# Claims Payments



COOK COUNTY  
HEALTH

## Received but Not Yet Paid Claims

Aging Days	0-30 days	31-60 days	61-90 days	91+ days	Grand Total
Q1 2020	\$ 109,814,352	\$ 53,445,721	\$ 46,955,452	\$ 9,290,569	\$ 219,506,093
Q2 2020	\$ 116,483,514	\$ 41,306,116	\$ 27,968,899	\$ 18,701,664	\$ 204,460,193
Q3 2020	\$ 118,379,552	\$ 59,681,973	\$ 26,222,464	\$ 71,735	\$ 204,355,723
Q4 2020	\$ 111,807,287	\$ 73,687,608	\$ 61,649,515	\$ 1,374,660	\$ 248,519,070
Q1 2021	\$ 111,325,661	\$ 49,497,185	\$ 4,766,955	\$ 37,362	\$ 165,627,162
Q2 2021	\$ 131,867,220	\$ 49,224,709	\$ 566,619	\$ 213,967	\$ 181,872,515
Q3 2021	\$ 89,511,334	\$ 25,733,866	\$ 38,516	\$ 779,119	\$ 116,062,835
Q4 2021	\$ 125,581,303	\$ 90,378,328	\$ 112,699	\$ 1,114,644	\$ 217,186,974
Q1 2022	\$ 144,241,915	\$ 12,166,101	\$ 2,958,928	\$ 2,183,828	\$ 161,550,772
Q2 2022	\$ 120,267,520	\$ 735,088	\$ 2,476,393	\$ 4,676,897	\$ 128,155,898
Q3 2022	\$ 105,262,634	\$ 16,617,110	\$ 59,407	\$ 15,171	\$ 121,954,322
Q4 2022	\$ 142,815,499	\$ 62,495,024	\$ 2,403,391	\$ 2,056,097	\$ 209,770,011
Q1 2023	\$ 110,831,299	\$ 7,841,360	\$ 3,067,736	\$ 443,885	\$ 122,184,280
Q2 2023	\$ 149,387,487	\$ 31,299,177	\$ 1,319,945	\$ 346,575	\$ 182,353,184
Q3 2023	\$ 191,389,015	\$ 38,673,162	\$ 743,469	\$ 97,943	\$ 230,903,588
Q4 2023	\$ 181,111,957	\$ 75,730,673	\$ 1,511,954	\$ 20,819	\$ 258,375,403
Q1 2024	\$ 194,081,254	\$ 5,307,661	\$ 33,846,206	\$ 160,417	\$ 233,395,538
Q2 2024	\$ 187,157,359	\$ 89,900,410	\$ 14,514,430	\$ 124,785	\$ 291,696,984
Q3 2024	\$ 197,855,507	\$ 111,681,778	\$ 31,617,580	\$ 6,927,131	\$ 348,081,997
Q4 2024	\$ 196,233,453	\$ 113,669,848	\$ 21,596,967	\$ 120,655	\$ 331,620,923
Q1 2025	\$ 228,060,043	\$ 114,086,982	\$ 232,197	\$ 5,049,085	\$ 347,428,307
Q2 2025	\$ 228,411,592	\$ 129,793,116	\$ 84,178,091	\$ 105,791	\$ 442,488,590
Q3 2025	\$ 213,529,530	\$ 164,696,486	\$ 36,592,122	\$ 219,040	\$ 415,037,178
12/7/2025	\$ 180,382,795	\$ 163,864,499	\$ 158,868,044	\$ 72,744,752	\$ 575,860,090

\*0-30 days is increased for an estimated \$80.5M of received but not adjudicated claims

\*Medical claims only-does not include pharmacy, dental, vision or transportation claims

\*The amounts in the table are clean claims

# Quality & Patient Safety



COOK COUNTY  
**HEALTH**

# Stroger Op Ex Committee Dashboard

Met or Exceeded Stretch Goal  
Met or Exceeding Target, not meeting Stretch  
Improvement from Baseline, not meeting Target  
At Baseline, not improving from baseline



