

CCH Monthly Report

Item #: 24-1423

Presented to the Cook County Health Board on 10/24/24



COOK COUNTY
HEALTH

Administrative & Legislative Updates



Legislative Updates – Local

The week of October 21, CCH leadership appeared before the following **Cook County Board committees** to provide testimony and respond to questions from Commissioners.

- **Asset Management Committee** – Craig Williams, CCH CAO participated in the meeting to respond to questions pertaining to the Cook County License Agreement with the Chicago Board of Education for the use of 25 parking spaces adjacent to the Belmont Craigin Health Center.
- **Finance Committee** – Pam Cassara, CCH CFO addressed questions related to the *County’s Monthly Revenues and Expenses Report* as well as CCH finances. CCH leadership was also available to respond to questions related to *CCH’s October 2024 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. LaMar Hasbrouck appeared along with various members of the CCDPH team before the committee to make presentations on three CCH related matters.
- **Legislation & Intergovernmental Affairs Committee** – The Committee approved the appointment of Dr. Erik Mikaitis as CCH CEO including the associated compensation package. The Committee also approved the appointment of Inger Burnett-Ziegler to serve as a Director on the Cook County Health Board.

The **Cook County Board of Commissioners** met on October 24, 2024. The following items were introduced and considered:

- CCH introduced a proposed budget transfer in the amount of \$79M. This item was approved.
- CCH introduced a *Proposed Grant Award* from EIDOS in the amount of \$560,433.00 for a research study. This item was approved.
- CCH introduced a *Proposed Grant Award Amendment* from the Illinois Department of Public Health to increase the appropriation for the *CCDPH Genetics Education and Follow-up Program* by \$299,991.29 in FY24. This item was approved.
- President Preckwinkle introduced the appointment of Dr. Maya Green to serve as the President’s Appointee to the *Cook County Health and Hospitals Board of Directors*. This item is a direct appointment and was approved by the County Board. The previous President’s Appointee to the CCH Board was Otis Story.
- The Cook County Board re-organized their committee assignments. Commissioner Bill Lowry was voted to serve as Chair of the Cook County Board’s Health and Hospitals Committee. As the committee chair, Commissioner Lowry will serve as the County Board’s representative on the CCH Board of Directors.
- Commissioners Bridget Degnen, Alma Anaya and Anthony Quezada introduced a *Resolution to Reduce the Cook County Health Systems’s Reliance on Temporary Staffing Agencies While Prioritizing Permanent Employees*. This item was referred to the Health & Hospital Committee for consideration. The Resolution calls for quarterly reports on agency utilization to the Cook County Board and semi-annual presentations to the County Board on agency utilization.

Legislative Updates – State

- The Fall 2024 Veto Session is scheduled for November 12-14 and November 19-21. The consecutive weeks of fall session follow the November 5 elections. Legislators may also return to Springfield for “lame duck” session days in early 2025, prior to the swearing in of the members of the 104th General Assembly.
- The Senate and House Behavioral and Mental Health Committees have scheduled joint subject matter only hearings to discuss “special funding for behavioral health – cannabis revenue and opioid settlement funds” ([October 28](#)) and “administrative and funding barriers to substance use disorder, treatment, recovery, and harm reduction” ([November 7](#)). The House committee has also scheduled a subject matter only hearing for [December 10](#) to discuss “psychedelics as behavioral health treatment – HB1 and beyond”.

Legislative Updates – Federal

Congress is in recess until November 12, 2024. Updates will be provided in the November CEO Report.

Redetermination Events

- Cook County Health and CountyCare are currently hosting a series of Rede events in the System’s facilities, other FQHCs and community partners. Rede 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.

CCH 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.
- The 2024 Fourth Quarter topic presentations include CCH’s 2025 Budget and CountyCare’s Open Enrollment and Choice Period. We will also have a presentation from the Cook County Against Hate initiative. In addition, the meeting provides updates on Cook County Health, Community Outreach, and each clinic’s programs.

New Hires and Promotions



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Congratulations

New Hires

Julie Mudge, Senior Director of APRN

Tenisha Rattler, Manager of Operations, Community Health Center, Englewood Health Center

John Barcenas, Manager Of Operations, Multispecialty Practice, Orthopedics Clinic

Jessica Roberson, Prior Authorization Manager, Finance Revenue Cycle

Alex Achilles, Nurse Coordinator II , Cermak Health Services

Latoshia Gordon, House Administrator

Congratulations

Promotions

Evan Greenbaum, Chair of the Division of Otolaryngology Surgery

Mohammed Sohel Ahmed, Medical Director, Neuroscience Service Line

Marcy Elamin, Senior Director of Long-Term Services and Supports, CountyCare

Sarah Elder, Director of Recovery Support Services, CCH Behavioral Health Authority

Blanca Lopez, Director Integrated Social Services Programs, CORE Administration

Jarin Tasnim, Enrollment/Retention Manager, CountyCare

Kortisha Montgomery, Medical Staff Credentialing Manager

Queenie Mendonca, Business Manager III, Anesthesiology & Pain Services Administration

Recognition & Announcements



Behavioral Health Workforce Symposium

On October 1, Cook County Health hosted a pivotal Behavioral Health Workforce Symposium, focusing on the urgent need to address workforce shortages in mental health services across the region.

The symposium, coordinated by Cook County Health Office of Behavioral Health and the Cook County Department of Public Health, centered around key findings from the newly released Cook County Behavioral Health Workforce Report.



Cook County Health Launches Robotic Lung Cancer Biopsy System



On October 15, Cook County Health officially launched a new tool to help in diagnosing lung cancer, the leading cause of cancer deaths in the U.S. The Intuitive Surgical ION Navigational Bronchoscopy platform is a cutting-edge tool that makes diagnosing lung cancer safer, quicker, and more accurate.

Congratulations to the multidisciplinary team involved in bringing this project to fruition!



Cook County Announces Installation of Narcan Vending Machines at Facilities

On October 23, Cook County Health joined other Cook County leaders to announce the placement of vending machines at Cook County Health facilities, as well as within Cook County Jail waiting rooms, and Cook County courthouses that will dispense narcan free of charge. Three vending machines were installed in September and have already dispensed more than 750 doses.



Blood Pressure Management

Cook County Health's ACHN sites earned Silver Target BP recognition from the American Medical Association and American Heart Association in recognition for their commitment to improving blood pressure control through accurate measurement in adult patients.

Congratulations!



Congratulations to **Donnica Austin-Cathey**, Chief Hospital Executive, John H. Stroger, Jr. Hospital, for getting appointed to the volunteer Metropolitan Chicago Board of Directors of the American Heart Association!

She joins other healthcare professionals and business, and community leaders help guide AHA's many activities throughout the Greater Chicago area.



CCDPH's "Here to Hear You" Campaign

Congratulations to the Cook County Department of Public Health for recently receiving two awards for their "Here to Hear you" video campaign!

- Award of excellence at Public Relations Society of America (PRSA) Chicago Skyline Awards in the "Best Use of Broadcast/Film/Video" category
- Publicity Club of Chicago's Golden Trumpet Award in the video category

The video campaign features recorded conversations of Black and Hispanic males on the topics of suicide prevention and mental health.



Congratulations to **Ann Sikora-Jackson**, Senior Director of Advanced Practice Providers, for winning the Physician Assistant of the Region award from the Illinois Academy of Physician Assistants!

The award is bestowed to an Advanced Practice provider who has demonstrated exceptional dedication, commitment, and outstanding contributions to the medical community.



Carol Emmott Fellowship Class of 2025

Congratulations to **Crissy Turino**, Chief Plan Officer, Medicaid Services for getting selected to join the Carol Emmott Fellowship Class of 2025!

The Carol Emmott Fellowship, a program of The Carol Emmott Foundation, accelerates the leadership capacity and national visibility of women in health.



Hispanic Heritage Month

In celebration of Hispanic Heritage Month, Cook County Health led a discussion in Spanish to reach our Spanish speaking patients on the role Hispanic culture plays in our overall health.

The event earned more than 31,800 impressions and 17,000+ engagements on social media.

Thank you to Shannon Andrews, Maria Castillo, Maritza Guzman-Lauriano, Jaime Martinez, Dr. Juan Pablo Ruiz and Hilda Salgado for a successful and insightful event!



Strategic Plan Update









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Strategy Initiatives October



Accomplished

-  Stroger Lab completed the American College of Pathologist survey
- JTDC Health staff recognized for suicide prevention work and National Commission on Correctional Health Care recognized Cermak for Opioid work
- Internal Medicine Residency and Primary Care Residency achieved a 100% American Board of Medicine pass rate
- Completed 15 cases in the first month of launching robotic bronchoscopy
-  Community Fairs: hosted a maternal child skills fair, a community baby shower at Provident and first Women's Health Fair with General Medicine Clinic
- 750 doses dispensed from naloxone vending machines at Provident/Stroger/CORE
-  Graduation for the Nursing Cohort 3 residency
-  Went live with CountyCare new provider directory
-  CCDPH Environmental Unit digitized forms to enhance service delivery
-  Speech pathology started performing outpatient video swallow studies
- Expanded Expresscare Telehealth service from 11 am to 7 pm

Coming Soon

-  CCH Nursing Innovation and Research conference planning for January 2025
- CountyCare is meeting with Dominican University to educate staff who work with low -income students to actively enroll students in Medicaid.
-  New Opioid Use dashboard in HealtheIntent in collaboration with Opioid Task Force providers and HIS teams to be completed in November
-  New Sterile Processing update anticipated completion by 2/2525 for Provident
- Centralized Nurse Triage and centralized scheduling model with One Source Enterprise
-  Finalized PT/OT equipment contract for new Bronzeville Center
- Finalizing contracts with Express Scripts to be the Pharmacy Benefits Manager for Meridian and Blue Cross Community Health Plans

Staffing and Agency Update



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Current State

System-wide agency utilization at 18%

Several departments & roles with utilization >18%

Some departments with higher utilization than currently available PIDs

Challenges with hiring and recruiting (ranging from internal processes to national workforce shortage)

Historic lack of transparency into and control of agency utilization

FMLA leave backfilling is significant; 1,229 employees took at least one occurrence of FMLA in past 16 months

Employee engagement improved from 7th to 21st percentile (2022 vs 2024)

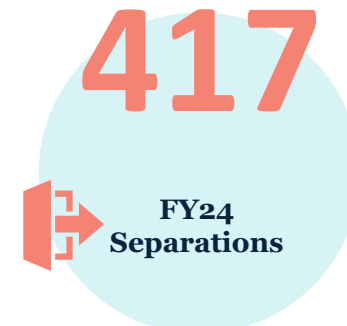
Turnover rates improving (overall 7-8% versus national average of 20%)

Improvement in net hires year-over-year

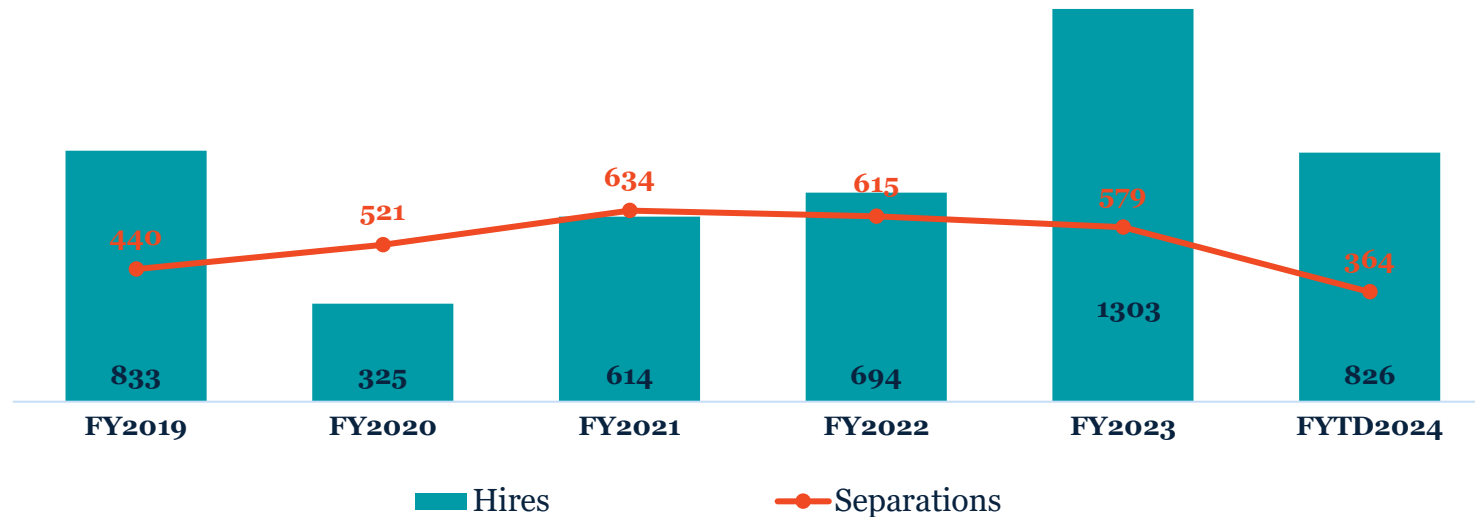
Current State Of Hiring & Separation



FY24 thru 09/30/24



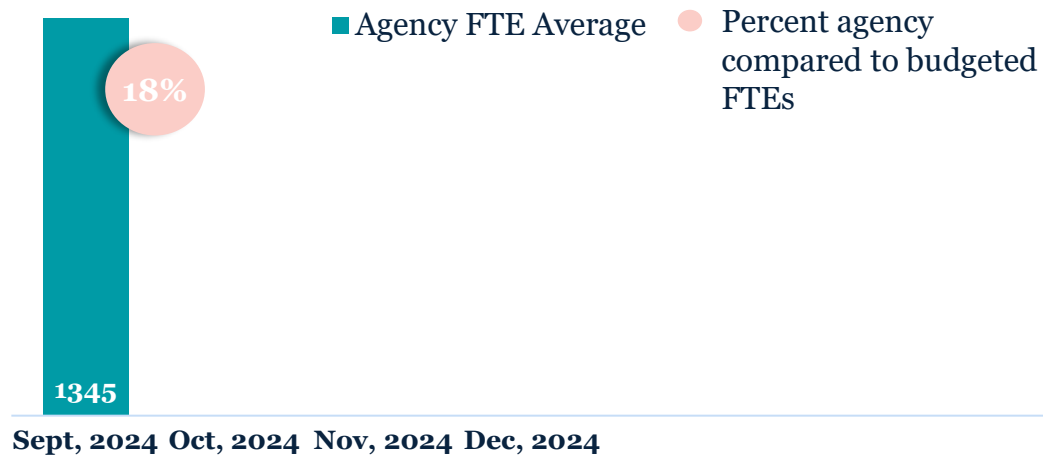
Yearly Hires and Separations



Current State Of Agency Use

October 2024

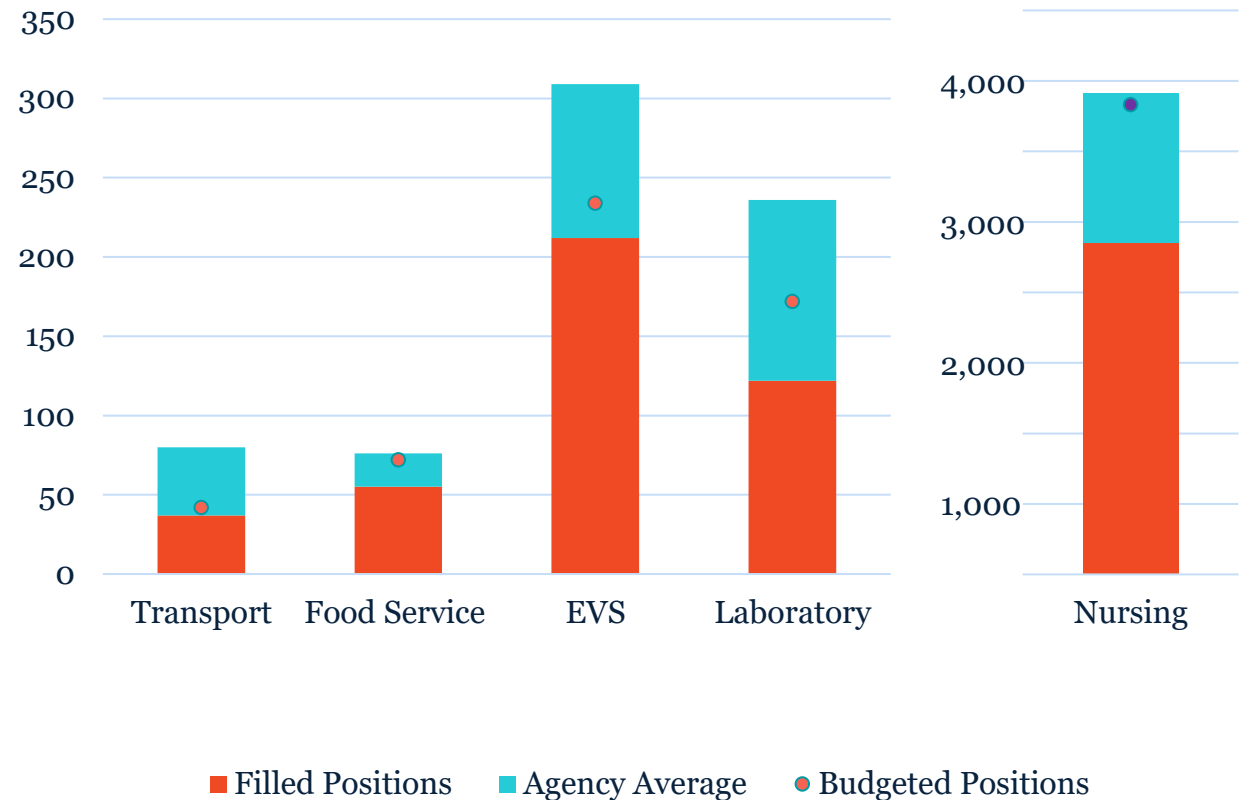
Monthly Agency Use Across All Departments



Agency Conversion

CCH hopes to collaborate with labor partners to create a process to drive conversion of agency staff to employees. Once established, results will be shared here.

Average Agency FTE by Highest Utilizing Departments



Nursing Agency Use

Nursing Position Type	Budgeted FTE (Finance)	Filled FTE	Vacant FTE	Vacancy Rate%	Agency FTE (September'24)	Agency Rate%
Clinical Nurse	1313.8	806.1	507.7	39%	419.5	32%
Licensed Practical Nurse	66.0	45.0	21.0	32%	1.1	2%
Technician	184.8	119.0	65.8	36%	32.9	18%
Nursing Assistant (Health Advocate, Patient Care Tech, Attendant Patient Care)	178.0	132.8	45.2	25%	33.2	19%
Medical Assistant	247.8	154.0	93.8	38%	45.2	18%
Clerk	92.0	66.0	26.0	28%	14.6	16%
Total	2082.4	1322.9	759.5	36%	546.5	26%

Departments with High Agency Use

Department	Budgeted Positions	Filled Positions	Vacant	Vacancy Rate	Agency FY24 YTD Average	Agency to PID Gap	Agency Rate
Transportation	42	37	5	12%	43	38	102%
Laboratory	172	122	50	29%	114	64	66%
Telephone Ops	7	7	0	0%	4	4	57%
Environmental Services	234	212	22	9%	97	75	41%
Rehabilitation	73	65	8	11%	30	22	41%
Human Resources	61	46	15	25%	20	5	33%
Food Services	72	55	17	24%	21	4	29%
Hospital Security	42	28	14	33%	12	0	29%
Radiology	207	142	65	31%	59	0	29%
Health Plan Services	433	336	97	22%	67	0	15%
Pharmacy	305	265	40	13%	35	0	11%
Respiratory	84	71	13	15%	4.25	0	5%
Grand Total	3,333	2,351	982	29%	1,059	77	32%



CCH Contracted Services

Through July

Department	Contracted Services FY24 YTD Average	Notes
Support Ancillary	21	All these roles are Greeters and 4Help Call Center roles that were newly created positions during COVID.
Hospital Security	51	Provident and ACHN security is fully outsourced to respond to unique needs. CCH is currently assessing continued structure.
Human Resources	3	HR Optimization work related to Classification and Compensation as well as the learning and development infrastructure.
Food Services	15	Provident is fully outsourced.
Environmental Services	5	Management outsourced.
Sterile Processing	9	Management outsourced.
HIS	91	Through Eviden contract, they provide support for health information systems, EMR, and financial systems at both the analyst level as well as management level. This ensures continuous HIS, CDI, and BOT staffing and systems support.
Grand Total	124	

Current Actions

Bi-weekly meetings between CCH HR & CEO and BHR & Labor

Quarterly meetings with OUP and CCH leadership teams

System level oversight developed on agency utilization

Department level benchmarking using Vizient ODB

Paused new agency FTE additions

Additional controls implemented over any agency additions (system level approval required)

Auditing recent utilization through Internal Audit and Compliance

Completing market analysis for multiple positions to assess pay rates

Completing EP policy update to:

- Make nursing accelerated hiring process permanent
- Expand accelerated hiring for additional roles (EVS, food service, transporters)

Next Steps

Right-sizing each department with high agency use

Reviewing currently-vacant PIDs for reallocation to address PID shortages

Completing 10% agency reduction exercise across all departments with agency use

Completing restructure of several roles existing across multiple departments

Considering implementation of time limits for individuals in agency roles (e.g. at 1 year, must decide to be employed or leave)

Employee Engagement

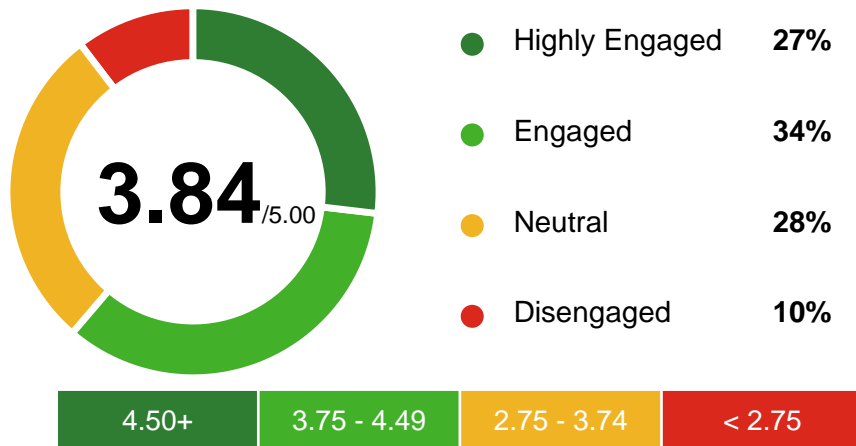


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Engagement Survey Results

Snapshot

Organization's Engagement Score and Respondent Distribution



↑ **+0.23** vs. 2022 survey (3.61)

