CCH Monthly Report

Item #: 24-0400

December/ 2023

COOK COUNTY
HEALTH

Administrative & Legislative Updates

COOK COUNTY HEALTH

Administrative & Legislative Updates

CEO Transition

- In early November Israel Rocha announced he would be leaving CCH for a new position with Kaiser Permanante. His last day as Cook County Health CEO was Friday, December 1, 2023.

- At a Special Board Meeting, the Cook County Health Board voted to appoint Dr. Erik Mikaitis, CCH Chief Quality Officer, to serve as Interim CEO. The Cook County Board approved Dr. Mikaitis' appointment at their meeting on November 16, 2023.

- Dr. Mikaitis assumed the role of Interim CEO on December 2, 2023.

- The Cook County Health Board has commenced a nationwide search for a permanent CEO.

There are no further Administrative & Legislative Updates for this report in that the CCH Board does not meet in November. Administrative & Legislative Updates will be included in the CCH Monthly Report for January.

Finance Metrics

Presented to the Cook County Health Finance Committee on 11/9/23

COOK COUNTY
HEALTH

Executive Summary: Statement of Financial Condition – September 30, 2023

➢ On an accrual basis, interim financials show that CCH ended September with a **$424.7M favorable** variance to budget. On a cash basis, the County's preliminary cash report on revenues and expenses shows a **$323.6M favorable** variance primarily due to the timing difference of CountyCare PMPM payments impacting the revenue and claims payments impacting expenses.

  ➢ Revenue Commentary:

    ➢ **Favorable** NPSR variance to Budget due to higher than budgeted IP volumes, higher than budgeted Directed Payments, receipt of prior year cost report settlement and Medicaid retroactive rate increase

    ➢ **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 **$38.5M unfavorable** variance to budget due to true up of reserve for Incurred But Not Received (IBNR) claims

    ➢ Membership remains over 450,000, which is significantly greater than budgeted

COOK COUNTY
HEALTH

Financial Results – September 30, 2023

Dollars in 000s	FY2023 Actual	FY2023 Budget	Variance	%	FY2022 Actual (3)
Revenue					
Net Patient Service Revenue (1)	$957,230	$592,088	$365,142	61.67%	$674,382
Government Support (2)	$331,466	$215,601	$115,866	53.74%	$331,316
Adjusted NPSR	$1,288,696	$807,688	$481,008	59.55%	$1,005,698
CountyCare Capitation Revenue	$2,581,529	$2,139,092	$442,437	20.68%	$2,186,373
Other	$5,488	$16,399	($10,911)	-66.54%	$12,530
Total Revenue	**$3,875,713**	**$2,963,179**	**$912,534**	**30.80%**	**$3,204,600**
Operating Expenses					
Salaries & Benefits	$594,507	$583,316	($11,192)	-1.92%	$564,255
Overtime	$41,666	$53,722	$12,057	22.44%	$38,788
Supplies & Pharmaceuticals	$138,082	$150,473	$12,391	8.23%	$132,742
Purchased Services & Other	$505,276	$483,783	($21,493)	-4.44%	$491,502
Medical Claims Expense (1)	$2,405,312	$1,935,212	($470,100)	-24.29%	$1,956,268
Insurance	$13,607	$31,599	$17,993	56.94%	$24,401
Utilities	$10,801	$10,112	($688)	-6.81%	$10,535
Total Operating Expenses	**$3,709,250**	**$3,248,217**	**($461,033)**	**-14.19%**	**$3,218,491**
Operating Margin	**$166,463**	**($285,037)**	**$451,501**	**158.40%**	**($13,891)**
Non-Operating Revenue	$120,381	$147,217	($26,836)	-18.23%	$113,867
Net Income (Loss)	**$286,845**	**($137,820)**	**$424,664**	**308.13%**	**$99,976**

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.

Source: CCH unaudited financial statements and FY23 budget.

COOK COUNTY HEALTH

Cook County Health
Volumes: September, 2023

Key Revenue Indicators

Patient Activity **Stroger**	2023 YTD Actual	2023 YTD Budget	%	2022 YTD Actual	2021 YTD Actual		Sep 2023 Actual	Sep 2022 Actual
Average Daily Census *	303	267	13.3%	274	263		301	283
Emergency Room Visits	70,515	79,128	-10.9%	65,653	65,363		7,458	6,779
Surgeries	9,613	9,525	0.9%	9,478	9,384		876	926

Patient Activity **Provident**	2023 YTD Actual	2023 YTD Budget	%	2022 YTD Actual	2021 YTD Actual		Sep 2023 Actual	Sep 2022 Actual
Average Daily Census *	20	26	-24.6%	11	7		22	12
Emergency Room Visits	21,950	29,994	-26.8%	18,100	16,784		1,995	1,943
Surgeries	2,933	2,705	8.4%	2,484	2,480		237	295