COOK COUNTY  
HEALTH

Op Ex Steering Committee Dashboard for Stroger Hospital

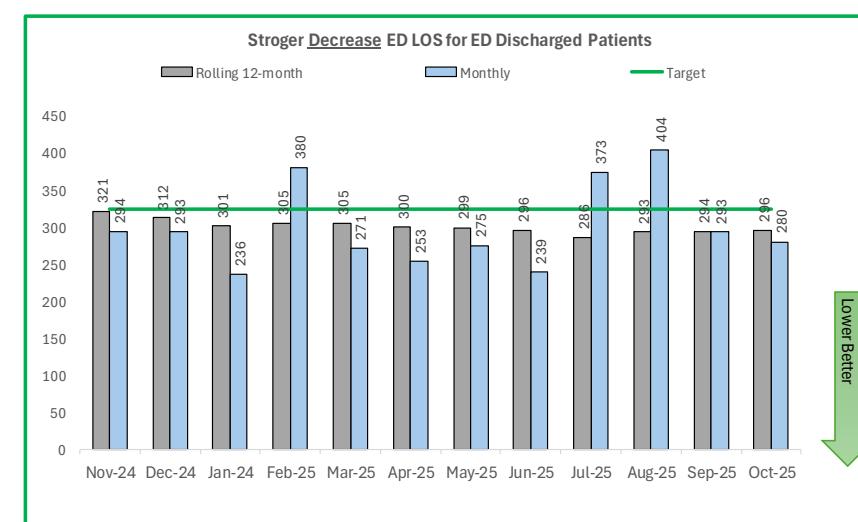
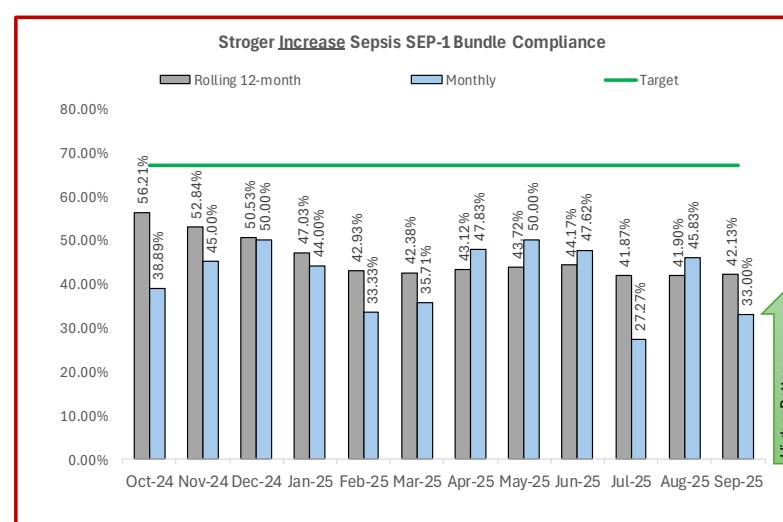
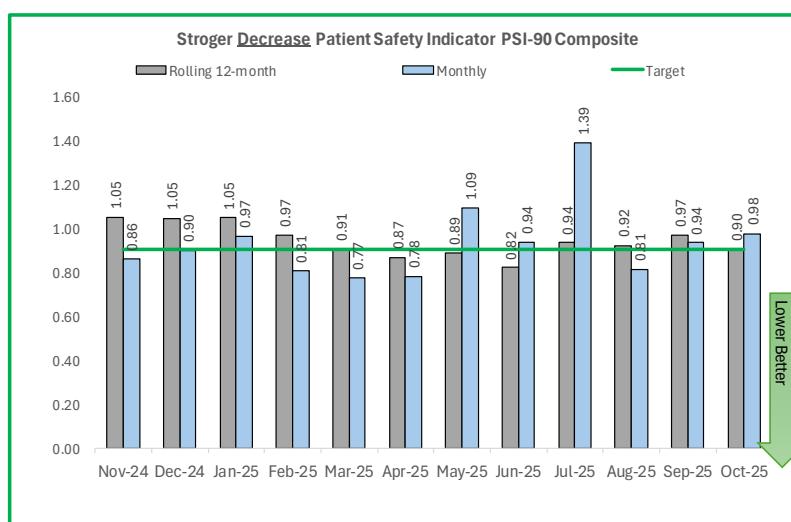
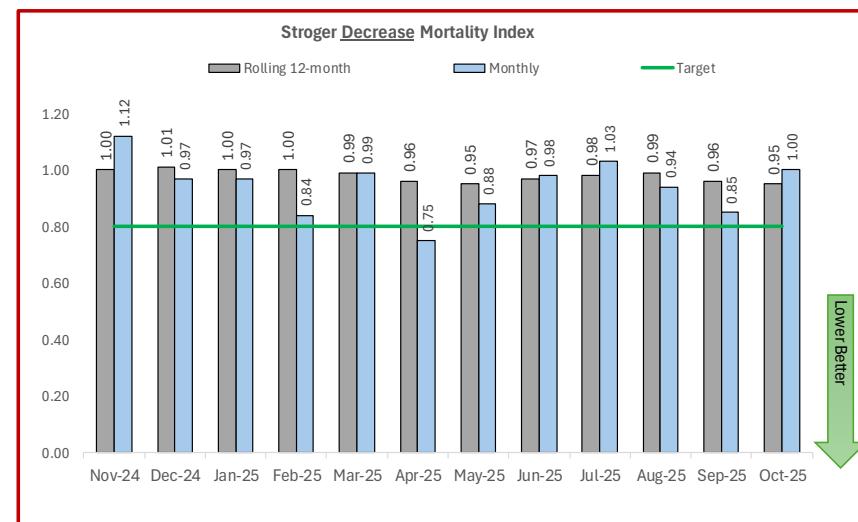
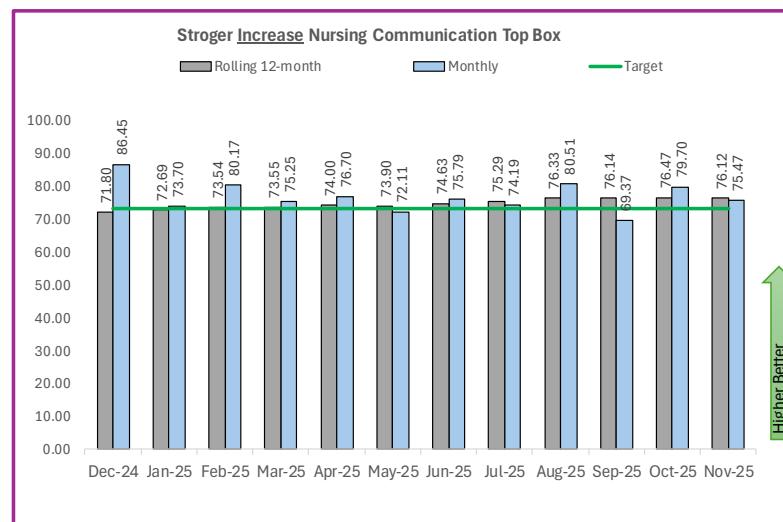
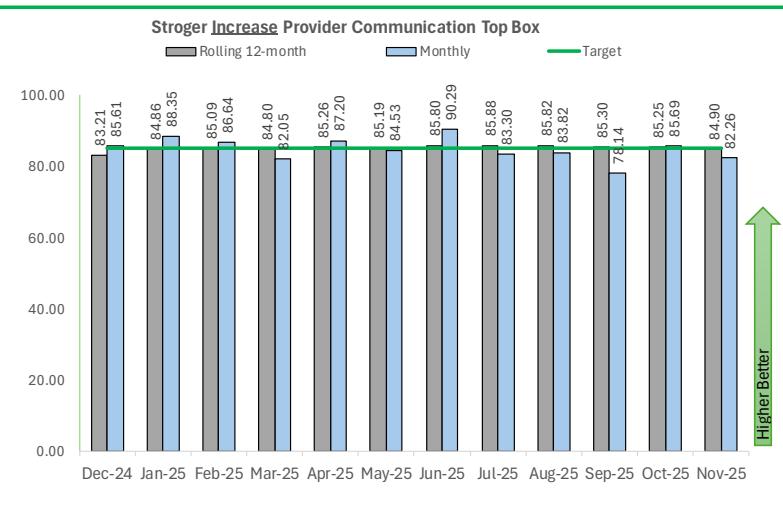