21st Rank vs. Nat'l HC ('22: 7th)

20th Rank vs. Nat'l Safety Net Hospital ('22: 5th)

57% Response Rate ('22: 48%)

Survey Admin: Jun-Jul 2024
N = 3,2988 / 57% Response Rate
2022: 2,593 / 48% (2020: 56%)

Strengths








- Like the work I do (**91%** Favorable)
- Pay is fair (**54th** %ile vs. Nat'l Norm)
- Nurses: Communication between physicians, nurses & other med staff is good

Opportunities

- Adequate Staffing (**-.46**) & Job Stress (**-.40**)
 - Work unit teamwork (**-.42**) / Supervisor encourages teamwork (**-.42**)
- Org treats employees with respect
 - Involved in decisions (**-.32**)
 - Getting the training I need (**-.45**)
- Responsibilities are clearly defined (**-.43**)

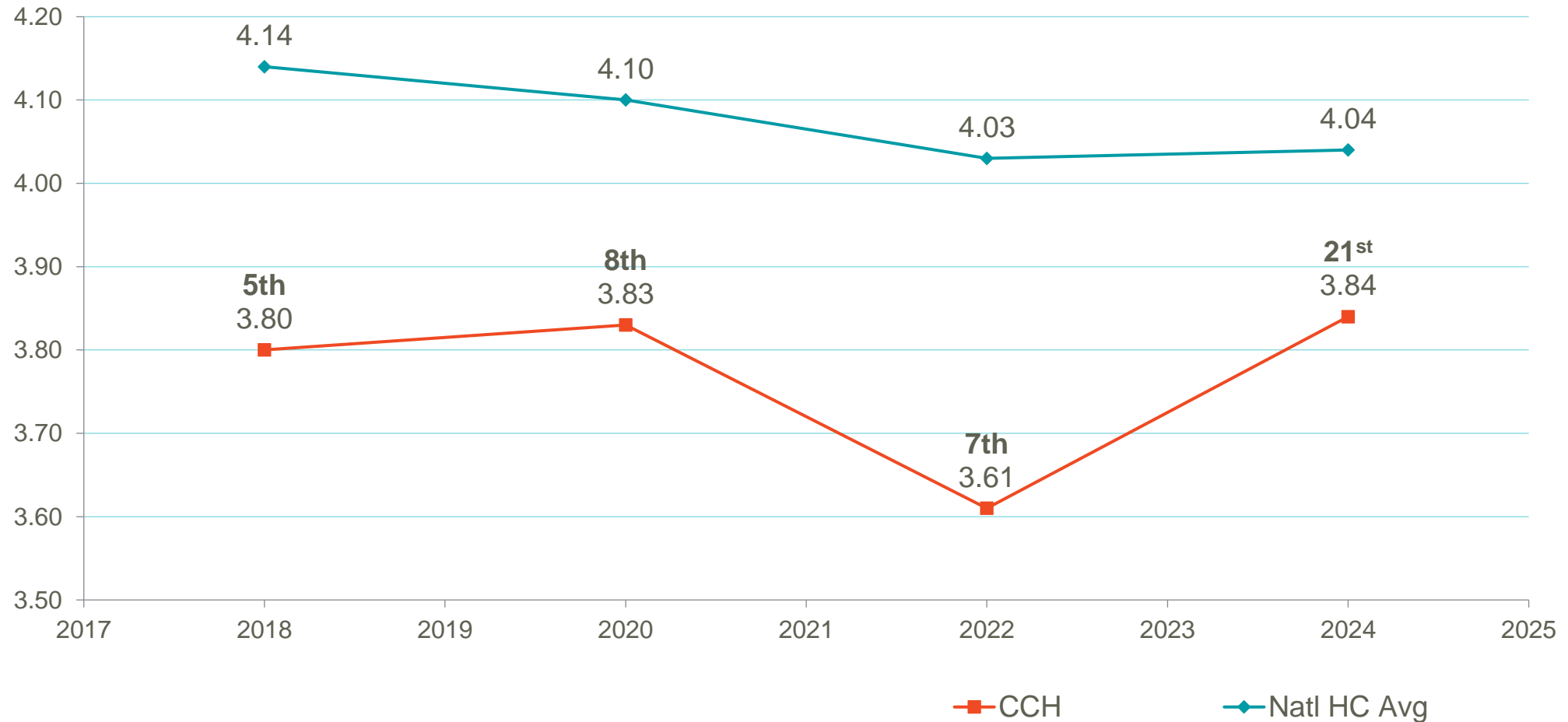
*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.

Items Included in Engagement

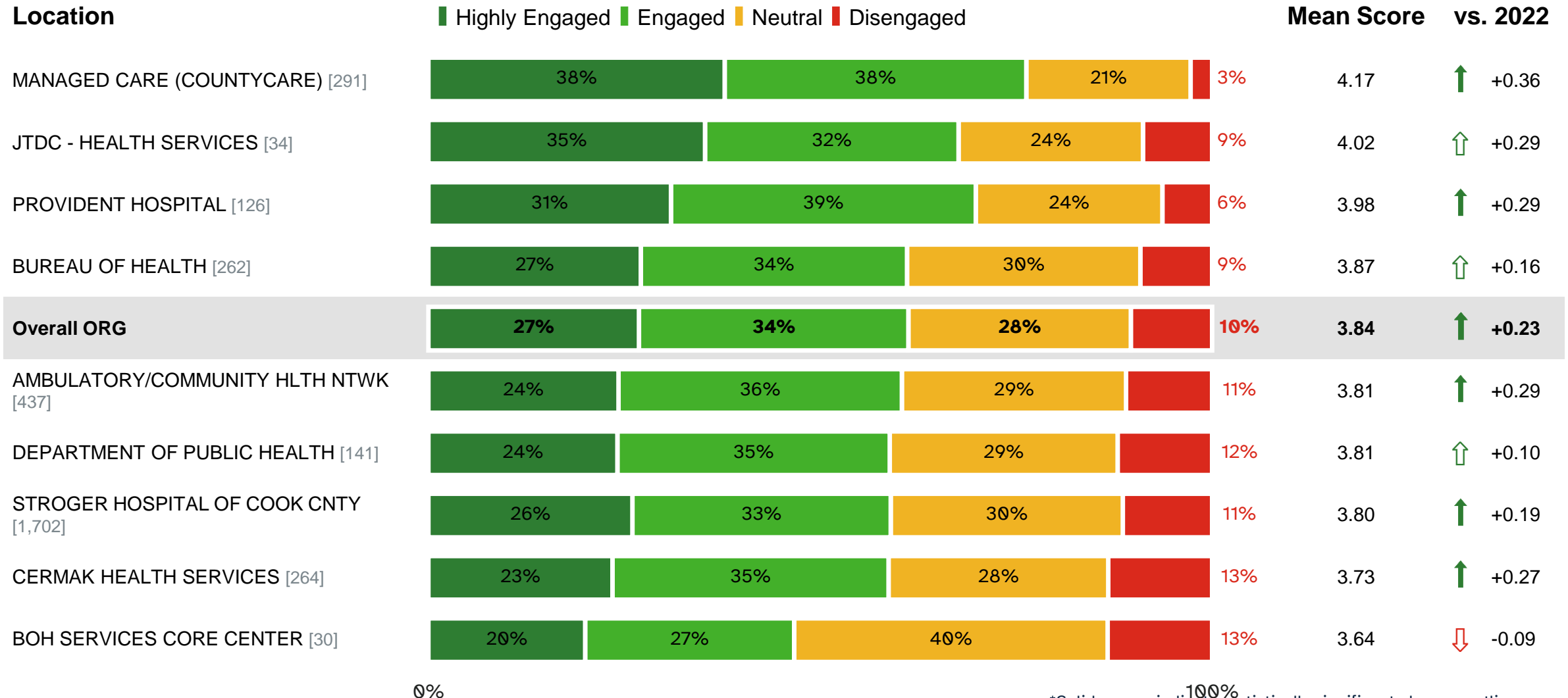
Item Text	Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
I would like to be working at Cook County Health three years from now.		4.00 ↑ +0.20	42nd	44th
I would stay with this organization if offered a similar position elsewhere.		3.76 ↑ +0.19	35th	35th
I am proud to tell people I work for Cook County Health.		4.09 ↑ +0.23	32nd	30th
Overall, I am a satisfied employee.		3.72 ↑ +0.20	17th	19th
I would recommend Cook County Health as a good place to work.		3.74 ↑ +0.28	15th	15th
I would recommend this organization to family and friends who need care.		3.76 ↑ +0.32	11th	16th
Engagement Indicator		3.84 ↑ +0.23	21st	20th

Note: Neutral labels are hidden when percentage is less than 5%.

Engagement Relative to Historical and Peer Performance



Focusing on Facilities

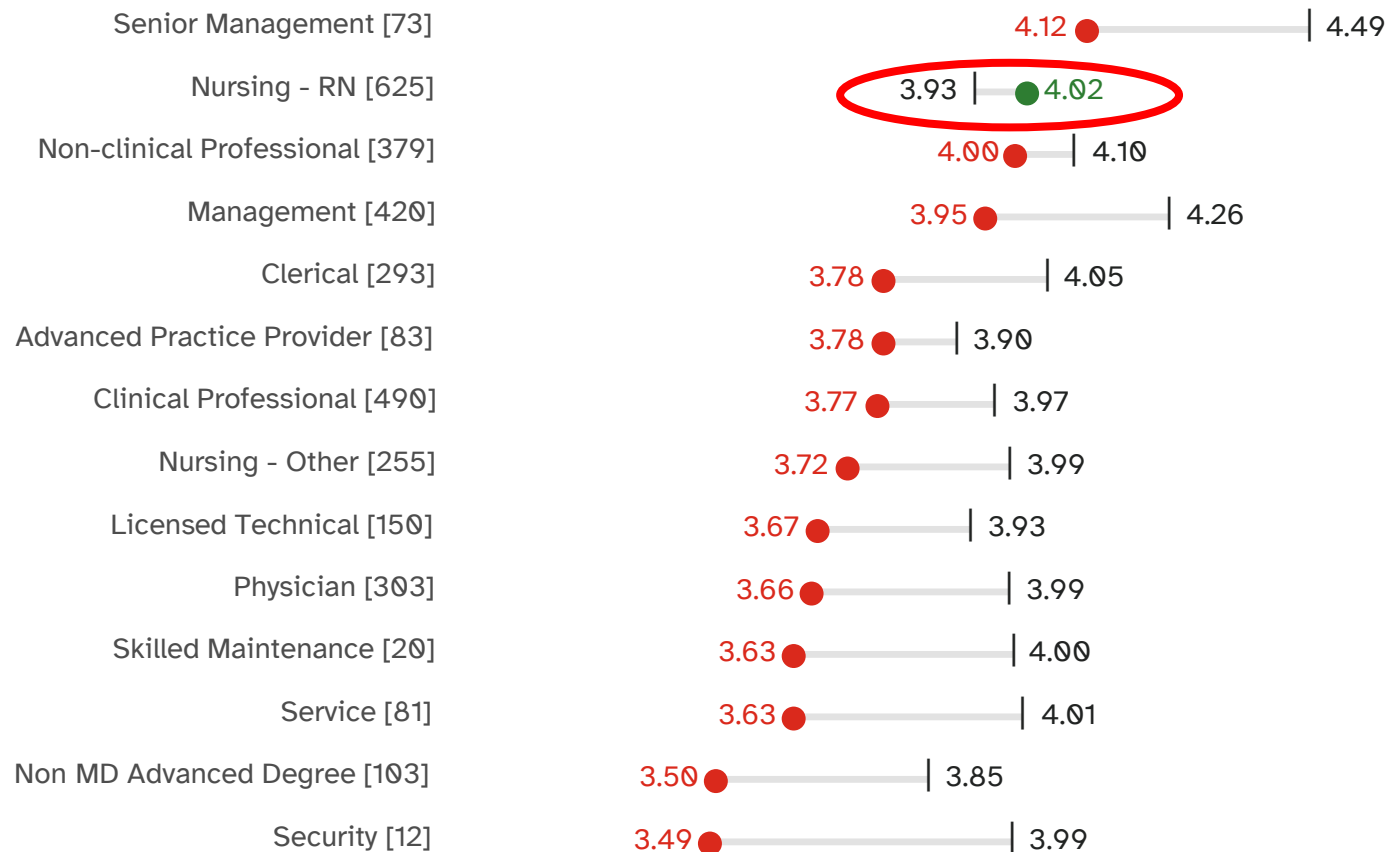


*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.

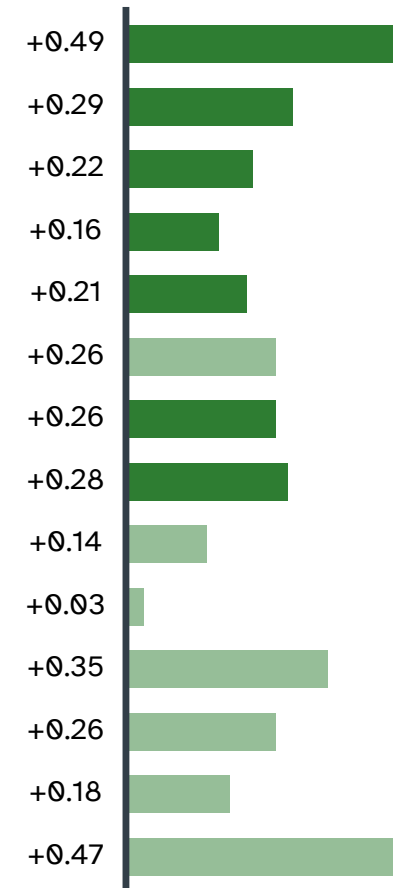
Facilities are sorted by Engagement Mean Score.

Engagement Score by Position

vs. Sub-Group Nat'l Benchmark



vs. 2022

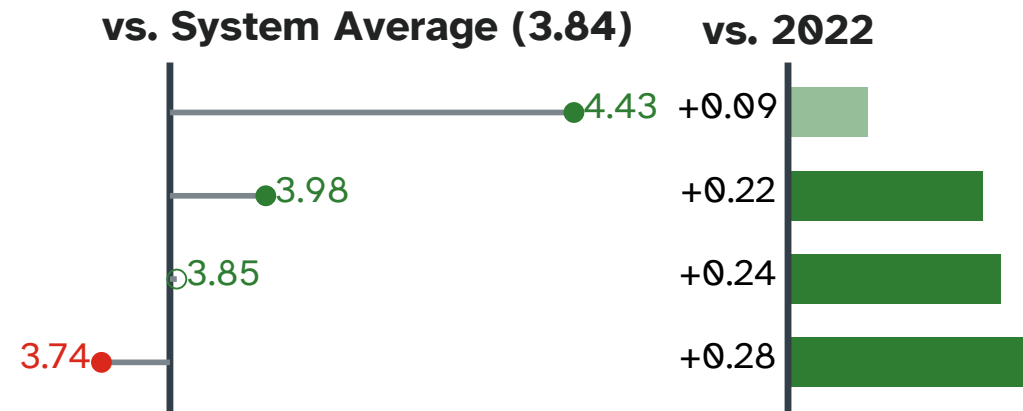


Dark shading indicates that change from last survey is statistically significant (alpha = 0.05).

vs. Benchmark (|): ● Below ● Above
Statistically Significant: ● Yes ○ No

Engagement Score by Generation

Traditionalist (1930-1945) [5]
Baby Boomer (1946-1964) [648]
Generation X (1965-1981) [1,627]
Millennials or Generation Y (1982-2000) [1,004]

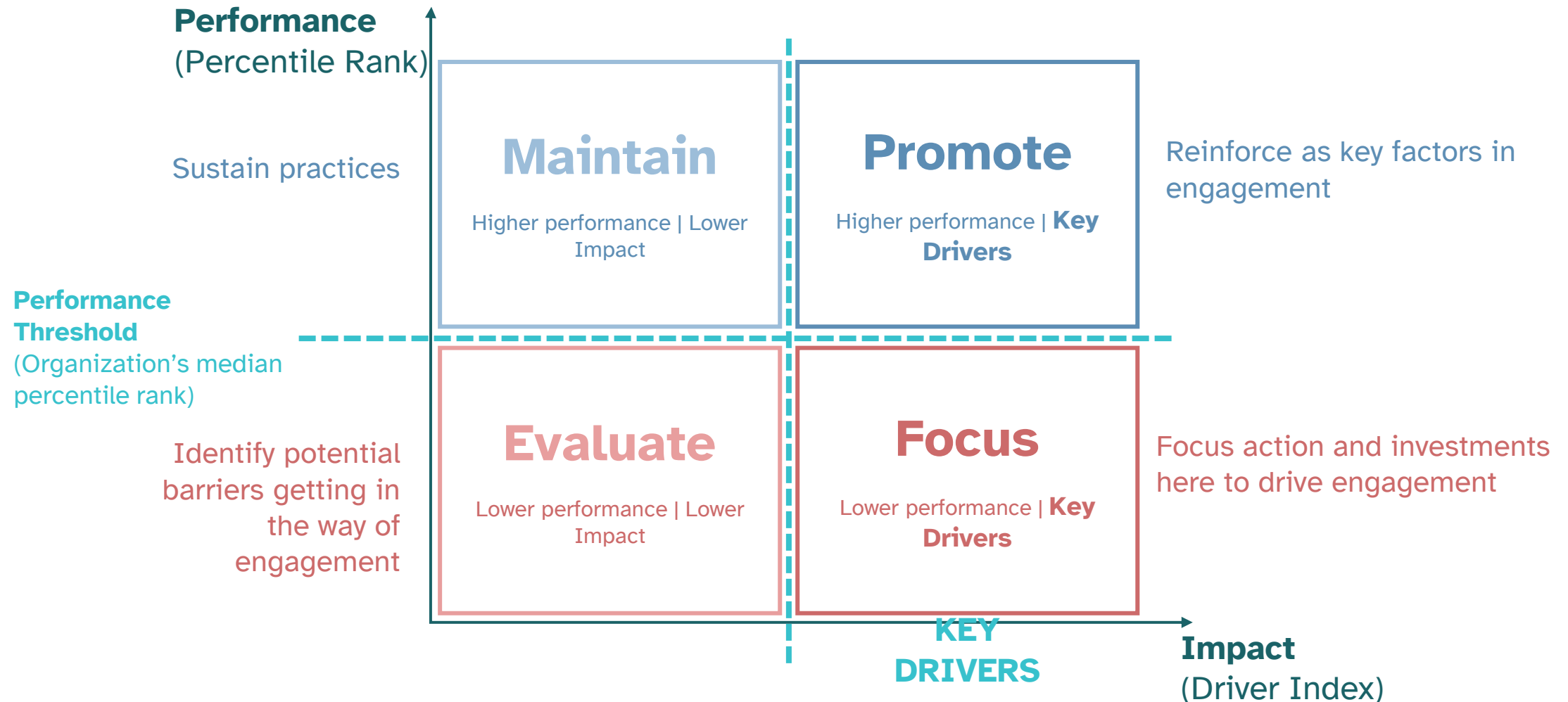


Dark shading indicates that change from last survey is statistically significant (alpha = 0.05).

vs. Overall Average: ● Below ● Above

Statistically Significant: ● Yes ○ No

Key Driver Analysis



Enterprise-wide Key Driver Analysis

Maintain

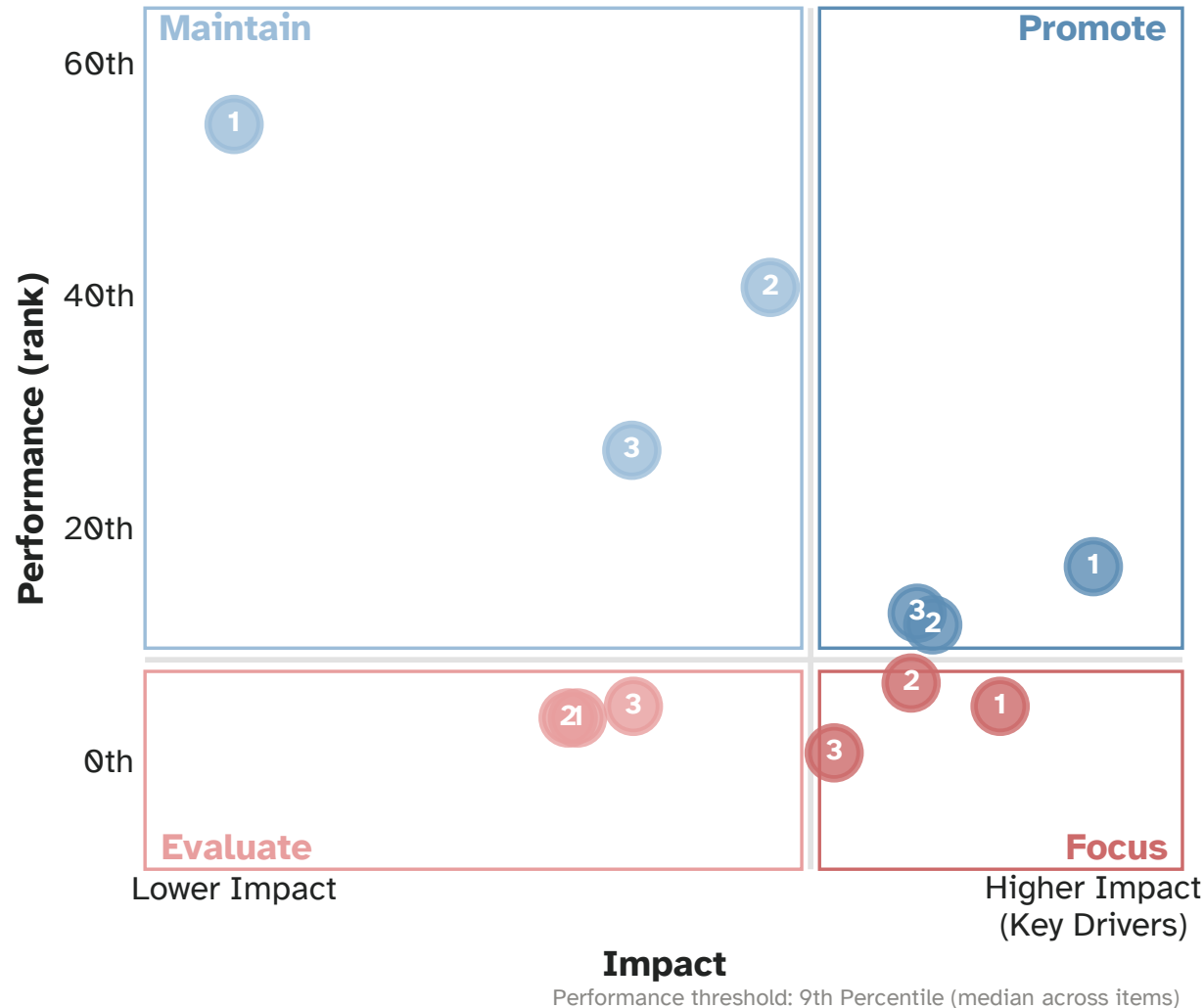
Higher Performance | Lower Impact

- 1 My pay is fair compared to other healthcare employers in this area.
- 2 I like the work I do.
- 3 This organization contributes to the community.

