

# COOK COUNTY HEALTH & HOSPITALS SYSTEM

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May 9, 2016

Honorable John P. Daley  
Chairman, Committee on Finance  
Cook County Board of Commissioners  
118 N. Clark St., Room 569  
Chicago, IL 60602

Dear Chairman Daley,

Below please find responses to your questions related to the Central Campus Health Center.

- 1. The redevelopment project plan proposes the construction of a new Central Campus Health Center at the cost of \$108.5M. How will this significant investment better serve the health system in its continuing efforts to attract and retain insured patients that minimize taxpayer funding of CCHHS operations?**

*The strategic objectives of CCHHS are to build a high quality, safe, reliable, patient-centered, integrated health system that maximizes resources to ensure the greatest benefit for the patients and communities CCHHS serves.*

*The new clinic facility supports CCHHS' objective of creating specialty care clinics on the Central campus that leverage their central location and proximity to Stroger, while maintaining other clinics in the neighborhoods. The Central Campus Health Center will include a comprehensive array of specialists working together to meet the needs of patients coming from all areas of the County, including the near west side. Analysis of patients currently utilizing specialty services at the Central Campus shows a very broad catchment area.*

*The new building will support CCHHS's strategic objectives by enhancing access to outpatient services and improving our patients' experience with the health system by receiving high quality care in an equally state-of-the-art building. In addition, it is being developed to be flexible to adapt to continuous changes in the healthcare landscape. The Central Campus Health Center will drive volume for CCHHS and position it for success in an increasingly competitive health care landscape.*

- 2. One of the main challenges for CCHHS has been keeping CountyCare patients within our two hospitals and our network of clinics and not losing patients to other providers in the CountyCare network. Will the shift into outpatient health care and the expansion into behavioral health services and women’s and pediatric services associated with this project help in our efforts to retain CountyCare patients? In the short term, will the planned work necessary to shift and improve these services at Stroger Hospital be an impediment for patients seeking treatment there?**

*CCHHS is working to relocate clinics and consolidate support services from Fantus into Stroger, some permanently and some temporarily until the Central Campus Health Center building is complete. CCHHS intends to vacate Fantus to create an improved experience for patients and provide more suitable clinical space for services currently provided in Fantus. Moving services out of Fantus is key to attracting and retaining patients, many of whom find the dilapidated condition of the clinic unacceptable. The move from Fantus will also open up space for additional parking for patients when the building is demolished.*

*The current relocation of clinical programs provides more clinically appropriate space in the interim for programs that had been located in Fantus and will support ongoing patient retention efforts. Programs requiring more space and/or adjacencies to other clinical programs will move again when the new building is available.*

*The plan to consolidate support services, such as lab and pharmacy, into one building is aligned with CCHHS’ cost saving strategies and is an initiative CCHHS would have implemented regardless of the new building. These functions will be permanently consolidated into Stroger and will not move into the new building.*

*Some clinical operations such as pediatrics, gynecology, and imaging currently in Fantus will also be consolidated into Stroger permanently where they will be in close proximity to related services. This will be convenient both for patients and clinicians.*

*Fitting Fantus operations into Stroger is a necessary interim solution to stem a potential outflow of patients from CCHHS due to the facility’s condition. The current co-location of services in Stroger is not a permanent solution as it limits growth potential, minimizes efficiencies and reduces opportunities to further improve patient flow opportunities. National trends forecast continued growth and incentives for outpatient care. The new Central Campus Health Center will help the health system retain current patients and accommodate additional volume as demand for outpatient services continues to expand*

- 3. Nearby healthcare institutions such as Rush University Medical Center and the University of Illinois Hospital, are also undertaking expansion and renovation projects to improve their facilities and increase access to care for patients. Are we working in concert with these institutions to ensure that our new facility and updated services are not duplicative and that we are not in competition with these institutions for the same patients?**

*CCHHS needs to both adapt and compete and cannot do so with the existing facilities; newly insured patients have options, including going elsewhere; the clear industry trend is investment in outpatient care and facilities and CCHHS needs the facilities to compete and grow their share in that critical market.*

*CCHHS leadership meets with both Rush and UIC leadership on a regular basis to discuss our various capital improvement projects as well as strategic initiatives. Rush is expanding their outpatient footprint, but will not target the same patients as CCHHS.*

*Our mission is to ensure that high-quality care is available to all patients, regardless of their ability to pay.*

Kindly let me know if you need any additional information.

Sincerely,



John Jay Shannon, MD  
CEO

Cc: Toni Preckwinkle, President  
Board of Commissioners  
Brian Hamer, Chief of Staff  
Pat Carey, Special Assistant