Chart performance monitoring-color based on the most recent rolling 12-month scoring measure results.

# Stroger Op Ex Committee Dashboard



COOK COUNTY  
HEALTH

Met or Exceeded Stretch Goal  
Met or Exceeding Target, not meeting Stretch  
Improvement from Baseline, not meeting Target  
At Baseline, not improving from baseline

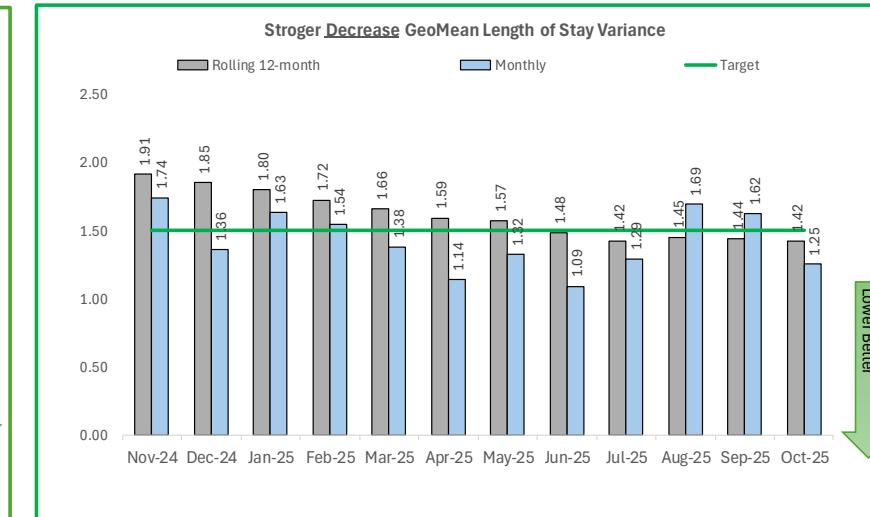
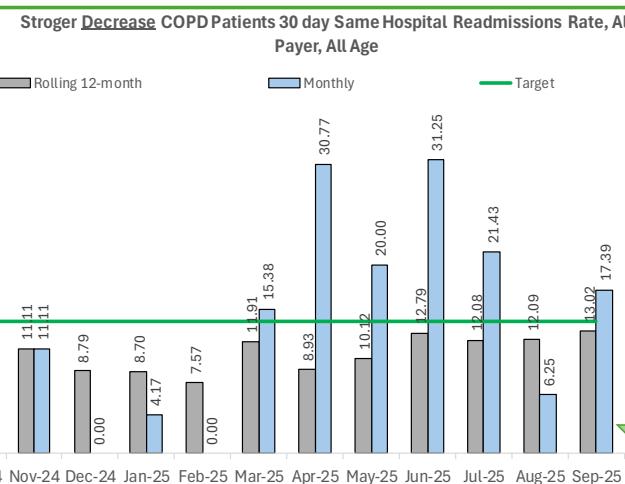
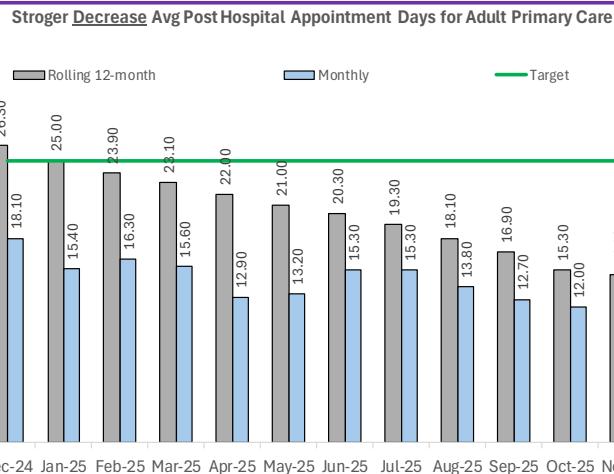