Evaluate

Lower Performance | Lower Impact

- 1 My work unit works well together.
- 2 The person I report to encourages teamwork.
- 3 I get the training I need to do a good job.



Promote

Higher Performance | **Key Driver**

- 1 This organization provides high-quality care and service.
- 2 This organization conducts business in an ethical manner.
- 3 I have confidence in senior management's leadership.

Focus

Lower Performance | **Key Driver**

- 1 This organization treats employees with respect.
- 2 My job makes good use of my skills and abilities.
- 3 My job responsibilities are clearly defined.

Focusing on Key Drivers

Item Text		Respondent Distribution Unfav Neut Fav			Overall Score & Trend		Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
Promote	This organization provides high-quality care and service.	7%	19%	73%	3.92	↑ +0.30	16th	17th
	This organization conducts business in an ethical manner.	11%	23%	66%	3.76	↑ +0.30	11th	11th
	I have confidence in senior management's leadership.	24%	25%	51%	3.36	↑ +0.18	12th	16th
Focus	This organization treats employees with respect.	18%	24%	59%	3.50	↑ +0.29	6th	12th
	My job makes good use of my skills and abilities.	13%	15%	72%	3.85	↑ +0.16	8th	6th
	My job responsibilities are clearly defined.	14%	16%	70%	3.77	↓ -0.05	2nd	1st

Note: Neutral labels are hidden when percentage is less than 5%.

Focusing on Highest and Lowest Ranked Items

Item Text		Respondent Distribution Unfav Neut Fav	Overall Score & Trend	Rank vs. Nat'l HC (Empl)	Rank vs. Nat'l Safety Net Hospital
Maintain	I like the work I do.	2% 7% 91%	4.42 ↑ +0.09	40th	47th
	This organization contributes to the community.	4% 15% 80%	4.15 ↑ +0.17	26th	35th
	My pay is fair compared to other healthcare employers in this area.	27% 22% 51%	3.31 ↑ +0.27	54th	76th
Evaluate	I get the training I need to do a good job.	18% 22% 59%	3.52 ↑ +0.10	6th	8th
	My work unit works well together.	14% 16% 69%	3.81 ↑ +0.13	5th	3rd
	The person I report to encourages teamwork.	13% 15% 72%	3.89 ↑ +0.12	5th	3rd

Note: Neutral labels are hidden when percentage is less than 5%.

Next Steps

- Bring Press Ganey team in to discuss department-specific tactics
- High reliability work
- Leader rounding
- Wellness lounge
- Employee engagement committee
- Ikigai
- Schwartz rounds
- Beryl Institute

Media Dashboard

Presented to the Cook County Health Board on 10/24/24



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Earned Media Dashboard



Total Media Placements

115



Total Reach

1.3B



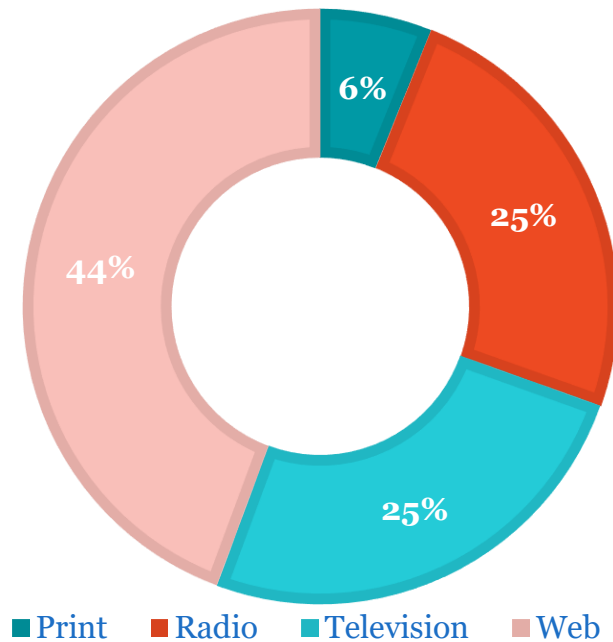
Total Media Value

\$12.2M

Top 5 Local Media Outlets

1. *WBEZ*
2. *WBBM Radio*
3. *WTTW*
4. *CBS 2 Chicago*
5. *NBC 5 Chicago*

Media by Outlet Type



Most Common Topics

1. COVID
2. CEO Search Update
3. Budget Updates
4. ION Lung Cancer Screening
5. Behavioral Health Workforce Forum

Top Headlines



Cook County Health unveils new tool in diagnosing lung cancer



Mental health workforce would have to double in 5 years to meet demand: report



Oncologist celebrating 55 years at Stroger Hospital, and her 87th birthday



Durbin Announces New Resources To Address Child Lead Poisoning Risks In Chicago



Health leaders discuss rise in cyberattacks



How to order free, at-home COVID test kits in Illinois through USPS



“La sífilis se detiene conmigo”/“Syphilis stops with me”

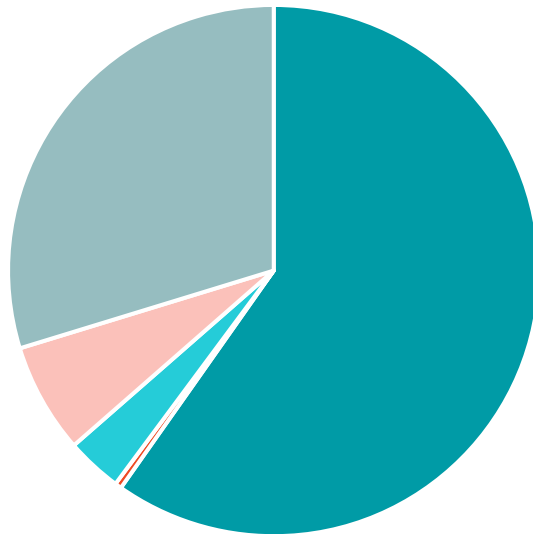


El Departamento de Salud del Condado de Cook Lanza un Sistema Robótico de Biopsia de Cáncer de Pulmón

Top Source Competitor Report

How Cook County Health compares to area hospitals in media coverage by top local outlets

Share of Voice by Percentage



- Cook County Health
- Northwestern Medicine
- Rush Hospital
- UIC Hospital
- University of Chicago

Top Content

Top Article by Reach




Article from the source with most monthly visitors.




CBS News
Editorial | US | Oct 11 - 10:56 PM

Oncologist still going still going after 55 years at Stroger Hospital, 87 years of life

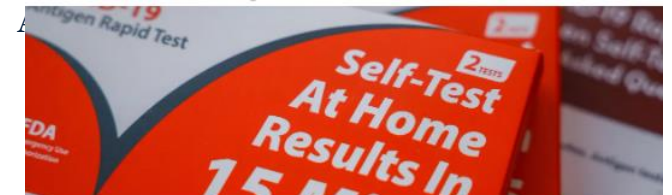
Oncologist still going still going after 55 years at **Stroger Hospital**, 87 years of life

Social Echo  0  0  0

57M Reach

Neutral 


Top Article by Reach & Volume




WMAQ-TV - NBC 5 Chicago
Editorial | US | Sep 26 - 12:50 AM

Free, at-home COVID test kits now available to order from USPS. What to know

Chantel Tinfang, a family medicine physician with Sengstacke Health Center at **Provident Hospital** of Cook County, noted at the time that many

Social Echo  0  0  0

8.94M Reach

Neutral 

ION Robotic Lung Bronchoscopy Press Conference



13 media placements
Potential reach: 5.8M individuals
Advertising value equivalency: \$53.3K



Social Media Summary

During September 23 – October 20, 2024, the communications team posted content on Facebook, Twitter, Instagram and LinkedIn for Cook County Health.

Facebook – 45 posts

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

Twitter – 47

<https://twitter.com/CookCtyHealth>

Instagram – 47 posts (includes stories and IGTV)

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

LinkedIn – 49 posts

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

Social Media Summary

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

Twitter

- Impressions: **4.9K** (up **14%**)
- Post Link Clicks: **13**
- Engagements: **57**
- Followers: **4,800**

LinkedIn

- Impressions: **40.8K** (up **28%**)
- Page Views: **2.5K** (up **29%**)
- Engagements: **4.9K** (up **56%**)
- Followers: **15K** (up **2%**)

Facebook

- Total impressions: **75.4K** (up **162%**)
- Post engagement: **5.0K** (up **146%**)
- Post reach: **29.4K**
- Page followers: **9,077** (up **60** from last month)

Instagram

- Impressions: **15K** (up **30%**)
- Engagement: **448** (up **51%**)
- Profile visits: **448** (up **21%**)
- Followers: **3,680** (up **47**)

Facebook Insights

Top Posts



Reach: 17.5K
Impressions: 1,449
Engagement rate: 13.5%

Reach: 1,073
Impressions: 1,161
Engagement rate: 1.86%

Reach: 659
Impressions: 659
Engagement rate: 22.9%

Twitter Insights

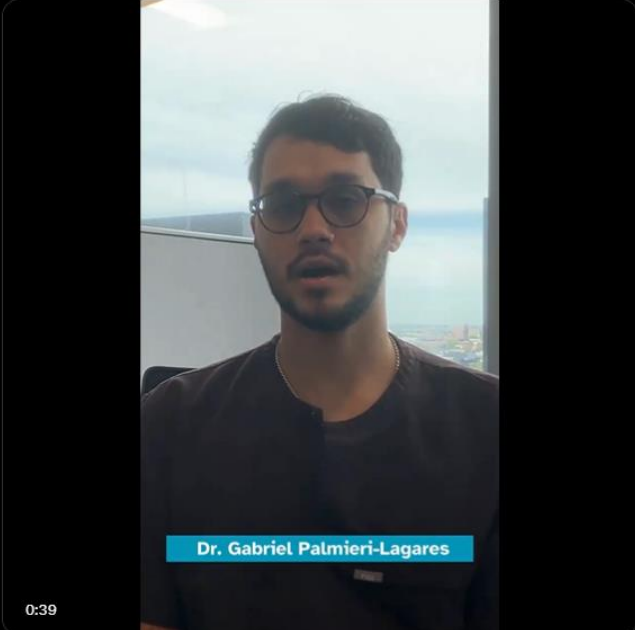
Top Posts

Cook County Health
@CookCtyHealth

Promote

Hoy es el Día Nacional de los Médicos Latinos y el Dr. Gabriel Palmieri-Lagares nos cuenta la razón por la cual decidió trabajar en Cook County Health. #NationalLatinoPhysicianDay #HHM

Translate post



Dr. Gabriel Palmieri-Lagares

0:39

Cook County Health
@CookCtyHealth

Promote

Cook County Health is hiring nurses and medical social workers! Join us on Thursday, October 10 for job fairs.

Submit an online application prior to the event and visit the link below to find out more information. cookcountyhealth.org/join-our-team



Join Cook County Health Nursing Job Fair!

Worker Job Fair

INDUSTRY LEADING NURSE BENEFITS

- 100% tuition reimbursement for nursing-related programs during employment with Cook County Health
- Pension Plan
- 4 weeks' Vacation (0-3 years of service)
- 5 Weeks' Vacation (3+ years of service)
- 3 weeks Sick leave annually
- 4 day and vacation days rollover
- 12 holidays + 2 floating holidays
- Evening, nights, and weekend shift differentials
- Medical, Dental, and Vision Coverage
- Basic Term Life Insurance
- Deferred Compensation Program

NEW GRADS WELCOME!

INTERVIEW

- Must apply for each hiring for job posting you wish to be considered for. Each candidate to apply online.
- The only candidate to interview will be at the job fair.
- Qualified candidates will be interviewed on-site at the job fair.
- Interviews scheduled for this event are on-site and will be held on a first-come, first-served basis while vacancies remain.
- Please bring your resume.

QUESTIONS? Call 312-864-0430

COOK COUNTY HEALTH
cookcountyhealth.org

APPLY TODAY
cookcountyhealth.org/join-our-team/

ADDITIONAL INFO: Candidates can apply to the Cook County Health Temporary Decision Center page.

9:00 AM · Oct 3, 2024 · 171 Views

Cook County Health
@CookCtyHealth

Promote

Make sure you are prepared for a potential winter surge of COVID. Get your vaccine today and order four free at-home COVID tests. Tests will be mailed to your home for free. Visit covidtests.gov for more information.



12:30 PM · Sep 26, 2024 · 160 Views

Impressions: 184

Impressions: 171

Impressions: 159

Instagram Insights

Top Posts



 **cookcountyhealth** • Follow

 **cookcountyhealth** ICYMI: Yesterday, Cook County Health officially launched a new tool to help in diagnosing lung cancer, the leading cause of cancer deaths in the U.S. The Intuitive Surgical ION Navigational Bronchoscopy platform is a cutting-edge tool that makes diagnosing lung cancer safer, quicker, and more accurate. Learn more by clicking the link in our bio.

1w

34 likes
7 days ago

Impressions: 1,531
Reach: 1,253
Likes: 33



 **cookcountyhealth** • Follow

 **cookcountyhealth** CCH celebrates Physical Therapy Month! Physical Therapy helps to improve mobility and function, manage pain and chronic disease, recover from and prevent injury, and avoid surgery or rehab afterward. Physical therapists (PTs) are movement experts who team up with physical therapy assistants (PTA) to treat people of all ages and abilities.

They improve quality of life through

38 likes
7 days ago

Log in to like or comment.

Impressions: 1,114
Reach: 993
Likes: 37

LinkedIn Insights

Top Posts



Cook County Health
14,991 followers
1mo • Edited •

Several CCH nurse leaders were recognized at this year's Illinois Organization of Nurse Leaders (IONL) conference. Dr. [Jacquelyn Whitten-Bailey](#), Chief Nursing Officer, Stroger Hospital, earned the Innovative Nursing Leadership Award and [Peter Sesi](#), Director of Patient Flow, earned the Rising Star Award.

In addition, an abstract entitled "Decreasing the Discharge Time" by Josephine Reed, Nurse Coordinator II, and Sherrie Spencer, Director of Medical/Surgical Nursing, earned 2nd place.

Congratulations to all!



Impressions: 4,556
Clicks: 284
Engagement rate: 10.5%



Cook County Health
14,991 followers
3w •

Congratulations to Dr. Tom Nutter, Chief Behavioral Health Officer, and the Office of Behavioral Health team for being recognized with the Hero Award at the Thresholds Health's 2024 annual gala!



Impressions: 2,900
Clicks: 233
Engagement rate: 11.4%



Cook County Health
14,991 followers
1w •

This week we celebrate Cook County Health emergency room nurses. We thank them for their dedication and compassion for their patients.



Impressions: 2,477
Clicks: 808
Likes: 85

Finance Metrics

Presented to the Cook County Health Board on 10/24/24



COOK COUNTY
HEALTH

Executive Summary: Statement of Financial Condition

August 31, 2024



- On an accrual basis, interim financials show that CCH ended August with a **\$97.9M favorable** variance to budget. On a cash basis, the County's preliminary cash report on revenues and expenses shows a **\$115.6 favorable** variance to budget. Differences in accrual versus cash basis are primarily due to the timing difference related to recording of revenues received and expenses paid.
 - Revenue Commentary:
 - **Favorable** NPSR variance to Budget due to higher than budgeted volumes/revenues
 - **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 \$12.9M **unfavorable** to budget due to true up of IBNR reserves
 - Membership remains over 425,000, which is 20.7% greater than budgeted

Financial Results – August 31, 2024



Dollars in 000s	FY2024 Actual	FY2024 Budget	Variance	%	FY2023 Actual
Revenue					
Net Patient Service Revenue (1)	\$839,512	\$798,961	\$40,551	5.08%	\$887,484
Government Support (2)	\$286,411	\$278,757	\$7,655	2.75%	\$298,354
Adjusted NPSR	\$1,125,923	\$1,077,717	\$48,206	4.47%	\$1,185,838
CountyCare Capitation Revenue	\$2,524,907	\$2,004,616	\$520,291	25.95%	\$2,317,452
Other	\$41,829	\$16,500	\$25,329	153.51%	\$5,230
Total Revenue	\$3,692,659	\$3,098,833	\$593,826	19.16%	\$3,508,521
Operating Expenses					
Salaries & Benefits	\$570,692	\$654,126	\$83,434	12.76%	\$532,007
Overtime	\$40,898	\$34,289	(\$6,609)	-19.28%	\$37,124
Supplies & Pharmaceuticals	\$186,382	\$132,497	(\$53,885)	-40.67%	\$124,766
Purchased Services & Other	\$538,577	\$526,317	(\$12,260)	-2.33%	\$456,214
Medical Claims Expense (1)	\$2,317,583	\$1,809,341	(\$508,242)	-28.09%	\$2,128,134
Insurance	\$22,417	\$24,054	\$1,637	6.80%	\$12,246
Utilities	\$10,653	\$11,477	\$825	7.18%	\$9,721
Total Operating Expenses	\$3,687,201	\$3,192,101	(\$495,100)	-15.51%	\$3,300,211
Operating Margin	\$5,458	(\$93,268)	\$98,726	-105.85%	\$208,310
Non-Operating Revenue	\$154,550	\$155,292	(\$742)	-0.48%	\$108,073
Net Income (Loss)	\$160,007	\$62,024	\$97,983	157.98%	\$316,383

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.

Key Volume and Revenue Indicators



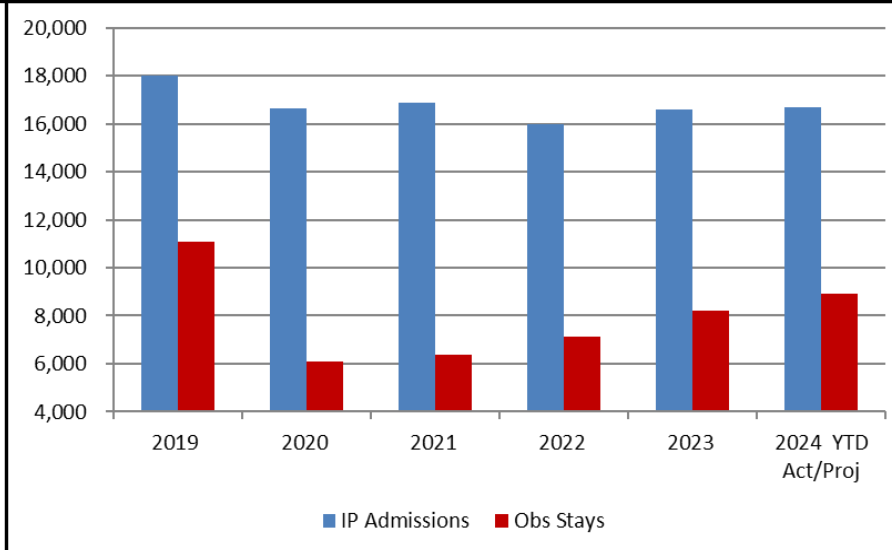
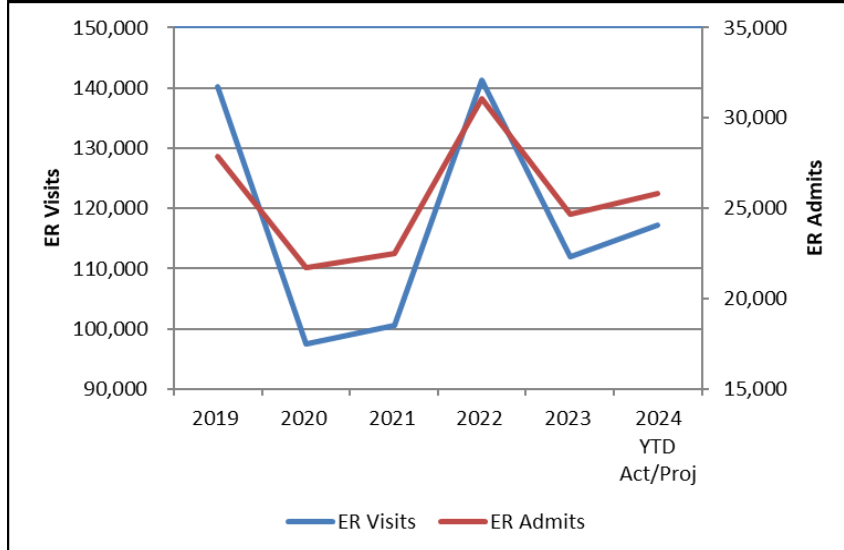
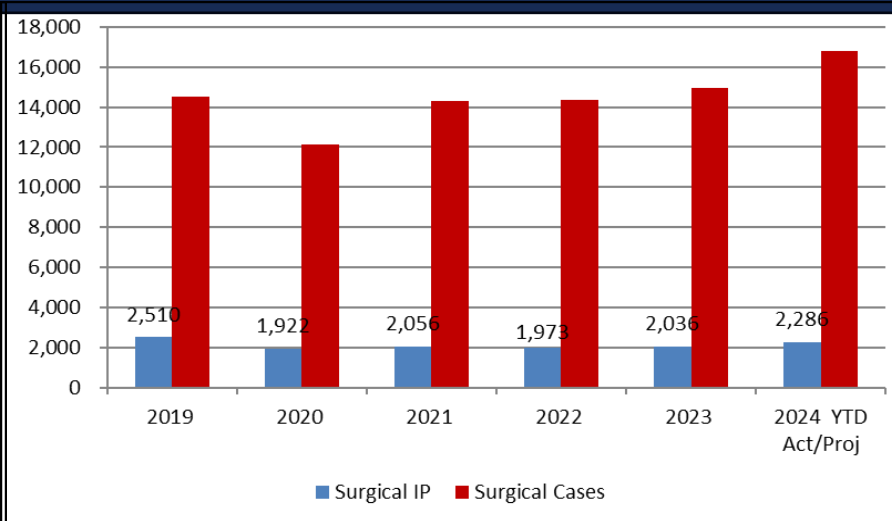
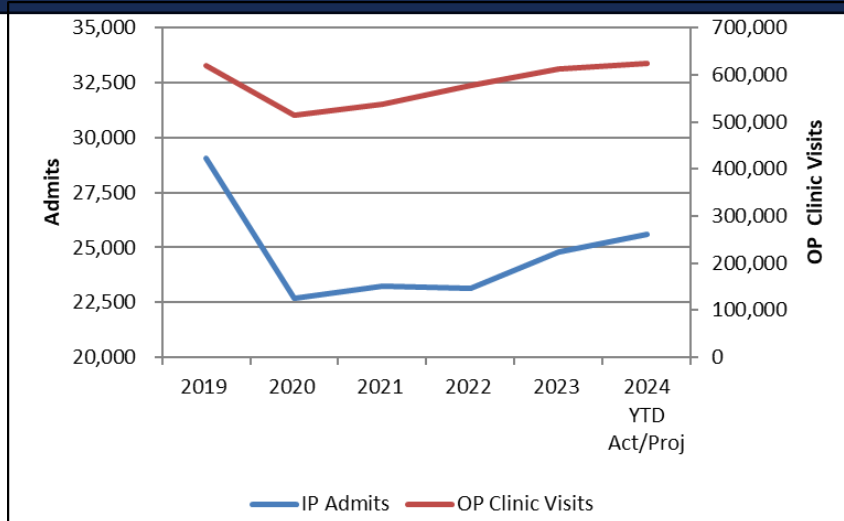
Patient Activity Stroger	2024 YTD Actual	2024 YTD Budget	%	2023 YTD Actual	2022 YTD Actual	Aug 2024 Actual	Aug 2023 Actual
Average Daily Census *	325	287	13.3%	300	271	322	299
Emergency Room Visits	68,217	61,082	11.7%	63,057	58,874	7,856	7,620
Surgeries	8,883	8,593	3.4%	8,663	8,485	957	1,024

Patient Activity Provident	2024 YTD Actual	2024 YTD Budget	%	2023 YTD Actual	2022 YTD Actual	Aug 2024 Actual	Aug 2023 Actual
Average Daily Census *	21	21	0.0%	19	10	19	18
Emergency Room Visits	19,720	19,400	1.6%	19,955	16,157	2,257	2,357
Surgeries	2,296	2,441	-5.9%	2,695	2,189	267	302

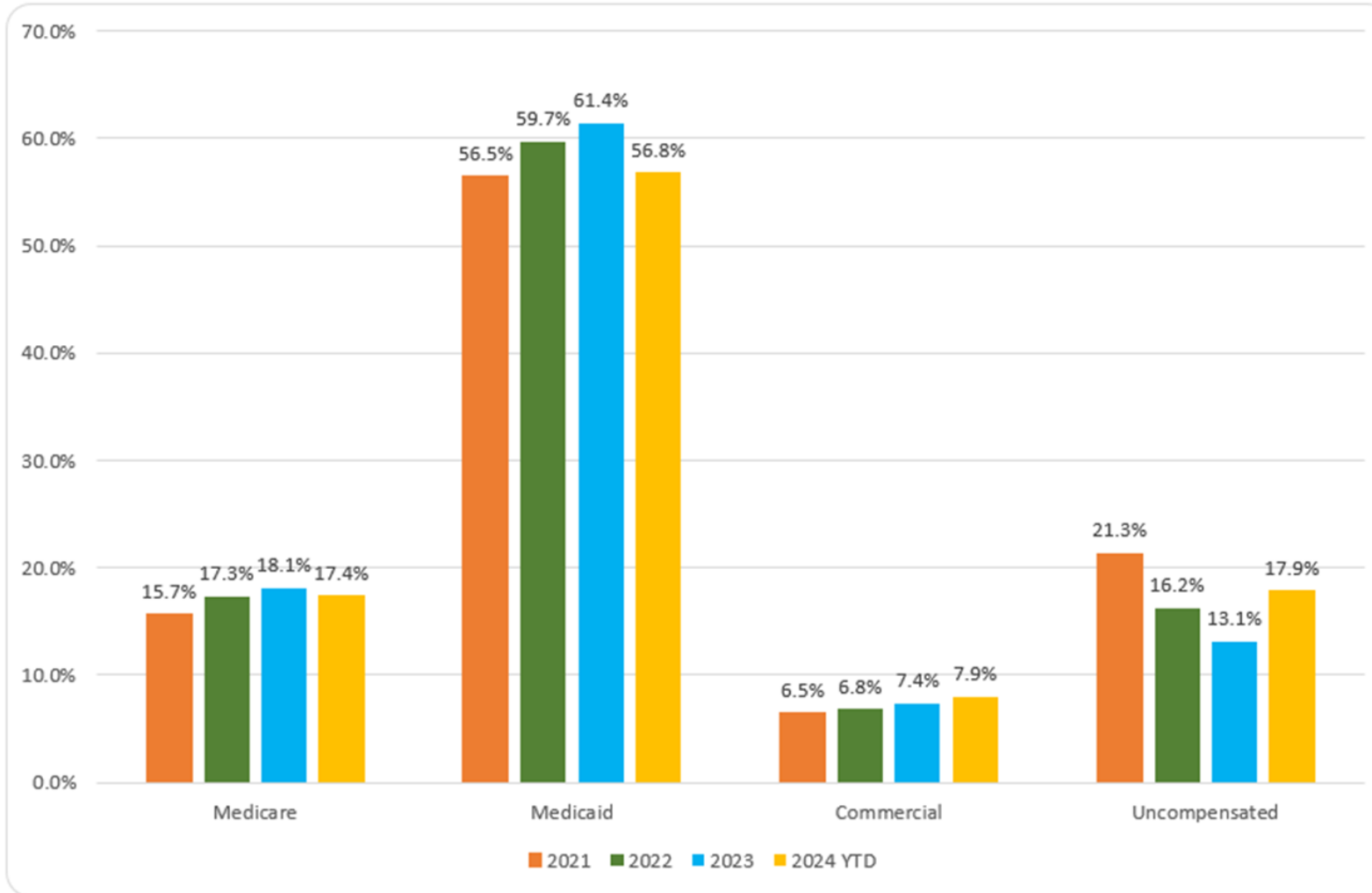
Patient Activity ACHN	2024 YTD Actual	2024 YTD Budget	%	2023 YTD Actual	2022 YTD Actual	Aug 2024 Actual	Aug 2023 Actual
Primary Care Visits	178,976	177,055	1.1%	178,748	161,891	19,977	20,964
Specialty Care Visits	289,739	278,767	3.9%	284,314	273,058	32,621	34,309

CountyCare Membership	2024 YTD Actual	2024 YTD Budget	%	2023 YTD Actual	2022 YTD Actual	Aug 2024 Actual	Aug 2023 Actual
Membership Count	432,417	368,898	17.2%	452,710	430,705	425,555	451,606

Operating Trends



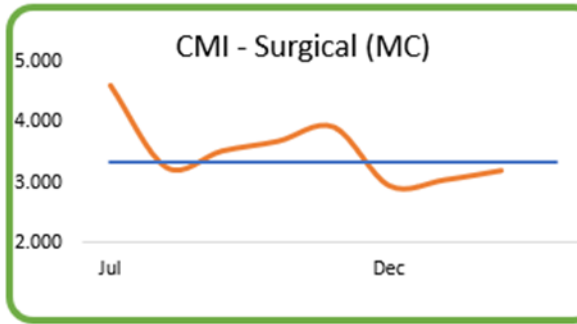
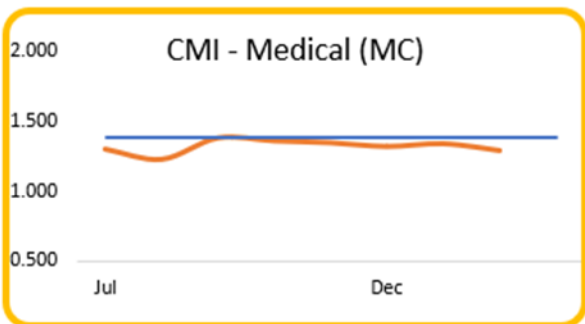
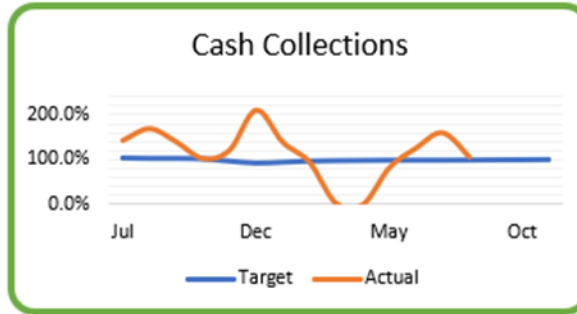
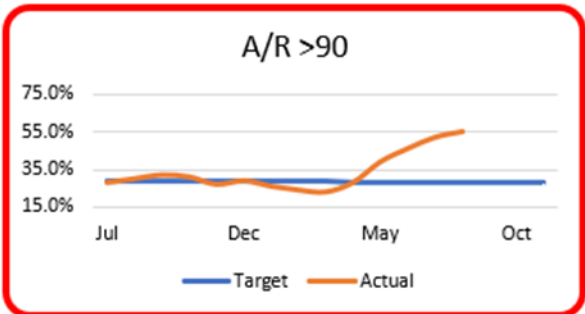
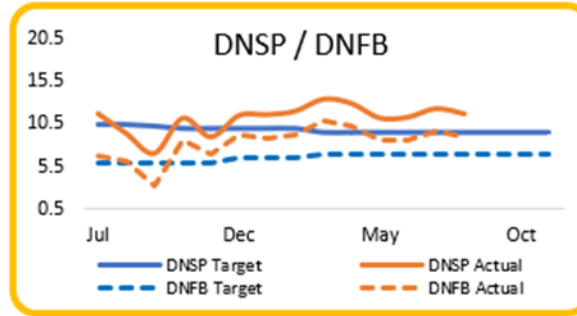
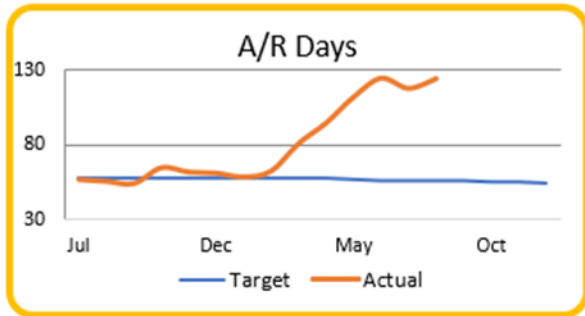
Revenue Cycle - Payor Mix



Commentary

- Jul-Aug Change:
 - Medicare: -0.01%
 - Medicaid: -0.09%
 - Commercial: +0.01
 - Uncompensated: +0.09
- Jun-Jul Change:
 - Medicare: -0.01%
 - Medicaid: -0.07%
 - Commercial: +0.01
 - Uncompensated: +0.07
- May-Jun Change:
 - Medicare: +0.01%
 - Medicaid: -0.03%
 - Commercial: +0.00
 - Uncompensated: +0.02%

Revenue Cycle - Key Performance Indicators



Commentary:

- AR and Cash metrics off target due to the Change Healthcare cyber-attack that occurred on 2/21/24.
- Billing delayed approximately 8 weeks.
- As of August, 100% of our PFS operations are back up.
- Posting solution CCH uses to apply payments to the AR has not been reactivated by Change Health, therefore implementing a Cerner solution, HDX.
- \$146.2M in unposted cash as of 8/31/24.

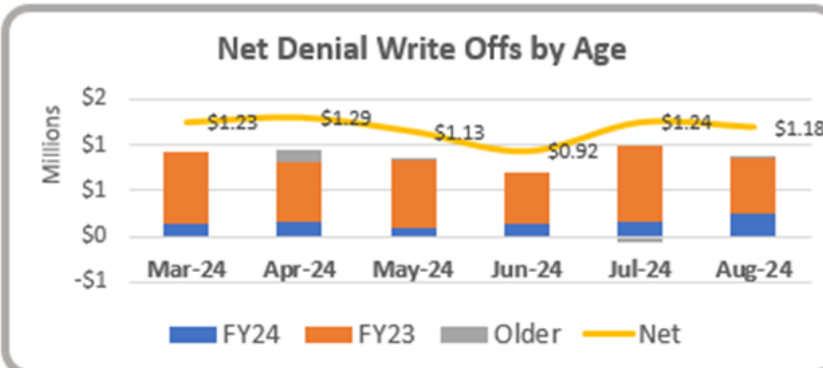
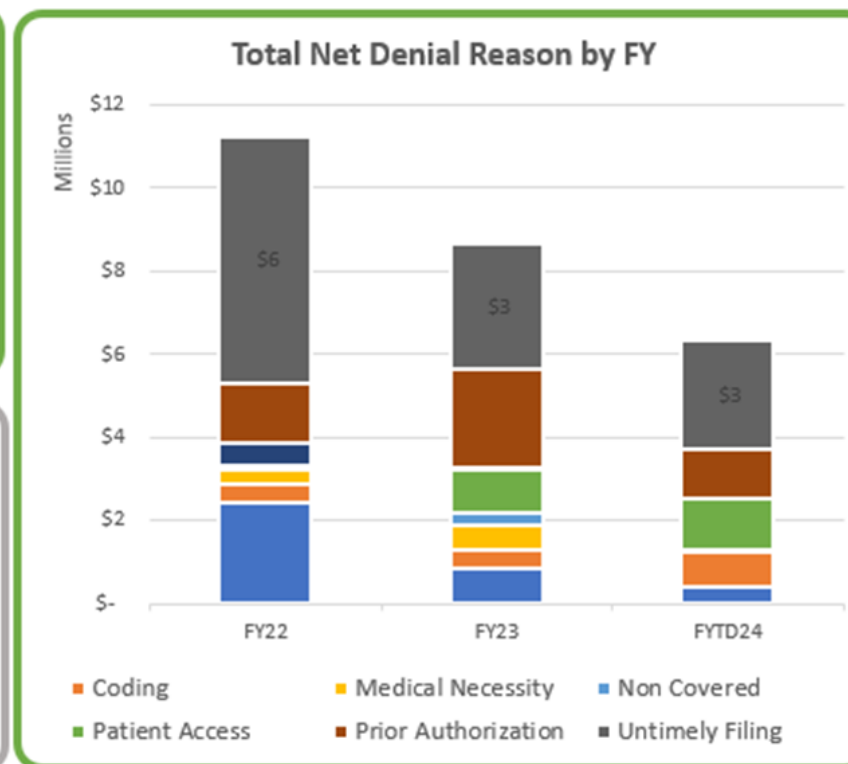
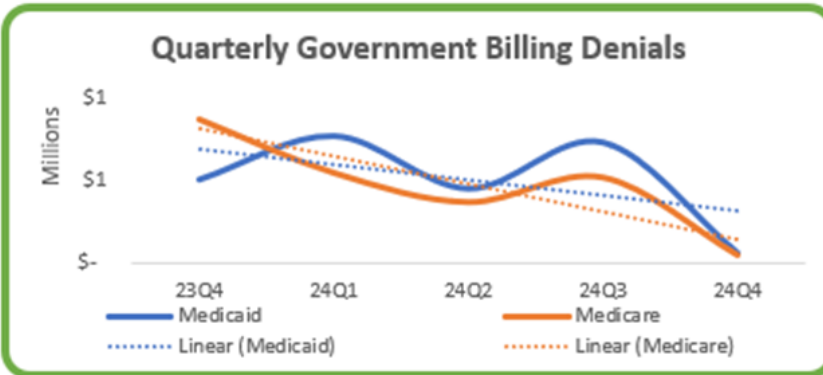
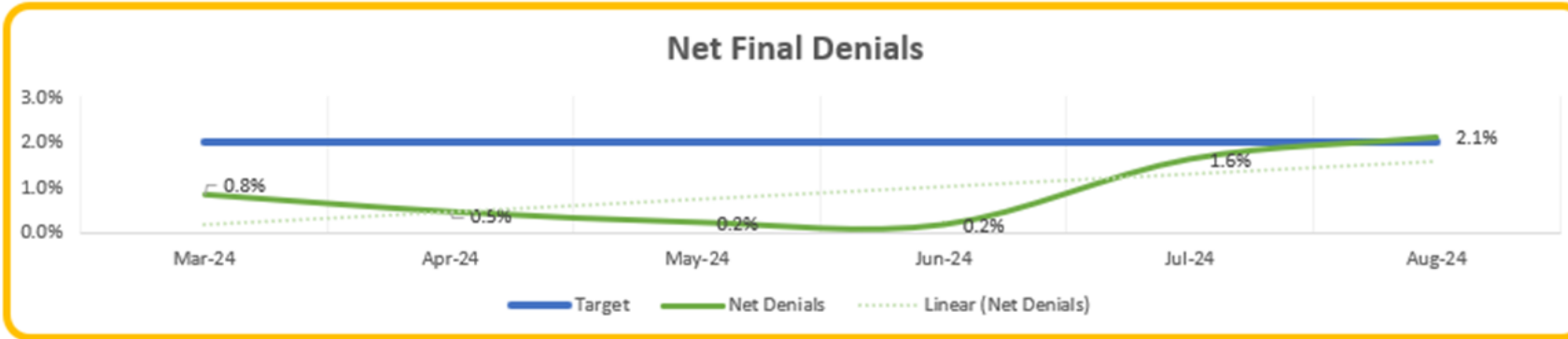
Definitions:

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.

Revenue Cycle - Denial Efforts








Charitable & Public Program Expenditures

	2022 Actual Net Benefit	2023 Actual Net Benefit	2024 Budget Net Benefit	2024 Act/Proj Net Benefit
<u>Charitable Benefits and Community Programs</u>				
Traditional Charity Care	\$ 122,499	\$ 105,040	\$ 112,011	\$ 177,286
Other Uncompensated Care	108,284	135,655	91,800	81,365
Cermak & JTDC Health Services	90,293	100,779	116,848	118,284
Department of Public Health	12,965	12,712	22,267	22,753
Other Public Programs & Community Services	66,321	66,321	71,600	71,600
Totals	\$ 400,362	\$ 420,506	\$ 414,526	\$ 471,288
% of Revenues *	36.9%	38.8%	30.3%	29.2%
% of Costs *	22.0%	23.1%	23.2%	27.3%

* Excludes Health Plan Services

Savings Initiatives: August 31, 2024

Current Activities in Progress	Budgeted FY24 Impact	YTD Achieved	Status
<u>Revenue Cycle:</u>			
Chargemaster Review/Changes	2,750,000	2,062,500	
Revenue Recovery	3,930,000	2,080,300	
Point of Service Collections	300,000	210,000	
<u>County Care:</u>			
Care Coordination Initiatives	3,000,000	2,250,000	
<u>Health System:</u>			
Vendor Contract Negotiations	2,020,000	1,515,000	
	<u>\$ 12,000,000</u>	<u>\$ 8,117,800</u>	68%
		Goal 9/12th	67%

CountyCare – August 31, 2024

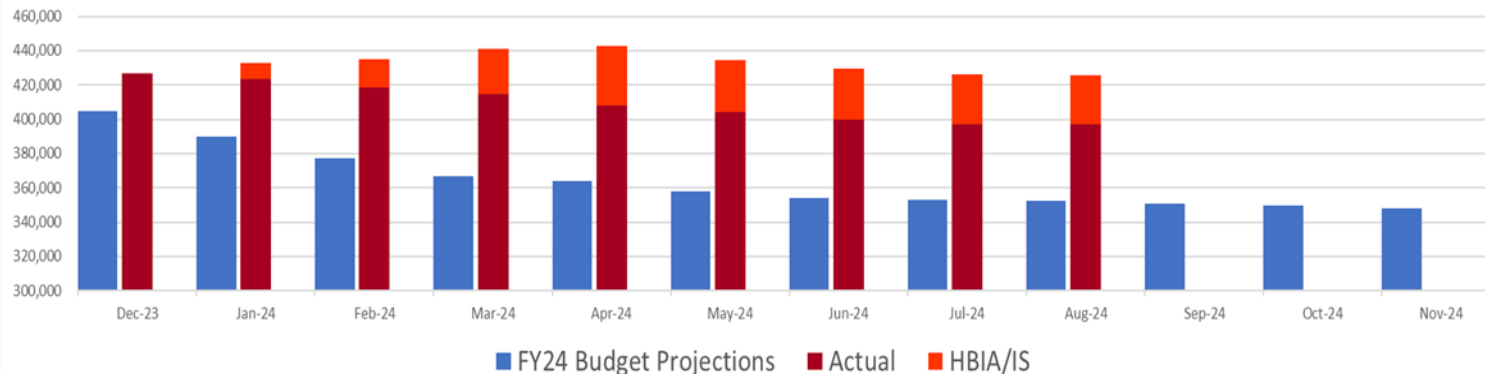


Dollars in 000s except PMPM amounts	FY2024 Actual	FY2024 Budget	Variance	%	Fy23 Actual
Capitation Revenue	\$2,540,200	\$2,007,477	\$532,724	26.54%	\$2,330,938
Operating Expenses					
Clinical - CCH	\$103,825	\$86,857	(\$16,968)	(19.54%)	\$84,925
Clinical - External	\$2,316,797	\$1,807,037	(\$509,760)	(28.21%)	\$2,128,407
Administrative	\$132,437	\$113,583	(\$18,854)	(16.60%)	\$116,988
Total Expenses	\$2,553,058	\$2,007,477	(\$545,581)	(27.18%)	\$2,330,319
Operating Gain (Loss)	(\$12,858)	\$0	(\$12,858)		\$619
Activity Levels					
Member Months	3,894,196	3,320,079	574,117	17.29%	4,081,558
Monthly Membership	425,555	352,501	73,054	20.72%	453,037
CCH CountyCare Member Months	313,610	N/A	N/A	N/A	375,195
CCH % CountyCare Member Months	8.05%	N/A	N/A	N/A	9.19%
Operating Indicators					
Revenue Per Member Per Month (PMPM)	\$652.30	\$604.65	\$47.66	7.88%	\$571.09
Clinical Cost PMPM	\$621.60	\$570.44	(\$51.16)	(8.97%)	\$542.28
Medical Loss Ratio (1)	94.3%	94.3%	0.03%	0.03%	94.0%
Administrative Cost Ratio	5.2%	5.7%	0.50%	8.80%	5.0%
Total FTEs	366	434	68		

Commentary

- Total YTD member months are exceeding budget by 574,117 members.
- Revenue and claims expense are higher than budget due to higher than budgeted membership.
- CountyCare’s reimbursement to CCH for domestic spend is exceeding budget.
- Operating Loss of \$12.8M
- Net loss attributed to the increased costs of newly covered high-cost drugs, as the state has not yet incorporated these expenses in the rates paid to health plans.