Chart performance monitoring-color based on the most recent rolling 12-month scoring measure results.

# Stroger Op Ex Committee Dashboard

Met or Exceeded Stretch Goal
Met or Exceeding Target, not meeting Stretch
Improvement from Baseline, not meeting Target
At Baseline, not improving from baseline



COOK COUNTY  
HEALTH

## Op Ex Steering Committee Dashboard for Stroger Hospital

DOMAIN	WORKGROUPS	Metrics	Performance Data (2024-2025)																		
			2024			YTD 2025			% in change			Q1-2025 Q2-2025 Q3-2025 Q4-2025									
<b>PATIENT EXPERIENCE</b>																					
			Target	Baseline	Improvement	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25				
			Stretch	Stretch	Expected	85.00	87.50	82.01	0.75	83.21	84.86	85.09	84.80	85.26	85.19	85.80	85.88	85.82	85.30	85.25	84.90
Increase Rolling 12-month Top Box Comm w/ Physician																					
Increase Monthly Top Box Comm w/ Physician Domain																					
			Target	Baseline	Improvement	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25				
			Stretch	Stretch	Expected	85.61	88.35	86.64	82.05	87.20	84.53	90.29	83.30	83.82	78.14	85.69	82.26				
Increase Rolling 12-month Top Box Comm w/ Nursing Domain																					
Increase Monthly Top Box Comm w/ Nursing Domain																					
<b>CLINICAL OUTCOMES</b>																					
			Target	Baseline	Improvement	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25				
			Stretch	Stretch	Expected	73.00	75.00	69.75	0.81	71.80	72.69	73.54	73.55	74.00	73.90	74.63	75.29	76.33	76.14	76.47	76.12
Decrease Rolling 12-month Mortality Index																					
Decrease Monthly Mortality Index																					
			Target	Baseline	Improvement	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25				
			Stretch	Stretch	Expected	0.80	0.86	-0.02	1.00	1.01	1.00	0.99	0.96	0.95	0.97	0.98	0.99	0.96	0.95		
			Target	Baseline	Improvement	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25				
			Stretch	Stretch	Expected	1.12	0.97	0.97	0.84	0.99	0.75	0.88	0.98	1.03	0.94	0.85	1.00				
Decrease Rolling 12-month Patient Safety Indicator PSI-90																					
Decrease Monthly Patient Safety Indicator PSI-90 Composite																					
			Target	Baseline	Improvement	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25				
			Stretch	Stretch	Expected	0.907	1.008	-0.025	1.05	1.05	1.05	0.97	0.91	0.87	0.89	0.82	0.94	0.92	0.97	0.90	
			Target	Baseline	Improvement	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25				
			Stretch	Stretch	Expected	0.86	0.90	0.97	0.81	0.77	0.78	1.09	0.94	1.39	0.81	0.94	0.98				
Increase Rolling 12-month Sepsis SEP-1 Bundle Compliance																					
Increase Monthly Sepsis SEP-1 Bundle Compliance																					
			Target	Baseline	Improvement	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25				
			Stretch	Stretch	Expected	67%	56%	2.75%	56.21%	52.84%	50.53%	47.03%	42.93%	42.38%	43.12%	43.72%	44.17%	41.87%	41.90%	42.13%	
			Target	Baseline	Improvement	38.89%	45.00%	50.00%	44.00%	33.33%	35.71%	47.83%	50.00%	47.62%	27.27%	45.83%	33.00%				

# Stroger Op Ex Committee Dashboard

Met or Exceeded Stretch Goal
Met or Exceeding Target, not meeting Stretch
Improvement from Baseline, not meeting Target
At Baseline, not improving from baseline



COOK COUNTY  
HEALTH

READMISSIONS	Quarterly												2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025				
	Target	Baseline	Improvement	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25								
Decrease Rolling 12-month COPD Readmission Rate (all ages, all causes)	14.00	13.00	15.40	-0.35	12.43	11.11	8.79	8.70	7.57	11.91	8.93	10.12	12.79	12.08	12.09	13.02	8.79	11.85	34.8%	-9.1	13.5	-2.7	
Decrease Monthly COPD Readmission Rate (all ages, all causes)					6.67	11.11	0.00	4.17	0.00	15.38	30.77	20.00	31.25	21.43	6.25	17.39							
Decrease Rolling 12-month Post Hospital Appointment Days	Quarterly												2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025				
	Target	Baseline	Improvement	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25								
Decrease Monthly Post Hospital Appointment Days for Adult	25.00	20.00	32.50	-1.88	26.30	25.00	23.90	23.10	22.00	21.00	20.30	19.30	18.10	16.90	15.30	14.90	26.3	14.60	-44.5%	-14.4	-14.7	-12.6	-12.3
					18.10	15.40	16.30	15.60	12.90	13.20	15.30	15.30	13.80	12.70	12.00	13.10							
THROUGHPUT	Quarterly												2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025				
	Target	Baseline	Improvement	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Sep-25	Oct-25									
Decrease Rolling 12-month Geometric Mean Length of Stay	1.50	1.30	1.87	-0.09	1.91	1.85	1.80	1.72	1.66	1.59	1.57	1.48	1.42	1.45	1.44	1.42	1.85	1.40	-24.3%	-0.3	-0.5	-0.1	-0.3
Decrease Monthly Hospital Geometric Mean Length of Stay					1.74	1.36	1.63	1.54	1.38	1.14	1.32	1.09	1.29	1.69	1.62	1.25							
Decrease Rolling 12-month Median ED LOS for ED Discharged	Quarterly												2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025				
	Target	Baseline	Improvement	Nov-24	Dec-24	Jan-24	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Sep-25	Oct-25									
Decrease Monthly Median ED LOS for ED Discharged Patient	324	288	360	-9	321	312	301	305	305	300	299	296	286	293	294	296	312	300	-3.8%	-56.0	-87.0	23.0	-44.0
					294	293	236	380	271	253	275	239	373	404	293	280							

# Provident Op Ex Committee Dashboard



COOK COUNTY  
HEALTH

Met or Exceeded Stretch Goal  
Met or Exceeding Target, not meeting Stretch  
Improvement from Baseline, not meeting Target  
At Baseline, not improving from baseline

## Op Ex Steering Committee Dashboard for Provident Hospital

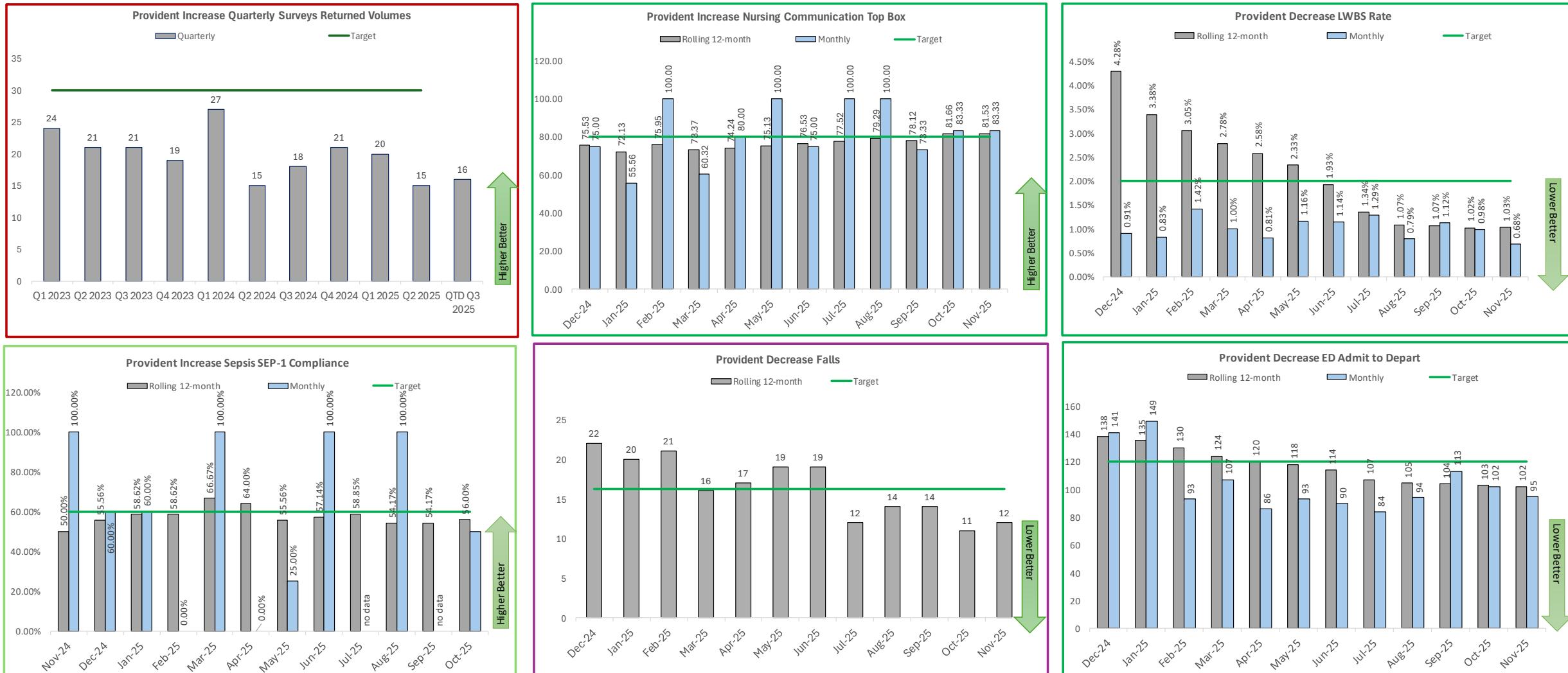
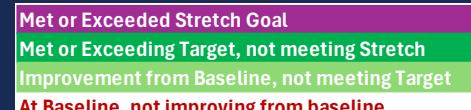