CountyCare Membership



Notes:

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

Human Resources Metrics

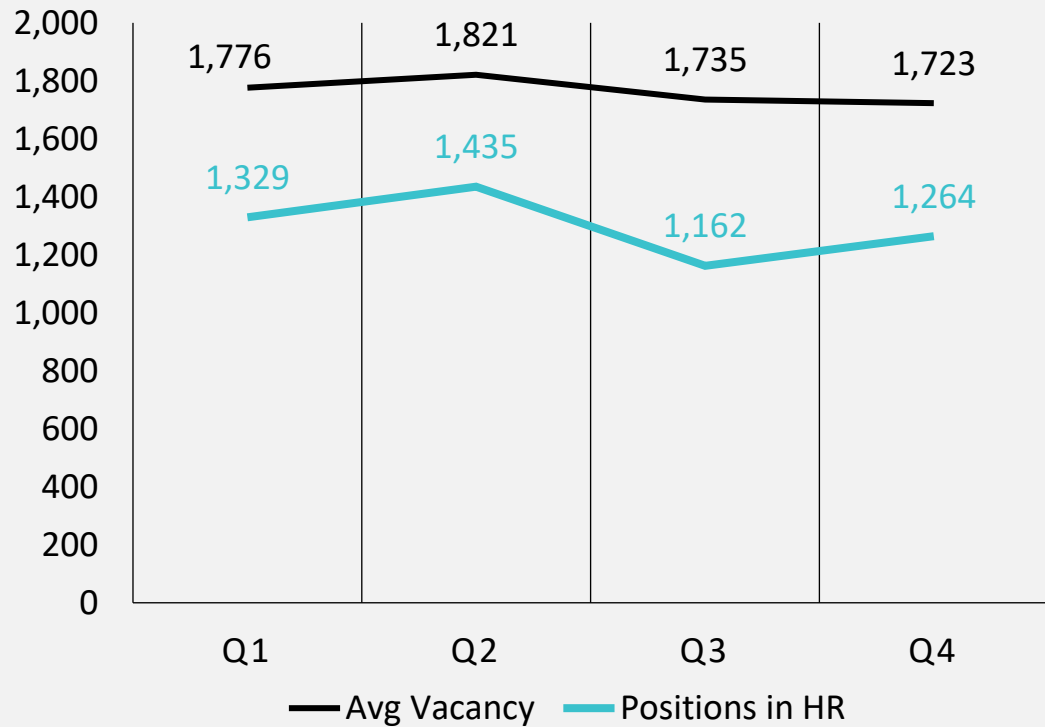
Presented to the Cook County Health Board on 10/24/24

CCH HR Activity Report

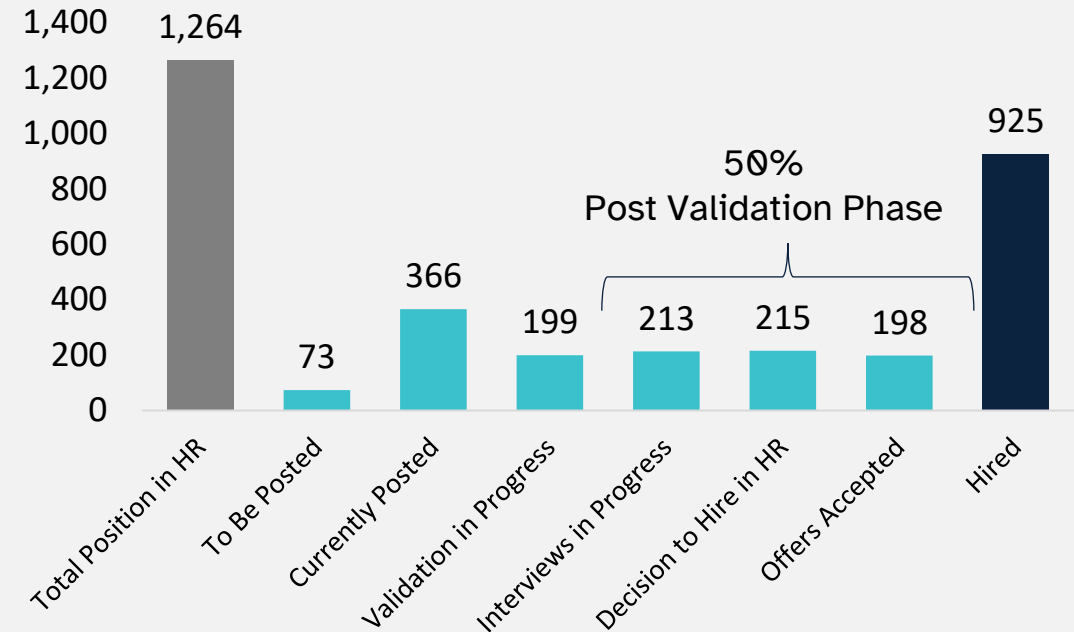
As of 09/30/2024



Vacant Positions



Positions in Process





12/01/2023 thru 09/30/2024



Filled Positions

925

Total Filled Positions YTD

65%

Offer Acceptance Ratio



External Filled Velocity

631

Total External Filled Positions

+214 Net Gain

113 days Time to Fill



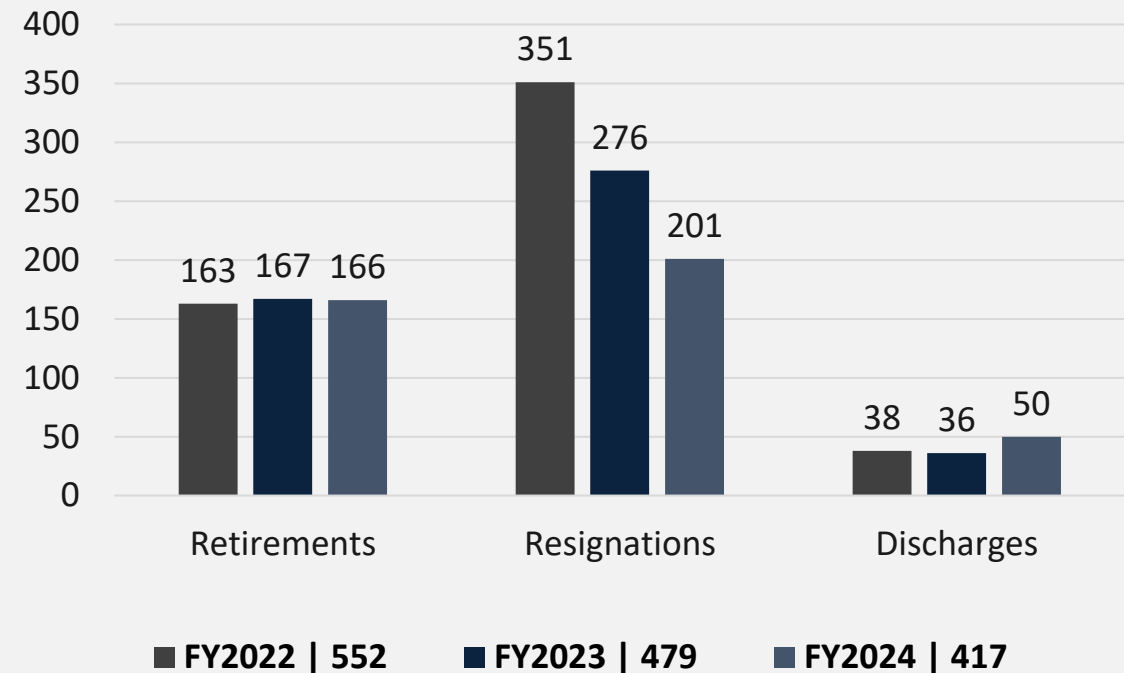
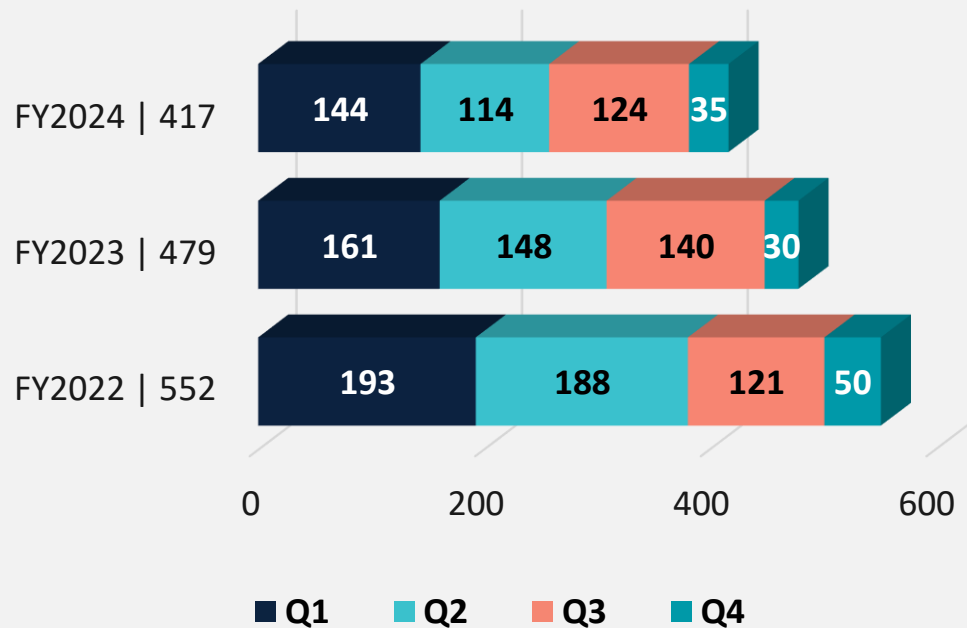
CCH HR Activity Report

12/01/2023 thru 09/30/2024



Separations – Year to Date and Year Over Year

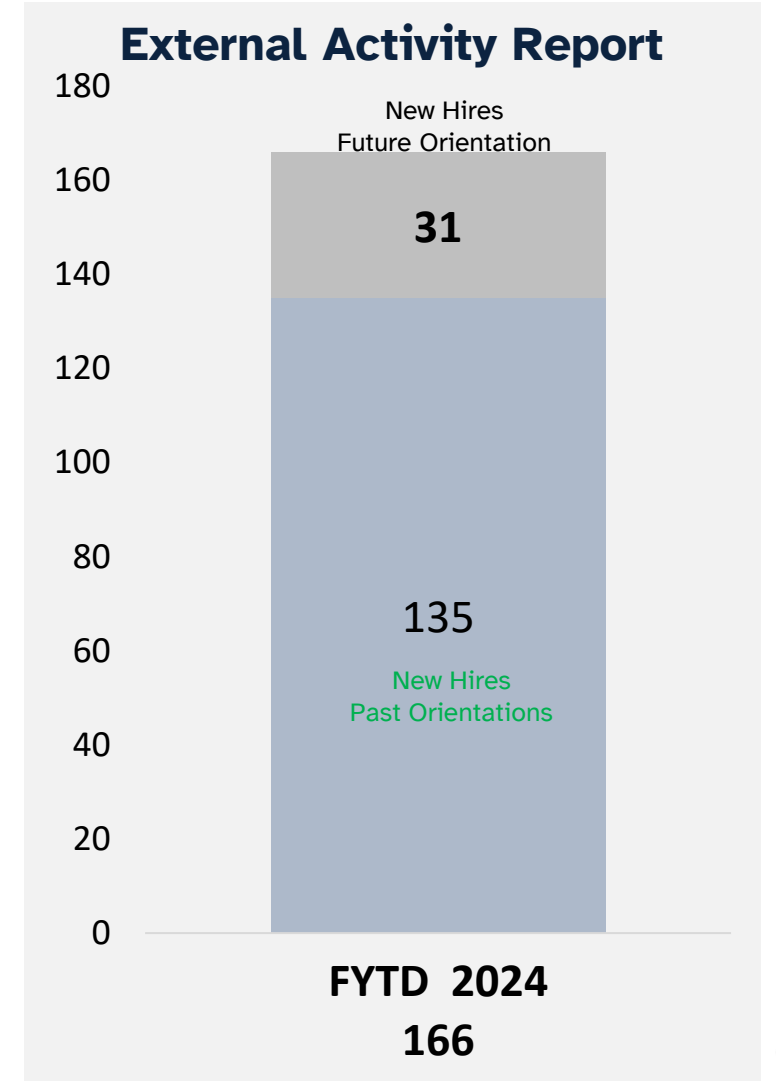
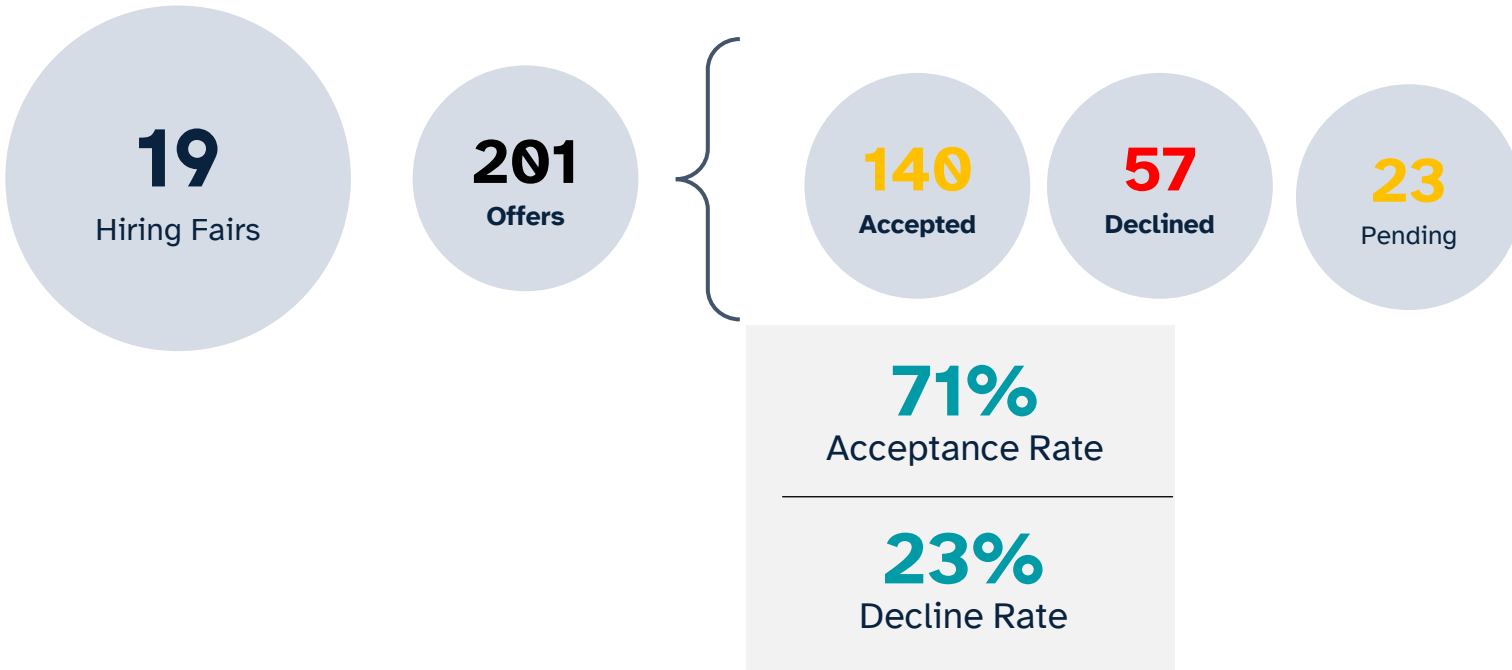
Separations FY24 YTD



Hiring Fair Success

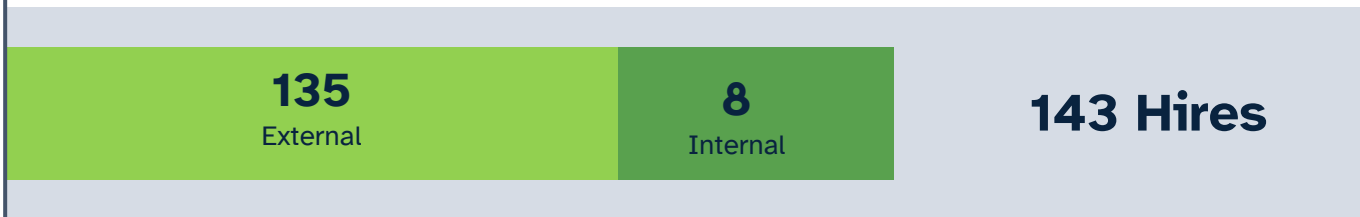
FY 2024 Timeframe: 12/1/2023 - 9/30/2024

Thru 09/30/2024



Hiring Fair Progress

As of 9/30/24



Nursing Hiring Velocity & Attrition

FY24 thru 09/30/2024

635

FY24
Extended Offers

353

255 ↑

FY24
External New Hires

FYTD23
205

157 ↓

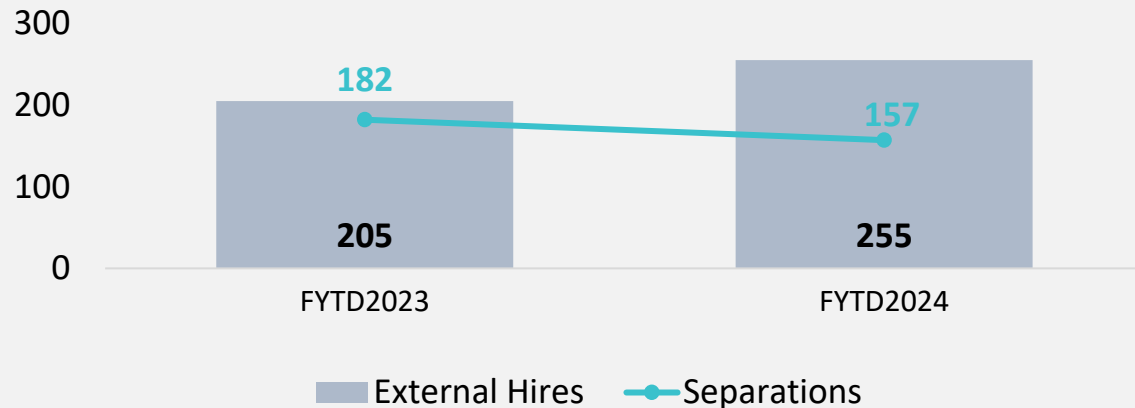
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FY24
Net Hires

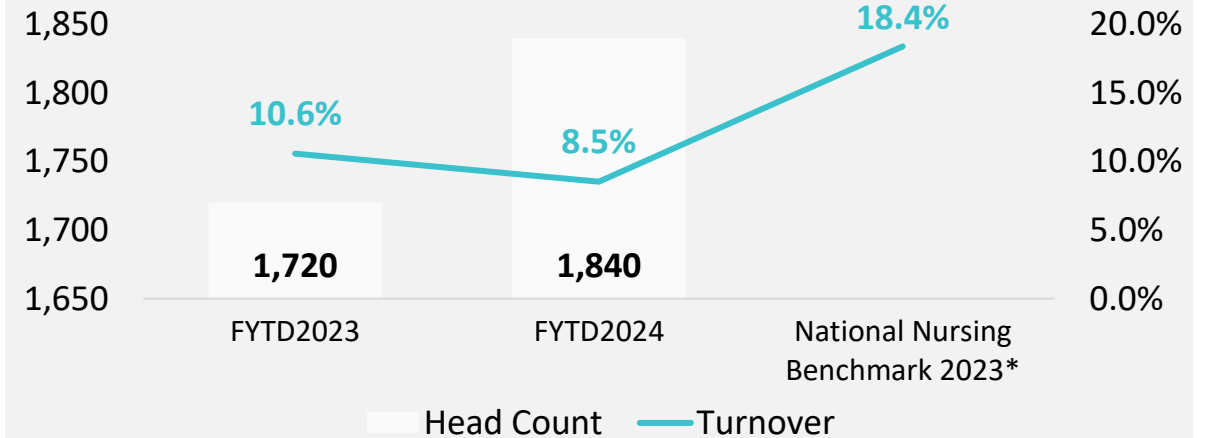
FYTD23
23

107

Yearly Hires and Separations



Head Count



Managed Care Metrics

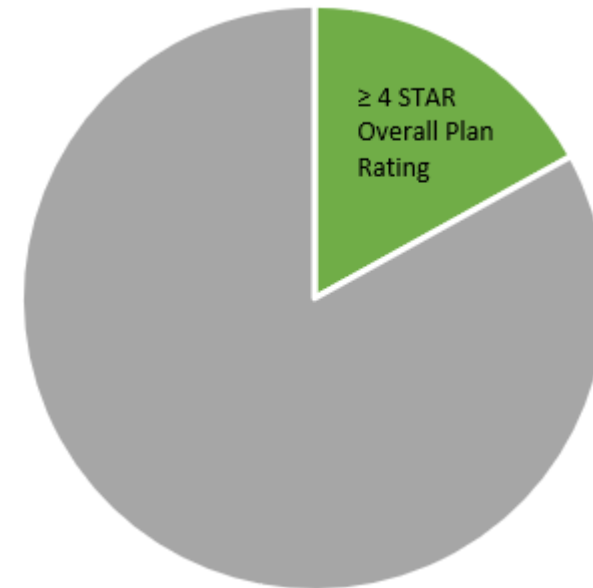
Presented to the Cook County Health Board on 10/24/24

2024 NCQA Health Plan Ratings

CountyCare is proud to have achieved a 4-STAR overall plan rating in the 2024 NCQA Health Plan Ratings.



- Only 20% of Medicaid health plans achieved a 4-STAR rating or higher in rating year 2024.
- CountyCare was one of only two Illinois Medicaid MCOs that received a 4-STAR overall plan rating in 2024.



Successes: 4-STAR Health Plan

Cook County Health & Hospitals System's CountyCare Health Plan



Blue Cross and Blue Shield of Illinois, a Division of Health Care Service Corporation



Molina Healthcare of Illinois, Inc.



Meridian Health Plan of Illinois, Inc.



Aetna Better Health of Illinois Inc.



Successes: APEX Awards



CountyCare won 2 Illinois Association of Medicaid Health Plans (IAMHP) APEX awards categories. IAMHP APEX awards are a venue for IL Medicaid health plans to highlight their innovative work that improves health.

Provider Partner Category Winner - CountyCare: Leveraging Value-Based Care to Improve Member Outcomes

Provider Relations & Engagement Category Winner - CountyCare: Partnering with Providers During the Great Unwinding

CountyCare Community Baby Shower

CountyCare hosted a community baby shower for pregnant and postpartum CountyCare members on Saturday, September 28th at Provident Hospital

The shower included presentations, giveaways, games, lunch, and tables with community organizations



HealthChoice
Illinois
Illinois Department of
Healthcare and Family Services

CountyCare Health Plan
P.O. Box 21153
Eagan, MN 55121

JOIN US

CountyCare's Community
Baby Shower

Sign up
today, spots
are limited!





CountyCare Community Baby Shower





National Association of Counties (NACo) Awards

The National Association of Counties (NACo) awards program recognizes innovative county government programs

CountyCare won three National Association of Counties (NACo) Awards for:

- **Addressing food insecurity (Best in Health Category)**
- **Engaging members during redetermination**
- **Improving member demographics**



Current Membership

Monthly membership as of Sept 5th, 2024



COOK COUNTY
HEALTH

Category	Total Members	ACHN Members	% ACHN
FHP	241,562	11,932	4.90%
ACA	105,203	11,982	11.40%
ICP	31,032	4,604	14.80%
MLTSS	9,537	-	0%
SNC	7,446	327	4.40%
HBIA	17,775	2,111	11.90%
HBIS	4,620	665	14.40%
Total	417,175	31,621	7.60%

ACA: Affordable Care Act
FHP: Family Health Plan
ICP: Integrated Care Program

MLTSS: Managed Long-Term Service and Support (Dual Eligible)
SNC: Special Needs Children
HBIA/HBIS: Health Benefit for Immigrant Adults/Seniors

Health Benefits for Immigrants Membership



Monthly membership as of Sept 5th, 2024

Category	Sep 2024 Membership	Aug 2024 Membership	Net Growth %
HBIA	17,775	21,963	-19.07%
HBIS	4,620	6,670	-30.73%
Total	22,395	28,633	-21.79%

- **Observed a 21.79% drop in HBIA/S membership for September 2024**
- **Actions to retain members during the 90-day grace period (until 11/27)**
 - Developed lists of members that have not completed redetermination
 - CountyCare contacting all members via text and outbound calls
 - Lists to have been shared with primary care provider groups
 - Escalation to HFS and DHS for members that have been wrongfully disenrolled
 - Partnership with County Commissioners and other government officials
 - Ongoing redetermination events to provide in-person assistance

Managed Medicaid Market

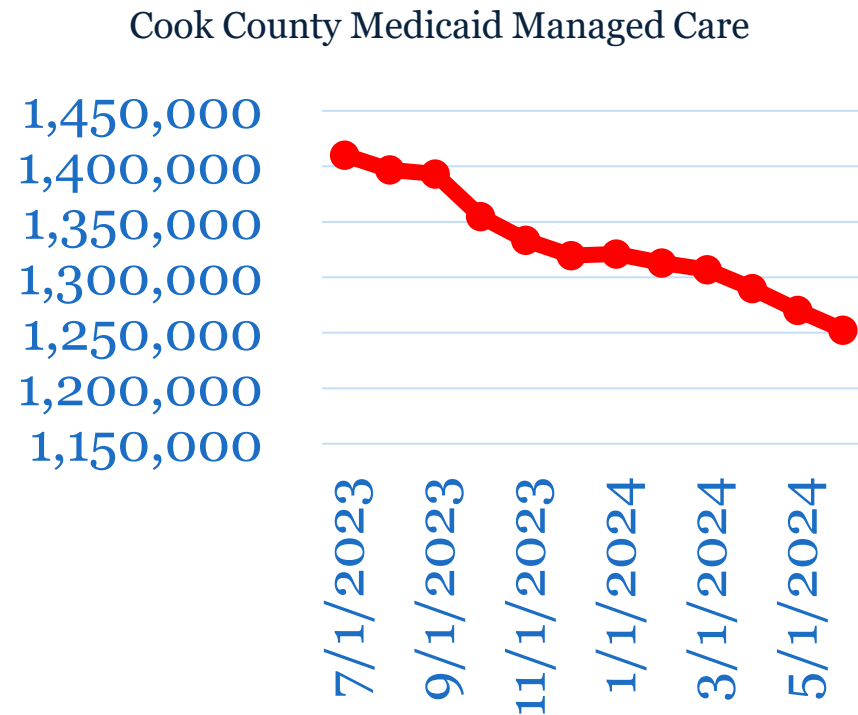
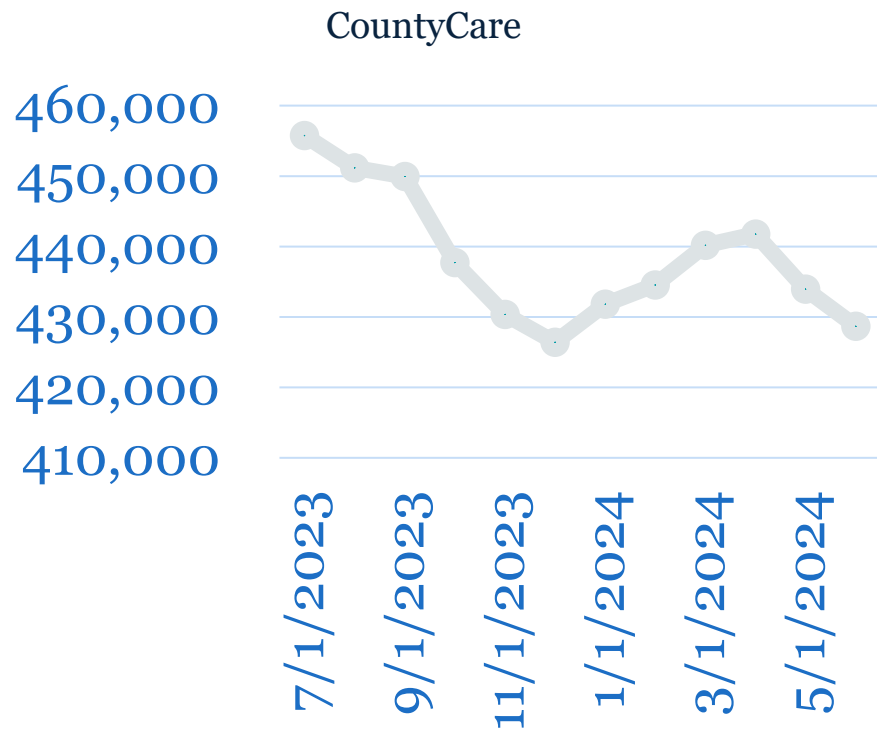
Illinois Department of Healthcare and Family Services June 2024 Data

Managed Care Organization	Cook County	Cook Market Share
*CountyCare	428,653	34.2%
Blue Cross Blue Shield	343,136	27.4%
Meridian (a WellCare Co.)	270,893	21.6%
IlliniCare (Aetna/CVS)	113,664	9.1%
Molina	87,147	7.0%
YouthCare	8,978	0.7%
Total	1,252,471	100.0%

* Only Operating in Cook County

IL Medicaid Managed Care Trend in Cook County (charts not to scale)

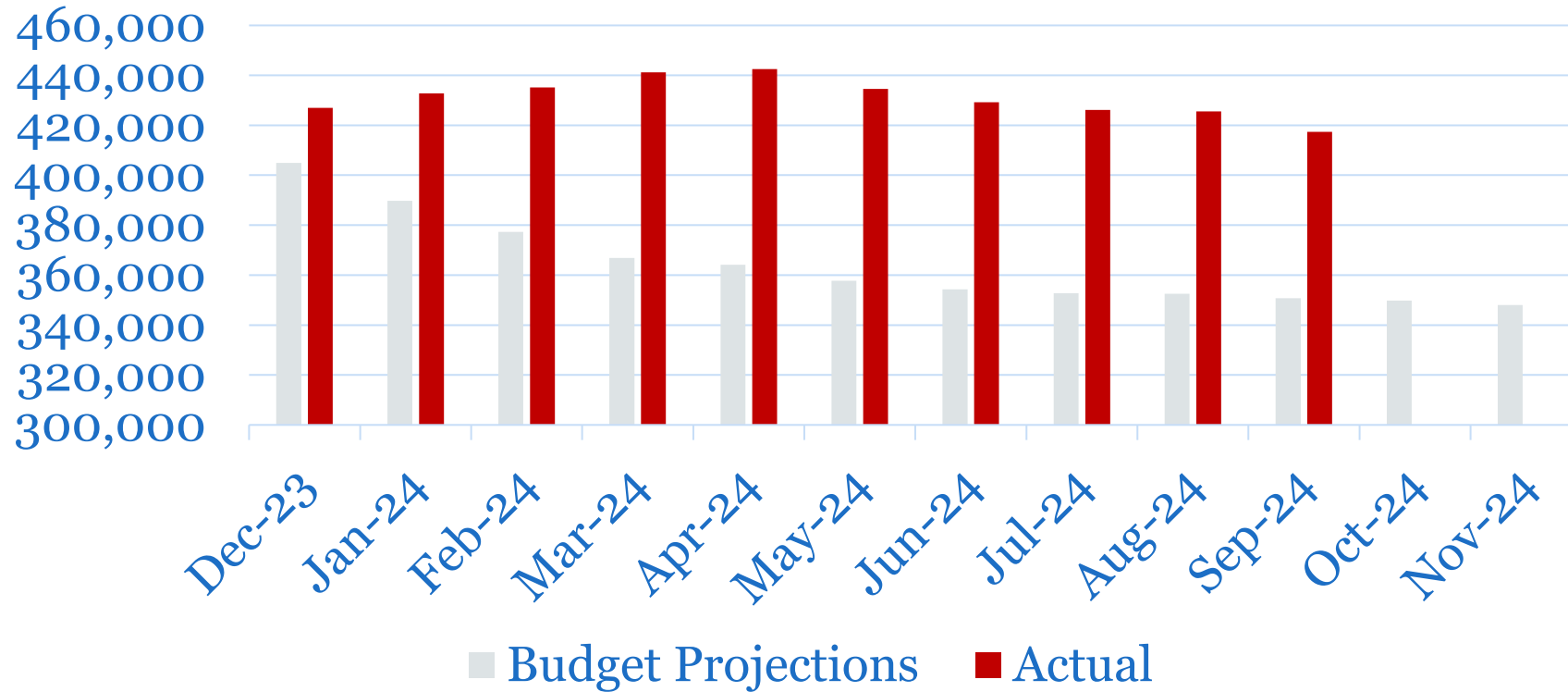
CountyCare's enrollment **decreased** 1.22% in June 2024 compared to the prior month, and is slightly lower than Cook County's **decrease** of 1.40%



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

FY 24 Budget | Membership

CountyCare Membership

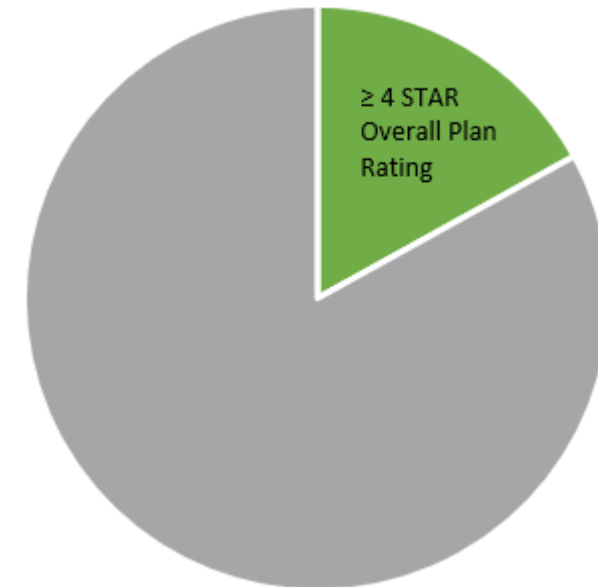


2024 NCQA Health Plan Ratings



CountyCare is proud to have achieved a 4-STAR overall plan rating in the 2024 NCQA Health Plan Ratings.

- Only 20% of Medicaid health plans achieved a 4-STAR rating or higher in rating year 2024.
- CountyCare was one of only two Illinois Medicaid MCOs that received a 4-STAR overall plan rating in 2024.



2024 NCQA Health Plan Ratings



CountyCare was the only plan to achieve a 4 STAR sub-category rating for Satisfaction with Plan and Plan Services.

CountyCare led with Prevention and Equity, earning a 3.5 STAR category rating with the highest measure ratings for Adolescent Immunizations, BMI Percentile Assessment, and Prenatal Immunizations.

NCQA Category/Measure Rating	Aetna Better Health of Illinois, Inc. (ABHIL)	Blue Cross and Blue Shield of Illinois, a Division of Health Care Service Corporation	Cook County Health & Hospitals System's CountyCare Health Plan	Meridian Health Plan of Illinois, Inc.	Molina Healthcare of Illinois, Inc.
Overall Health Plan Rating	3.0	4.0	4.0	3.5	3.5
Patient Experience Category Rating	2.0	2.5	3.0	3.5	2.0
Satisfaction with Plan and Plan Services	1.5	3.0	4.0	3.5	1.5
Rating of Health Plan	1.0	3.0	4.0	3.0	1.0
Rating of Care	2.0	3.0	4.0	4.0	2.0
Prevention and Equity Category Rating	2.5	3.5	3.5	3.0	3.0
Children and Adolescent Well-Care Sub-Category Rating	2.0	3.0	3.5	3.0	2.5
Adolescent Immunizations	2.0	3.0	4.0	3.0	3.0
BMI Percentile Assessment	2.0	2.0	4.0	2.0	2.0
Women's Reproductive Health Sub-Category Rating	3.0	3.5	3.5	3.0	3.5
Prenatal Immunizations	3.0	3.0	4.0	3.0	3.0
Cancer Screening Sub-Category Rating	2.0	3.5	3.5	3.0	2.5

HCI Report Card

Performance Rating		Performance Change*	
Highest Performance ★★★★★	Average Performance ★★★★	Rating Got Better ↑	
High Performance ★★★★	Low Performance ★★	Rating Stayed the Same —	
	Lowest Performance ★	Rating Got Worse ↓	



Plan	Doctors' Communication	Change*	Access to Care	Change*	Living With Illness	Change*	Behavioral Health	Change*	Women's and Children's Health	Change*
Aetna Better Health	★	—	★★	—	★★★★	—	★★★★	—	★	—
Blue Cross Community Health Plans	★★★★	—	★	—	★★★★★	—	★★★★★	—	★★★★★	—
CountyCare Health Plan	★★★★	—	★★★★	—	★★★★	—	★	—	★★★★★	—
MeridianHealth	★★★★★	↑	★★★★★	—	★★★★	—	★★★★	—	★★★★	—
Molina Healthcare	★★★★★	—	★★★★	—	★★	—	★★★★	—	★	—

*Change symbols are shaded based on how managed care plans compare to national Medicaid ratings in the current year:

Green = high performance; **Blue** = average performance; **Red** = low performance

What is Rated in Each Performance Area?

Doctors' Communication

- Doctors explain things well to members
- How happy members are with their doctor

Access to Care

- Members get the care they need when they need it

Living With Illness

- Members living with conditions, like diabetes and high blood pressure, get the care they need by getting tests, checkups, and the right medicines


Behavioral Health

- Members with behavioral health conditions get the follow-up care they need
- Members who use drugs and alcohol get the help they need

Women's and Children's Health

- Children get regular checkups and important shots that help them stay healthy
- Women get screenings and tests for female cancers and diseases
- Women receive care before and after their babies are born

HFS Health Plan Report Card



Measures with - 2 STAR decrease	Measures with - 1 STAR decrease	Measure Category	Measures with + 1 STAR increase	Measures with + 2 STAR increase
1	4	Doctor's Communication		
		Access to Care	3	
		Women's Health	2	
		Living with Illness	3	
	2	Behavioral Health	2	
		Keeping Kids Healthy	1	3

Progress with measure ratings on the HFS Health Plan report card was observed this year.

Two-thirds (66%) of measures that changed in STAR rating from the prior year changed positively.

Progress on Low Performing Measures



Abbrev.	Measure	MY2022	MY2023	% change
AAP	Adults' Access to Preventive/Ambulatory Health Services	69.56%	70.76%	1.20%
BPD	Blood Pressure Control for Patients with Diabetes	58.15%	65.45%	7.30%
CBP	Controlling High Blood Pressure	53.53%	54.63%	1.10%
CIS	Childhood Immunization Status - Combo 3	60.58%	63.99%	3.41%
CIS	Childhood Immunization Status - Combo 10	32.36%	30.41%	-1.95%
COL	Colorectal Cancer Screening	33.37%	35.36%	1.99%
FUH	Follow-up After Hospitalization for Mental Illness - 7-day	23.10%	23.55%	0.45%
FUH	Follow-up After Hospitalization for Mental Illness - 30-day	40.44%	42.75%	2.31%
HBD	Hemoglobin A1c Control for Patients with Diabetes - < 8%	48.91%	58.15%	9.24%
HBD	Hemoglobin A1c Control for Patients with Diabetes - > 9%	44.77%	32.36%	-12.41%
IET	Initiation and Engagement of SUD Treatment - Initiation	39.19%	39.38%	0.19%
POD	Pharmacotherapy for Opioid Use Disorder	22.91%	19.01%	-3.90%
PPC	Prenatal and Postpartum Care - Timeliness of Prenatal Care	84.23%	86.89%	2.66%
PPC	Prenatal and Postpartum Care - Postpartum Visit	76.70%	81.64%	4.94%
W30	Well-Child Visits in the First 30 Months of Life - 15-30 Months	60.38%	68.11%	7.73%

CountyCare observed **rate increases for nearly 87% of low performing measures** from the prior year's HFS Health Plan Report Card.

Performance Improvement Strategy



COOK COUNTY
HEALTH

Though there are specific strategies for each measure, many strategies impact multiple measures.

Performance Improvement Workgroups

• **Four performance improvement groups meet regularly** to work on interventions to impact measures and evaluate if interventions are having the intended impact.

Provider & CME Partnership

• **Quality presentation in provider partnership and Care Management Entity (CME) Joint Operating Committee (JOC) meetings** to share quality performance, discuss priorities and collaborate on improvement efforts.

Data Improvement

• **Working on expanding supplemental data sources** through payer data exchange options and the addition of new supplemental sources.

Value-Based Care & Incentives

• **Include priority measures in value-based care (VBC) agreements and provider incentives** to align provider quality improvement efforts with health plan areas of focus.

Member Engagement

• **Education, outreach, and communication in multiple modalities** to ensure members are receiving relevant information to their care needs and care gaps.