Chart performance monitoring-color based on the most recent rolling 12-month scoring measure results.

# Provident Op Ex Committee Dashboard



Op Ex Steering Committee Dashboard for Provident Hospital

DOMAIN WORKGROUPS		Metrics														2024	Linear Trend 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025		
PATIENT EXPERIENCE		Quarterly Improvement																						
Increase Qtrly Survey Return Volumes		Target	Stretch	Baseline	Expected	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	QTD Q3 2025	QTD Q4 2025							
Data lagging updated often		30	35	19	3	24	21	21	19	27	15	18	21	20	15	16	3	77	59	-0.2	-1.9	-9.6	-15.3	
Increase Rolling 12-month Top Box Comm w/ Nursing		Target	Stretch	Baseline	Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025
Increase Monthly Top Box Comm w/ Nursing Domain		80.00	83.00	74.55	0.613	75.53	72.13	75.95	73.37	74.24	75.13	76.53	77.52	79.29	78.12	81.66	81.53	75.53	80.41	6.5%	-0.6	7.6	12.5	-2.9
CLINICAL OUTCOMES		Target	Stretch	Baseline	Expected	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025
Increase Rolling 12-month Increase Sepsis SEP-1		60%	65%	47%	3.33%	50.00%	55.56%	58.62%	58.62%	66.67%	64.00%	55.56%	57.14%	58.85%	54.17%	54.17%	56.00%	55.56%	47.10%	-15.2%	0.0%	-20.0%	43.3%	-10.0%
Increase Monthly Increase Sepsis SEP-1 Compliance						100.00%	60.00%	60.00%	0.00%	100.00%	0.00%	25.00%	100.00%	no data	100.00%	no data	50.00%							
Decrease Rolling 12-month Inpatient Falls		Target	Stretch	Baseline	Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	Linear YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025
Decrease Monthly Inpatient Falls		16	15	18	-0.45	22	20	21	16	17	19	19	12	14	14	11	12	22	12	-45.5%	-1.6	1.9	-2.7	-4.2
THROUGHPUT		Target	Stretch	Baseline	Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025
Decrease Rolling 12-month Median ED Admit Decision		120.00	100.00	139.00	-4.75	138	135	130	124	120	118	114	107	105	104	103	102	138	99	-28.3%	-18.3	-41.0	-29.8	-20.0
Decrease Monthly Median ED Admit Decision to Depart						141	149	93	107	86	93	90	84	94	113	102	95							
Decrease Rolling 12-month LWBS Rate		Target	Stretch	Baseline	Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025
Decrease Monthly Decrease LWBS Rate		2.0%	1.0%	4.3%	-0.6%	4.28%	3.38%	3.05%	2.78%	2.58%	2.33%	1.93%	1.34%	1.07%	1.07%	1.02%	1.03%	4.28%	1.04%	-75.6%	-2.6%	-2.1%	-1.5%	-1.1%

# ACHN Op Ex Committee Dashboard

Met or Exceeded Stretch Goal  
Met or Exceeding Target, not meeting Stretch  
Improvement from Baseline, not meeting Target  
At Baseline, not improving from baseline