Highlights of 2024 Initiatives



Preventative Care

- **Mobile services:** mammogram & dental van partnership
- **Health Fairs**
- Implement **scalable interventions** to support low risk members in accessing care & services
- RFP for Population Health Services
- **Focused interventions in disproportionately impacted areas (DIAs)**

Living with Chronic Conditions

- Expansion of FoodCare programming & **Medically Tailored Meals**
- Continue to leverage and expand **disease management programming** across CountyCare and partners
- Leverage **strategic outreach campaigns**

Behavioral Health (BH)

- Increase in behavioral health **member rewards**
- Partnering with BH providers to **create direct referral processes** to services.
- Establish **strategy for high utilizers** of acute BH settings
- Expand **Value Based Care agreements** and incentives for priority measures
- Expand BH **telehealth services** available

Maternal Child Health

- Enhance reports to improve early **identification of members**
- Evaluating **healthcare access for pregnancy** and delivery
- Examining **perinatal outcomes** by provider type stratified by race and region
- Community Baby Shower event
- RFP for **comprehensive MCH population health Services**

HealthChoice Illinois RFP Update



Background

- In 2017, the Illinois Department of Healthcare and Family Services (HFS) posted a request for proposals (RFP) for Managed Care Organizations (MCOs) to enter risk-based contracts
- CountyCare was awarded a contract for period of 2018-2022, and later received extensions through the end of the 2026 plan year

Project Updates

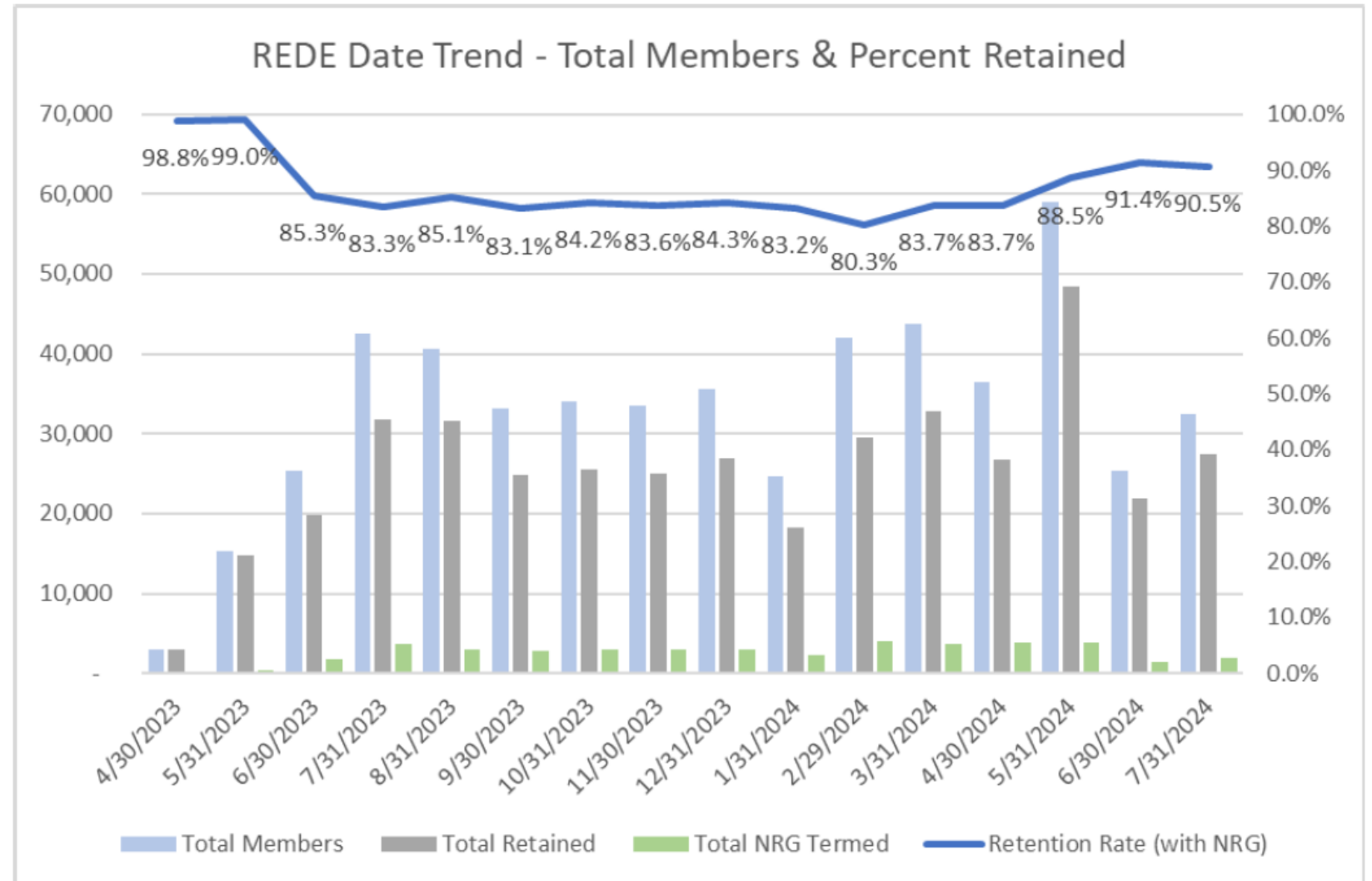
- HFS advised **the HealthChoice Illinois RFP will be delayed and will be released summer of 2025**
- New MCO contracts will take effect **1/1/2027**
- HFS hosting listening sessions to understand what works in managed care and what needs improvement

Project Plan Summary

- CountyCare has completed two drafts of the RFP response
- CountyCare focusing on key initiatives to support RFP response in 2025

Monthly Redetermination Outcomes

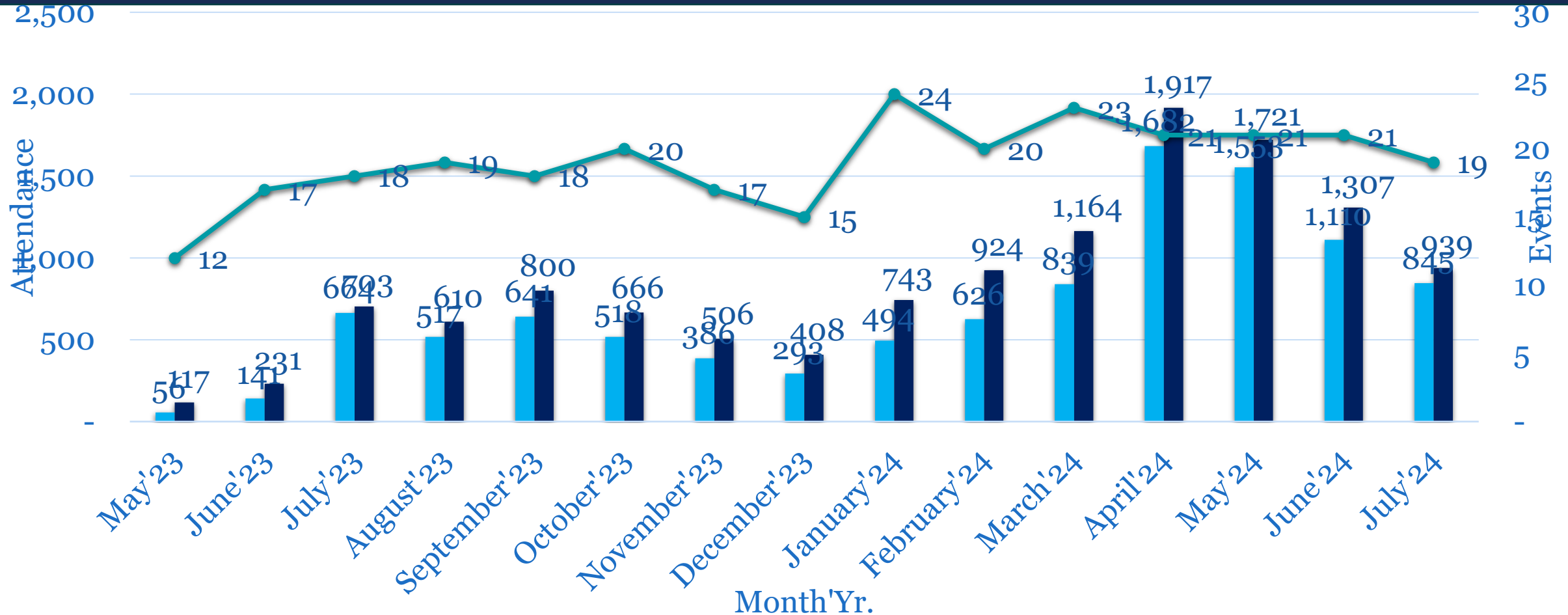
Members with a
07/31/2024
redetermination
date had a
retention rate of
90.5%



Redetermination Events, May'23-July'24



CountyCare Member Attendance



Events Held	285
CountyCare Member Attendance	10,356
Total Attendance	12,756
Average Attendance	45

Key Components of the 2024 Provider Network Strategy



Telehealth Implementation



Value Based Agreements



Network Performance Analytics and Proactive Network Management



Provider Engagement and Network Expansion



Network Technical Improvements

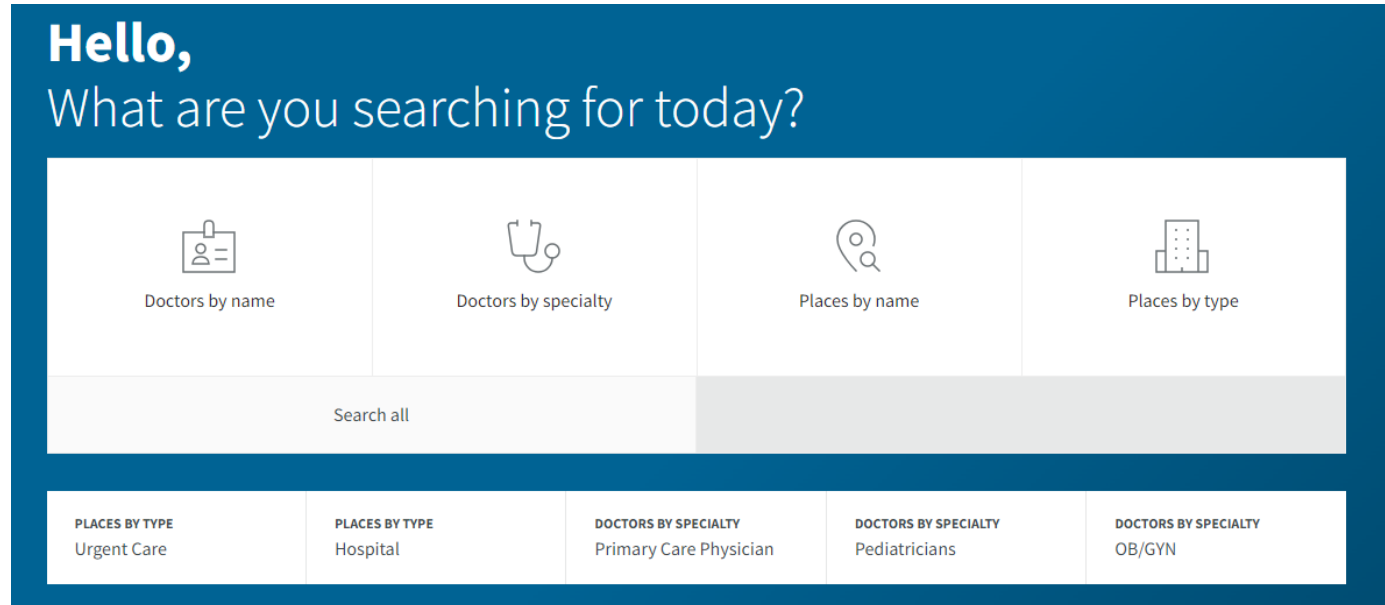


Specialty Care Access Initiatives

Provider Directory

CountyCare's new provider directory went live on **Thursday, September 19th, 2024.**

The new provider directory accessible via [the CountyCare website](#)



The screenshot shows a search interface with a blue header containing the text "Hello, What are you searching for today?". Below the header is a grid of four search options: "Doctors by name" (with a person icon), "Doctors by specialty" (with a stethoscope icon), "Places by name" (with a location pin icon), and "Places by type" (with a building icon). A "Search all" button is located below these options. At the bottom, there are five filter categories: "PLACES BY TYPE Urgent Care", "PLACES BY TYPE Hospital", "DOCTORS BY SPECIALTY Primary Care Physician", "DOCTORS BY SPECIALTY Pediatricians", and "DOCTORS BY SPECIALTY OB/GYN".

Telehealth Initiative 1: Focused contracting of telehealth providers broadens access to care

- To date, CountyCare has contracted with 10 telehealth providers, adding at least 84 practitioners to the virtual care network
- Behavioral Health (BH) is the domain more generally supported by virtual care providers.

Next Steps:

- Educate members on virtual care
- Promote virtual care options
- Implement analytics for ongoing evaluation
- Do periodic review of virtual offerings

PROVIDER	DOMAIN(S)
Brave Health	BH
MFCR	BH
JoinCareTeam	Preventive Care
Thriving Lane	BH
Virtual Physician Associates d/b/a My Own Doctor Medical Group	BH
MK Counseling & Wellness	BH
Chrysalis Health	BH
Serene Health IPA Medical Corp.	BH
Robinson Health Services	BH
Medical Mind Clarity	BH

Telehealth Initiative 2: CountyCare's Telehealth RFP seeks innovative, comprehensive solutions

- The RFP looks for vendor proposals across three domains: BH, primary care, and specialty care.
- Successful proposals would offer more integrated and comprehensive solutions than standard contracts offer, such as population assignments.
- The purpose is to improve access and reduce wait times to care by encouraging innovative, cost-effective solutions.
- The RFP uniquely allows for one or more awards in each of the three domains.
- Implementation for selected vendors begins in early 2025.

Non-Emergency Medical Transportation (NEMT)

Effective 8/1/2024, members can schedule rides to and from appointments with CountyCare's new partner, ModivCare, by:



Calling 312-864-8200

Monday through Friday, 7:00 a.m. to 7:00 p.m.,
Saturday and Sunday, 9:00 a.m. to 1:00 p.m.



**Using the Modivcare
mobile app or [website](#)**



August Go-Live Statistics



25,229
Calls Received



82.63% Average
Service Level

Service Level: Percentage of calls
answered within 30 seconds



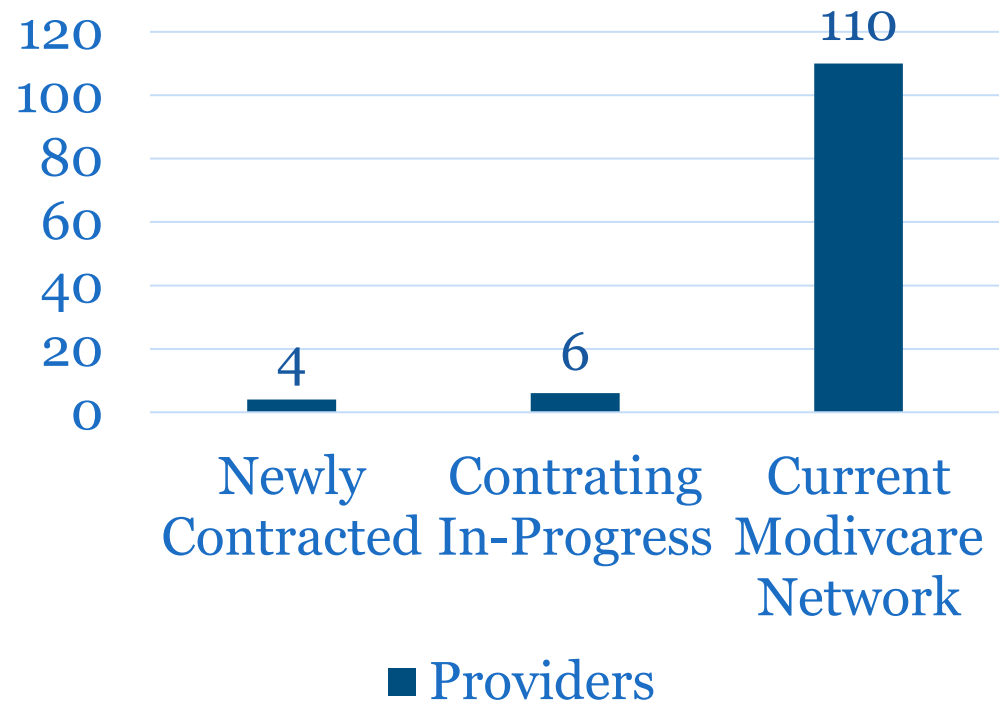
28.70 Average
Seconds
Answered (ASA)



93,305
Trips Scheduled

Transportation Network

Providers



120 providers in Modivcare's transportation network

- **140% increase in network**
- **Contracting with high performing providers**
- **Increase in MBE/WBE providers**



Modivcare currently has over 100 contracted providers not previously part of our network.

1115 Waiver Update

What is an 1115 Waiver?

Federally approved state-based experimental, pilot, or demonstration project that promotes the objectives of the Medicaid and Children's Health Insurance Program (CHIP) programs

May waive certain provisions of the Medicaid law to give states additional flexibility to design and improve their programs

Illinois 1115 Waiver

Five-year extension of Illinois Behavioral Health Transformation 1115 waiver (approved in 2018)

Initial extension application submitted in June 2023

Approved as of 7/2/2024 until 6/30/2029



*bolded text is the current 1115 waiver project focus

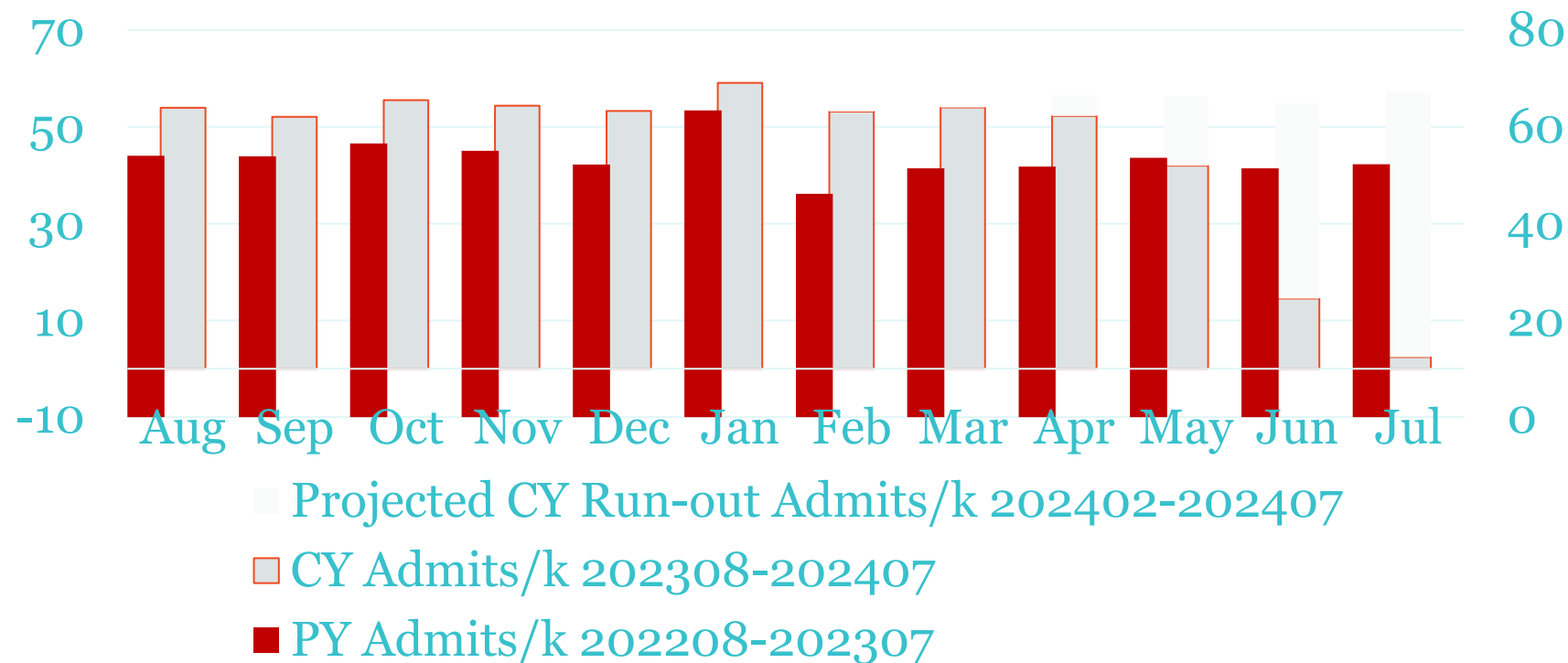
Operations Metrics: Call Center & Encounter Rate



		Performance		
Key Metrics	State Goal	Jun 2024	Jul 2024	Aug 2024
Member & Provider Services Call Center Metrics				
Inbound Call Volume	N/A	48,358	54,599	51,083
Abandonment Rate	< 5%	1.61%	1.28%	1.17%
Average Speed to Answer (minutes)	1:00	0:26	0:23	0:22
% Calls Answered < 30 seconds	> 80%	84.55%	83.21%	84.26%
Quarterly				
Claims/Encounters Acceptance Rate	98%	98%		

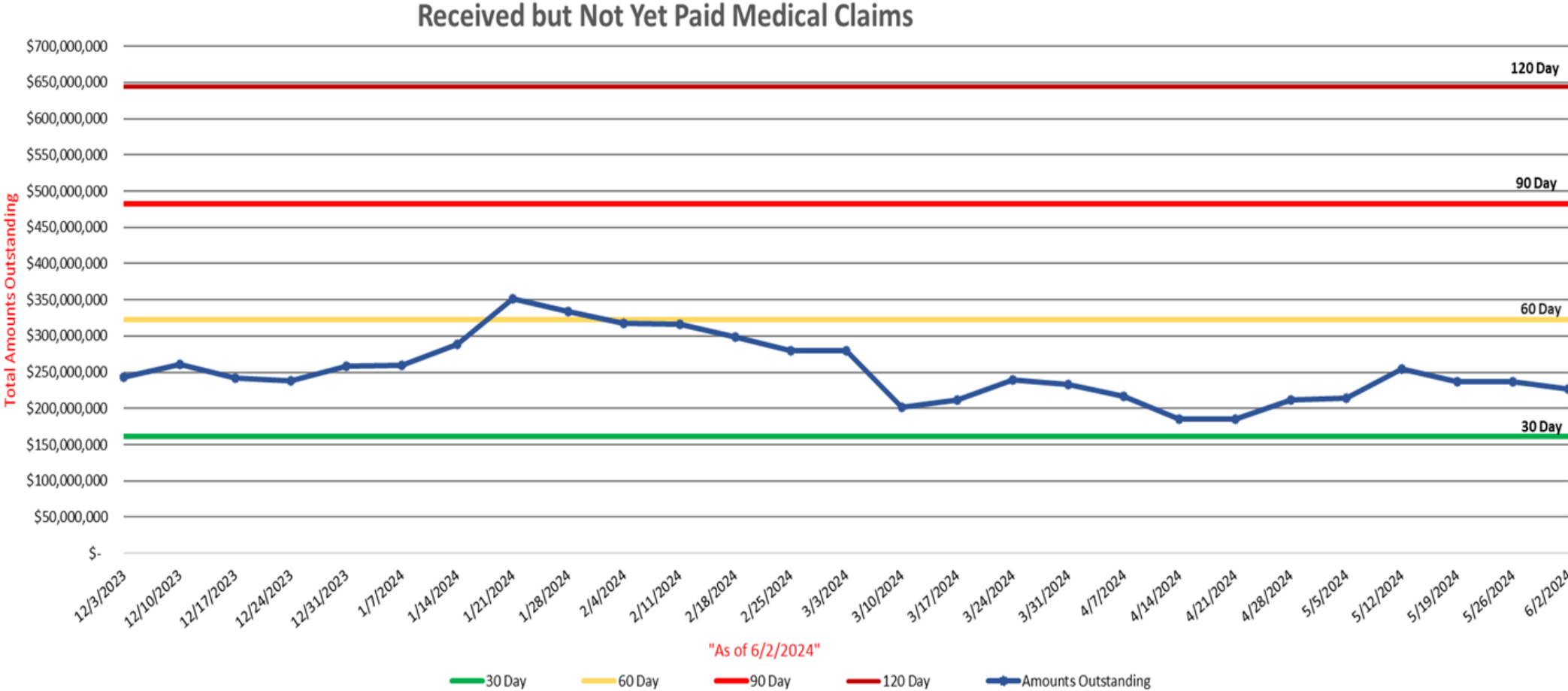
Current v. Prior Year: IP Acute Admits/1000

Acute Admits/k



Updated monthly, paid through July 2024
All acute and surgical cases + approved acute authorizations
Domestic admissions are not included since they do not require Prior Authorization

Claims Payments



*Assumes average of 15 days to process claims
 *Assumes \$80.5M in pending claims not yet adjudicated
 *Medical claims only- does not include pharmacy, dental, vision or transportation claims. These claims typically average a 30-60 day payment timing.