COOK COUNTY  
HEALTH

## Op Ex Steering Committee Dashboard for ACHN

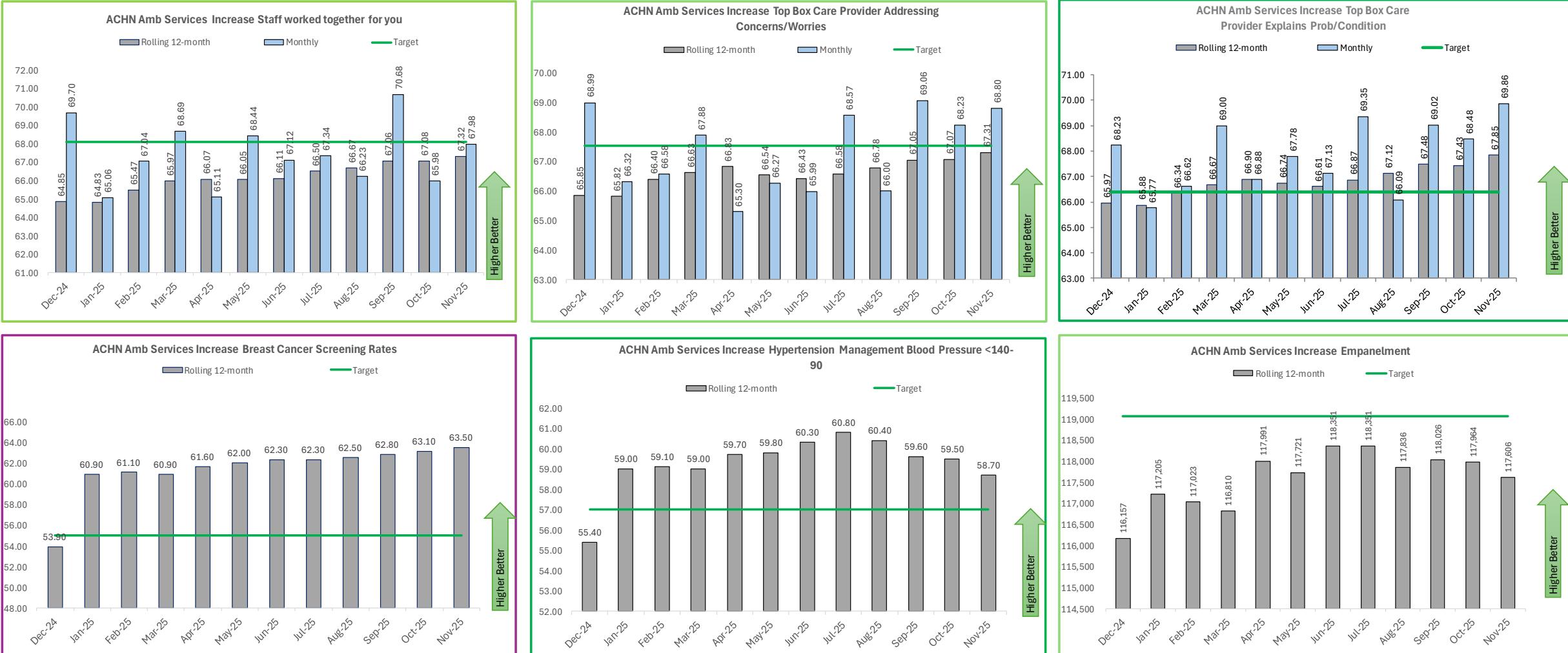


Chart performance monitoring-color based on the most recent rolling 12-month scoring measure type

# ACHN Op Ex Committee Dashboard



COOK COUNTY  
HEALTH

Met or Exceeded Stretch Goal
Met or Exceeding Target, not meeting Stretch
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OpEx Steering Committee Dashboard for ACHN		Key Performance Indicators (KPIs) Overview																						
Domain Workgroups		Metrics																						
Patient Experience Top Box Scoring	Quarterly Performance														2024		YTD 2025		% in change	Q1-2025 Q2-2025 Q3-2025 Q4-2025				
	Target	Stretch	Baseline	Improvement Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025	
Increase Rolling 12-month Top Box - Staff worked together for you	68.08	69.78	65.66	0.61	64.85	64.83	65.47	65.97	66.07	66.05	66.11	66.50	66.67	67.06	67.08	67.32	64.85	67.18	3.6%	0.7	-0.2	0.3	-0.8	
Increase Monthly Staff worked together for you					69.70	65.06	67.04	68.69	65.11	68.44	67.12	67.34	66.23	70.68	65.98	67.98								
Increase Rolling 12-month Top Box - Care Provider Addressing	Quarterly Performance														2024		YTD 2025		% in change	Q1-2025 Q2-2025 Q3-2025 Q4-2025				
	Target	Stretch	Baseline	Improvement Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025	
Increase Monthly Care Provider Addressing	67.54	69.13	65.62	0.48	65.85	65.82	66.40	66.63	66.83	66.54	66.43	66.58	66.78	67.05	67.07	67.31	65.85	67.24	2.1%	0.9	-0.8	0.8	1.2	
Increase Rolling 12-month Top Box - Care Provider Explains					68.99	66.32	66.58	67.88	65.30	66.27	65.99	68.57	66.00	69.06	68.23	68.80								
Increase Rolling 12-month Top Box - Care Provider Explains	Quarterly Performance														2024		YTD 2025		% in change	Q1-2025 Q2-2025 Q3-2025 Q4-2025				
	Target	Stretch	Baseline	Improvement Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025	
Increase Monthly Care Provider Explains	66.39	68.36	64.47	0.48	65.97	65.88	66.34	66.67	66.90	66.74	66.61	66.87	67.12	67.48	67.43	67.85	65.97	67.88	2.9%	2.2	1.8	2.3	3.0	
Increase Monthly Care Provider Explains					68.23	65.77	66.62	69.00	66.88	67.78	67.13	69.35	66.09	69.02	68.48	69.86								
HEDIS	Quarterly Performance														2024		YTD 2025		% in change	Q1-2025 Q2-2025 Q3-2025 Q4-2025				
	Target	Stretch	Baseline	Improvement Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025	
Increase Rolling 12-month Breast Cancer Screening	55.00	58.40	53.30	0.43	53.90	60.90	61.10	60.90	61.60	62.00	62.30	62.30	62.50	62.80	63.10	63.50	50.50	56.40	11.7%	6.1	6.6	6.9	7.9	
Increase Rolling 12-month Hypertension Management					57.00	61.00	55.00	1.58	55.40	59.00	59.10	59.00	59.70	59.80	60.30	60.80	60.40	59.60	59.50	58.70				
Blood Pressure Rate <140/90 for patients	Quarterly Performance														2024		YTD 2025		% in change	Q1-2025 Q2-2025 Q3-2025 Q4-2025				
	Target	Stretch	Baseline	Improvement Expected	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	2024	YTD 2025	% in change	Q1-2025	Q2-2025	Q3-2025	Q4-2025	
Empanelment					56.58	59.73	55.58	55.58	59.73	55.58	55.58	55.58	55.58	55.58	55.58	55.58	55.58	55.58	55.58	55.58	55.58	55.58		
Increase Empanelment of Engaged / Affiliated Patients	119,061	121,965	116,157	1,452	116,157	117,205	117,023	116,810	117,991	117,721	118,351	118,351	117,836	118,026	117,964	117,606	116,157	117,606	1.2%	-757.0	-1224.9	-2486.9	-4358.8	

# Data Definitions & Legend Reference

Measures	Data Source / Definition
CLIN OUTCOMES - Falls	<i>Nursing Quality, includes all falls including with Injury. Volume counts only</i>
CLIN OUTCOMES - Mortality Index	<i>Vizient, Mortality Index, data is lagging due to uploads and is typically 2 months behind</i>
CLIN OUTCOMES - PSI-90	<i>Vizient, all payers composite, data is lagging due to uploads and is typically 2 months behind</i>
CLIN OUTCOMES - SEPSIS SEP-1	<i>Quality Abstraction, Iris Esquivel, this information is lagging due to clinical quality abstraction needed, typically 1-2 months behind</i>
Empanelment - Empanelment of Engaged / Affiliated Patients	<i>Health Registries/Analytics, unique patient count</i>
HEDIS - Hypertension Management Rate	<i>Health Registries/Analytics, portion of patients that have their hypertension managed blood pressure &lt; 140/90</i>
HEDIS- Breast Cancer Screening Rate	<i>Health Registries/Analytics, portion of patients that have their breast cancer screening compliance met</i>
Pat Exp - Provider Addressing Concerns/Worries	<i>Press Ganey, custom question, using the filter for the sample, Received Date</i>
Pat Exp - Staff worked together for you	<i>Press Ganey, custom question, using the filter for the sample, Received Date</i>
Pat Exp- Care Provider Explains Prob/Condition	<i>Press Ganey, custom question, using the filter for the sample, Received Date</i>
Pat Exp- HCAPS Nursing Communication Domain	<i>Press Ganey, CMS Reportable Filter, Received date</i>
Pat Exp HCAPS Provider Communication Domain	<i>Press Ganey, CMS Reportable Filter, Received date</i>
Pat Exp -Survey Returned Volumes	<i>Press Ganey, all surveys returned by received/aka processed date, Data refreshed monthly up to 6 months retrospectively</i>
READMIT - CMS COPD Readmissions Rate	<i>Vizient, all payers/age; this data is lagging due to readmissions being a look forward 30-31 days for month prior, typically 3 months behind</i>
READMIT - Post Hospital Follow-up Days	<i>Cerner, avg days post hospital discharge to post hospital appointment made, primary care specific</i>
THROUGHPUT - Admit Dec to ED Depart	<i>BI Tableau Dashboard for throughput using Median ED Admit Decision to depart</i>
THROUGHPUT - ED LOS for ED Discharged Patients	<i>Quality Abstraction, Iris Esquivel, this information is lagging due to clinical quality abstraction needed, typically 1-2 months behind</i>
THROUGHPUT - GeoMean LOS	<i>Vizient, excluding OBSERVED GMLOS &gt;30 days, this information is lagging due to the coding, billing and documentation needed and is typically 2 months behind</i>
THROUGHPUT- LWBS	<i>BI Tableau dashboard - system volumes, to include all patients, Numerator / Denominator calculations</i>