Claims Payments

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
Week of 6/2/2024	\$ 197,157,668	\$ 29,434,635	\$ 124,237	\$ 33,748	\$ 226,750,289

- *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 Metrics

Presented to the Cook County Health Board on 10/24/24

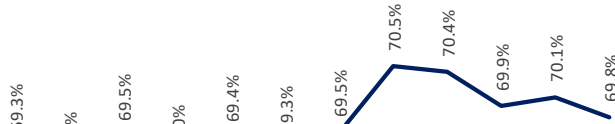


COOK COUNTY
HEALTH

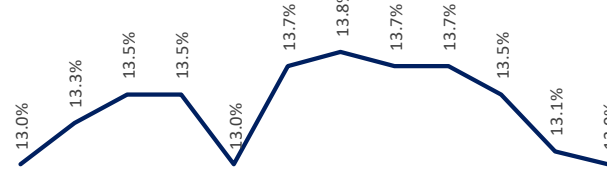
Stroger Op Ex Steering Committee Dashboard

Op Ex Steering Committee Dashboard for Stroger Hospital

Stroger Rolling 12-month % Top Box for Communication w/ Nursing Domain

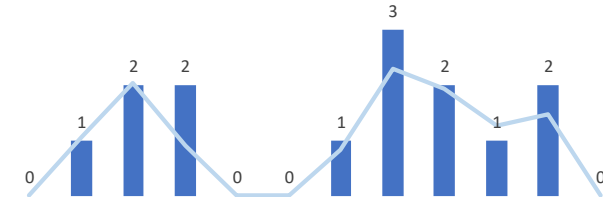


Stroger Rolling 12-month Survey Response Rate

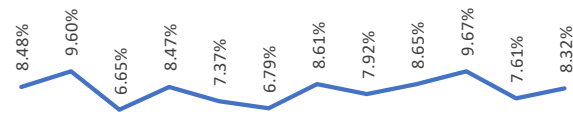


data is refreshed often due to survey returns up to year after sent.

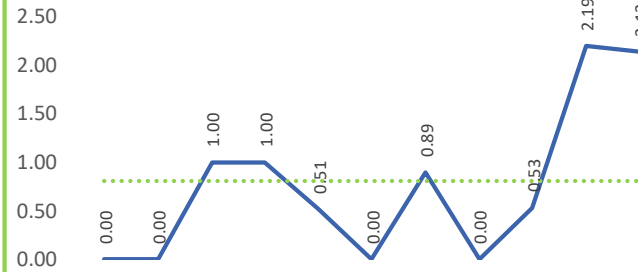
Stroger Volume of PSI-12 - Perioperative Pulmonary Embolism or Deep Vein Thrombosis



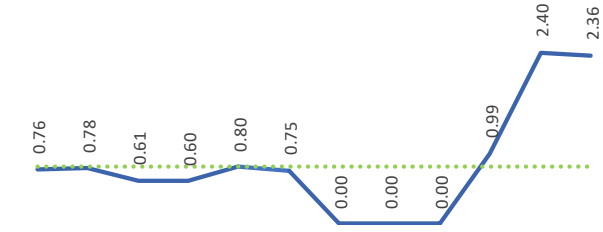
Stroger Monthly All Cause Readmissions Same Hospital



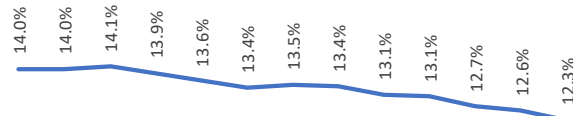
Stroger Monthly CAUTI SIR



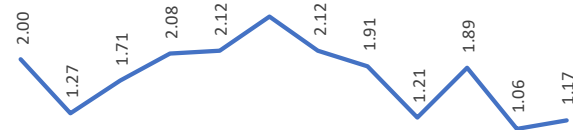
Stroger Monthly CLABSI SIR



Stroger Rolling 12-month All Cause Readmissions including Readmissions Elsewhere



Stroger Monthly GMLOS Variance



Legend

Not meeting Target and no improvement from baseline performance	Not meeting target but improving from Baseline	Met Goal	Met Stretch Target
---	--	----------	--------------------

Data sources: Patient Experience from Press Ganey; HAIs-Infection Control Dept; VTE PSI - Vizient; Readmissions - Vizient & Illinois Hospital Association; CMI-Vizient

Author: J. Rozenich, BS, MBA

* Survey Responses are refreshed retroactively up to 6-8 months back

**IHA data is updated quarterly



Stroger Op Ex Steering Committee Dashboard

Op Ex Steering Committee Dashboard for Stroger Hospital

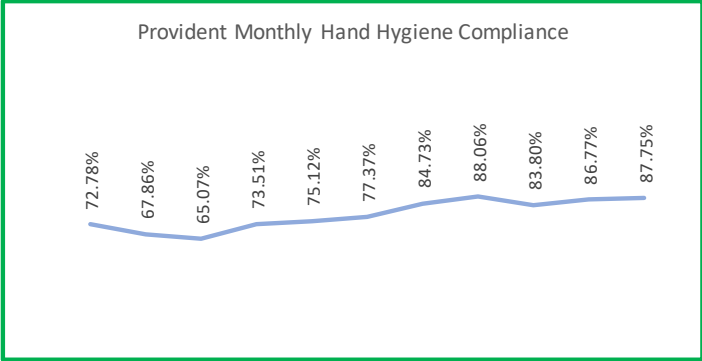
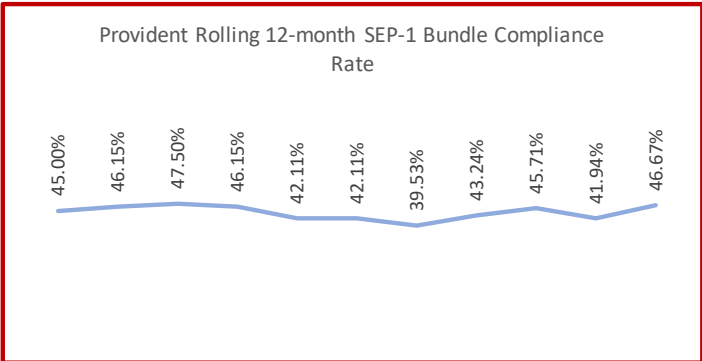
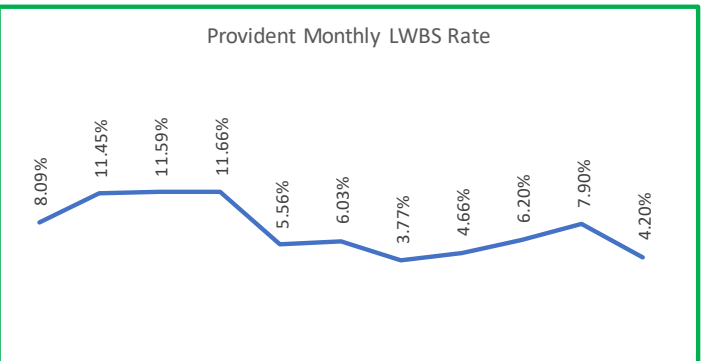
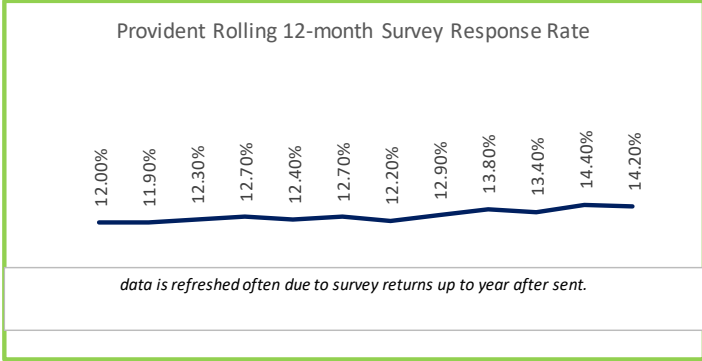
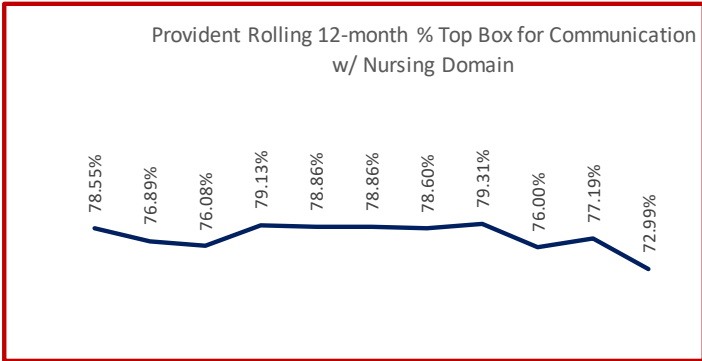
DOMAIN WORKGROUPS	Metrics															2023	YTD 2024	% in change	
PATIENT EXPERIENCE	Rolling 12-month % Top Box for Comm. w/ Nursing Domain	Target	Stretch Target	Baseline	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	69.46%	69.73%	0.39%
	Monthly % Top Box for Comm. w/ Nursing Domain	73.00%	77.00%	69.30%	69.30%	68.86%	69.45%	68.97%	69.43%	69.27%	69.51%	70.53%	70.44%	69.91%	70.05%	69.75%			
	Rolling 12-month Survey Response Rate*	Target	Stretch Target	Baseline	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	13.70%	12.40%	-9.49%
	Monthly Survey Response Rate* <i>* still updating survey returns *</i>	15.00%	16.00%	13.60%	13.00%	13.30%	13.50%	13.50%	13.00%	13.70%	13.80%	13.70%	13.70%	13.50%	13.10%	13.00%			
CLINICAL OUTCOMES	Monthly Volume of CLABSI	Target	Stretch Target	2023	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	11	9	
	SIR Rate CLABSI	0.8	n/a	0.76	0.76	0.78	0.61	0.60	0.80	0.75	0.00	0.00	0.00	0.99	2.40	2.36	0.76	0.89	17.11%
	Monthly Volume of CAUTI	Target	Stretch Target	2023	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	11	11	
	SIR Rate CAUTI	0.8	n/a	0.47	0.00	0.00	1.00	1.00	0.51	0.00	0.89	0.00	0.53	2.19	2.13	0.54	0.47	0.68	44.68%
READMISSIONS	Rolling 12-month All Cause, All Payer, All Age - Readmissions Rate - CMS Definition Same Hospital	Target	Stretch Target	Baseline	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	April	May-24	Jun-24	Jul-24	8.76%	8.23%	-6.05%
	Monthly All Cause, All Payer, All Age - Readmissions Rate - CMS Definition Same Hospital	8.40%	8.00%	9.40%	9.19%	9.20%	8.89%	8.91%	8.76%	8.52%	8.55%	8.42%	8.40%	8.33%	8.27%	8.07%			
	IHA Rolling 12-Month All Cause All Payer - Readmissions including other hospitals **	Target	Stretch Target	Baseline	7/22-6/23	8/22-7/23	9/22-8/23	10/22-9/23	11/22-10/23	12/22-11/23	1/23-12/23	2/23-1/24	3/23-2/24	4/23-3/24	5/23-4/24	6/23-5/24	13.43%	11.43%	-14.92%
THROUGHPUT	Monthly GMLOS Avg Variance in days, excluding patients >30 days LOS	Target	Stretch Target	Baseline	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	1.59	2.01	26.42%
		1.23	0.73	1.73	2.00	1.27	1.71	2.08	2.12	2.60	2.12	1.91	1.21	1.89	1.06	1.17			



Legend	Not meeting Target and no improvement from baseline performance	Not meeting target but improving from Baseline	Met Goal	Met Stretch Target

Provident Op Ex Steering Committee Dashboard

Op Ex Steering Committee Dashboard for Provident Hospital



Legend

Not meeting Target and no improvement from baseline performance	Not meeting target but improving from Baseline	Met Goal	Met Stretch Target
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Data sources: Patient Experience from Press Ganey; Sep-1 Bundle chart abstracted CMS measure; Hand Hygiene TST Infection Control observation software; LWBS - BI Tableau

Author: J. Rozenich, BS, MBA

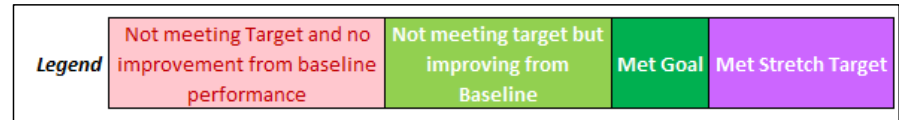
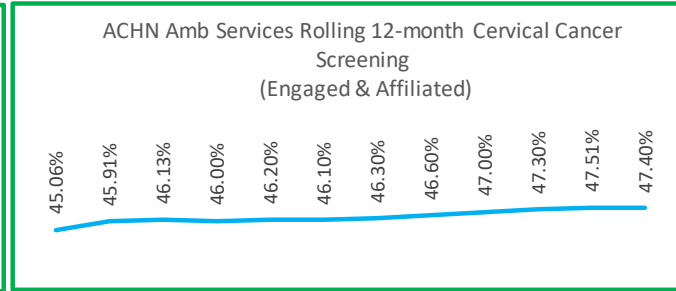
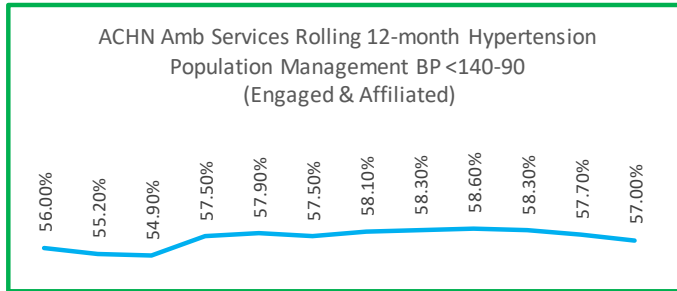
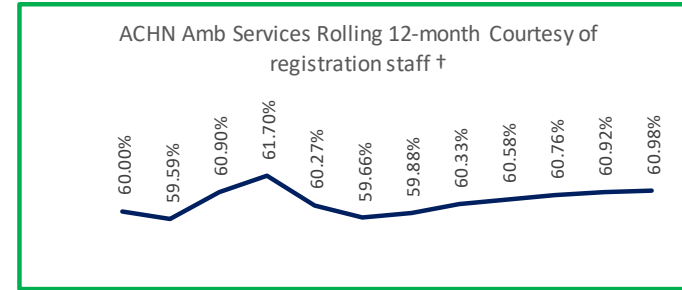
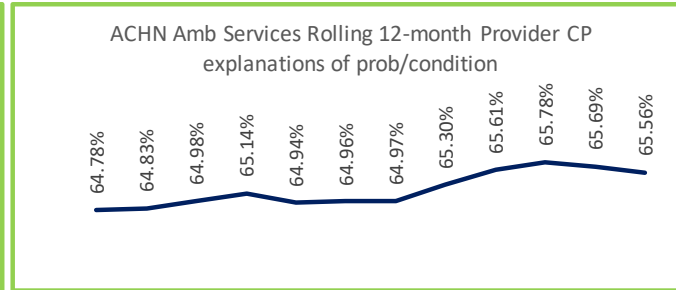
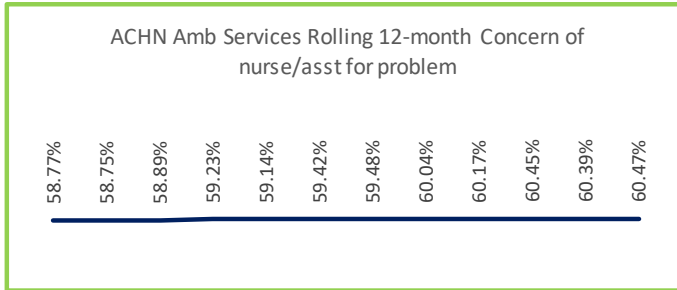
**Survey returns are refreshed historically as data is received
n/a = no cases*

Provident Op Ex Steering Committee Dashboard

Op Ex Steering Committee Dashboard for Provident Hospital																				
DOMAIN WORKGROUPS			Metrics																	
PATIENT EXPERIENCE			Target	Stretch Target	Baseline	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	2023	YTD 2024	% in change
Rolling 12-month % Top Box for Comm. w/ Nursing Domain			79.80%	80.00%	74.63%	78.55%	76.89%	76.08%	79.13%	78.86%	78.86%	78.60%	79.31%	76.00%	77.19%	72.99%	74.55%	76.08%	78.05%	2.59%
Monthly % Top Box for Communication w/ Nursing Domain			79.80%	80.00%	74.63%	80.00%	63.64%	55.56%	100.00%	63.89%	85.16%	71.48%	80.00%	60.00%	100.00%	0.00%	86.67%			
						Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	2023	YTD 2024	% in change
Rolling 12-month Survey Response Rate*			18.00%	20.00%	11.80%	12.00%	11.90%	12.30%	12.70%	12.40%	12.70%	12.20%	12.90%	13.80%	13.40%	14.40%	14.20%	12.70%	14.80%	16.54%
Monthly Survey Response Rate*			18.00%	20.00%	11.80%	14.30%	10.90%	15.40%	15.40%	12.70%	9.80%	10.90%	17.00%	23.50%	4.80%	16.30%	15.20%			
			*still updating survey returns *																	
CLINICAL OUTCOMES			Target	Stretch Target	Baseline	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	2023	YTD 2024	% in change
Rolling 12 month SEP-1 Bundle Compliance			60.00%	65.00%	50.00%	45.00%	46.15%	47.50%	46.15%	42.11%	42.11%	39.53%	43.24%	45.71%	41.94%	46.67%	46.67%	46.15%	50.00%	8.34%
Monthly SEP-1 Bundle Compliance			60.00%	65.00%	50.00%	25.00%	33.00%	100.00%	0.00%	33.00%	0.00%	33.33%	no data	100.00%	no data	100.00%	66.67%			
			Target	Stretch Target	Baseline	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	2023	YTD 2024	% in change
Monthly Hand Hygiene Compliance			80.00%	90.00%	75.38%	72.78%	67.86%	65.07%	73.51%	75.12%	77.37%	84.73%	88.06%	83.80%	86.77%	87.75%	92.29%	70.00%	83.27%	18.96%
THROUGHPUT			Target	Stretch Target	Baseline	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	2023	YTD 2024	% in change
Rolling 12-month LWBS			4.50%	4.00%	5.50%	5.51%	5.93%	6.49%	7.17%	7.40%	6.97%	7.63%	7.63%	7.80%	7.97%	7.84%	6.90%	6.49%	5.73%	-11.79%
Monthly LWBS Rate			4.50%	4.00%	5.50%	8.09%	11.45%	11.59%	11.66%	5.56%	6.03%	3.77%	4.66%	6.20%	7.90%	4.20%	1.61%			
						192	265	282	267	126	142	88	110	147	190	99	38			

ACHN Op Ex Steering Committee Dashboard

Op EX Steering Committee Dashboard for ACHN



Data sources: Patient Experience from Press Ganey; Sep-1 Bundle chart abstracted CMS measure;
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ACHN Op Ex Steering Committee Dashboard

Op EX Steering Committee Dashboard for ACHN																			
WORKGROUPS	Metrics															2023	YTD 2024	% in change	
PATIENT EXPERIENCE		Target	Stretch Target	Baseline	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24			
	Rolling 12-month Concern of nurse/asst for problem	61.34%	63.56%	58.77%	58.77%	58.75%	58.89%	59.23%	59.14%	59.42%	59.48%	60.04%	60.17%	60.45%	60.39%	60.47%	58.91%	60.46%	2.63%
	Monthly Concern of nurse/asst for problem	61.34%	63.56%	58.77%	60.57%	59.56%	61.37%	62.83%	57.25%	61.18%	59.77%	63.96%	60.00%	61.77%	58.61%	60.22%			
	Rolling 12-month Provider CP explanations of	66.80%	69.84%	64.78%	64.78%	64.83%	64.98%	65.14%	64.94%	64.96%	64.97%	65.30%	65.61%	65.78%	65.69%	65.56%	64.98%	65.61%	0.97%
	Monthly Provider CP explanations of prob/condition	66.80%	69.84%	64.78%	64.88%	64.08%	67.58%	67.38%	62.36%	65.28%	64.04%	69.01%	68.04%	66.74%	63.72%	64.57%			
	Rolling 12-month Courtesy of registration staff †	60.00%	65.00%	60.00%	60.00%	59.59%	60.90%	61.70%	60.27%	59.66%	59.88%	60.33%	60.58%	60.76%	60.92%	60.98%	60.90%	61.00%	0.16%
	Monthly Courtesy of registration staff †	60.00%	65.00%	60.00%	60.00%	59.59%	62.31%	63.55%	58.10%	57.70%	60.96%	62.40%	62.01%	62.20%	62.24%	61.60%			
		Target	Stretch Target	Baseline	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24			
	Rolling 12-month Hypertension Population Management BP <140-90 (Engaged & Affiliated)	55.00%	60.00%	50.53%	56.00%	55.20%	54.90%	57.50%	57.90%	57.50%	58.10%	58.30%	58.60%	58.30%	57.70%	57.00%	52.20%	53.30%	2.11%
	Rolling 12-month Cervical Cancer Screening (Engaged & Affiliated)	47.00%	52.00%	42.83%	45.06%	45.91%	46.13%	46.00%	46.20%	46.10%	46.30%	46.60%	47.00%	47.30%	47.51%	47.40%	42.80%	45.20%	5.61%



Legend	Not meeting Target and no improvement from baseline performance	Not meeting target but improving from Baseline	Met Goal	Met Stretch Target