Patient Activity **ACHN**	2023 YTD Actual	2023 YTD Budget	%	2022 YTD Actual	2021 YTD Actual	Sep 2023 Actual	Sep 2022 Actual
Primary Care Visits	195,750	234,579	-16.6%	180,891	189,208	17,135	19,005
Specialty Care Visits	313,506	228,208	37.4%	304,785	288,743	29,959	31,396

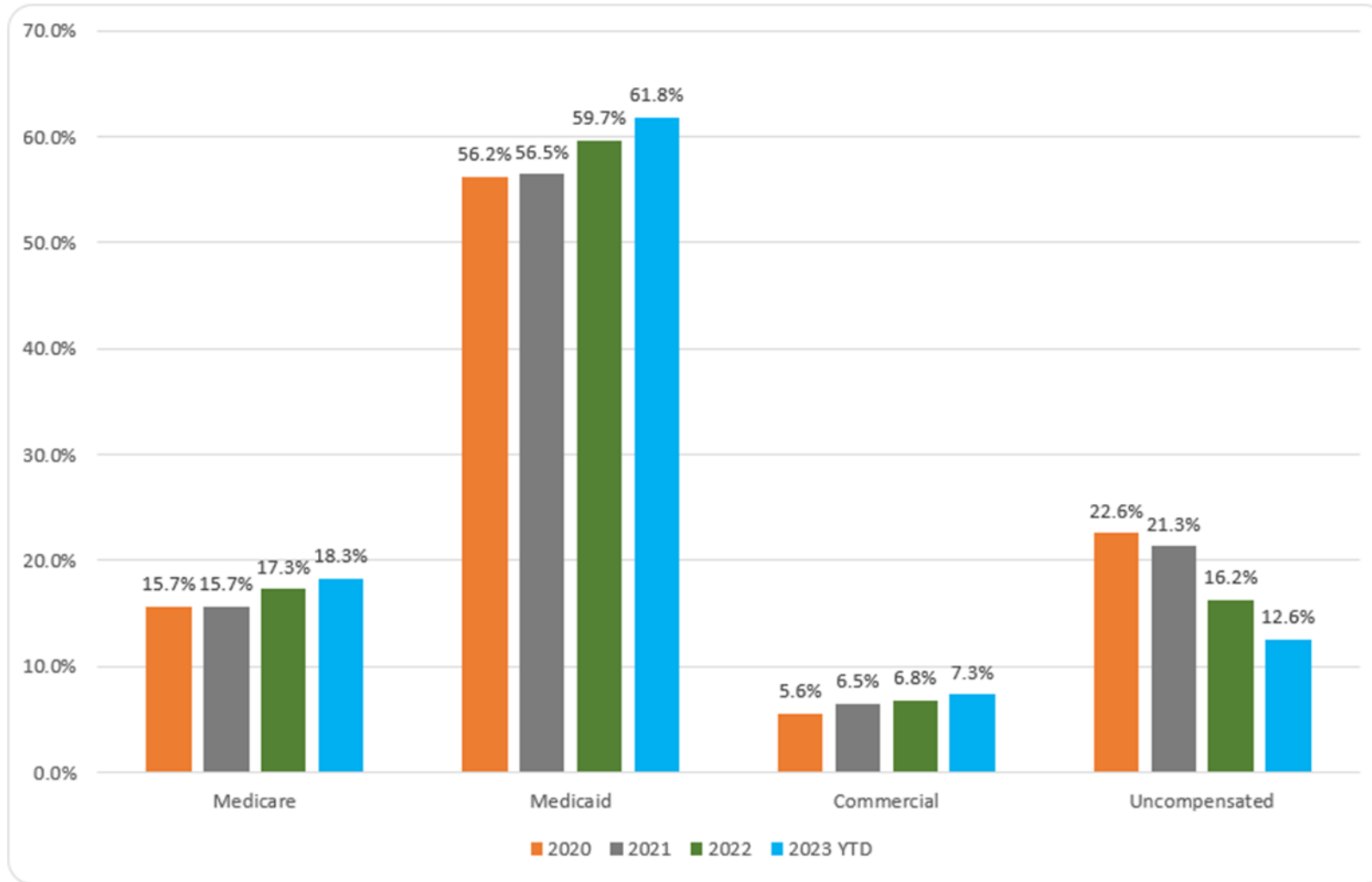| **CountyCare** Membership	2023 YTD Actual	2023 YTD Budget	%	2022 YTD Actual	2021 YTD Actual		Sep 2023 Actual	Sep 2022 Actual
Membership Count	452,493	395,738	14.3%	433,586	395,680		450,382	432,981

Please see Observations

# Cook County Health
Operating Trends
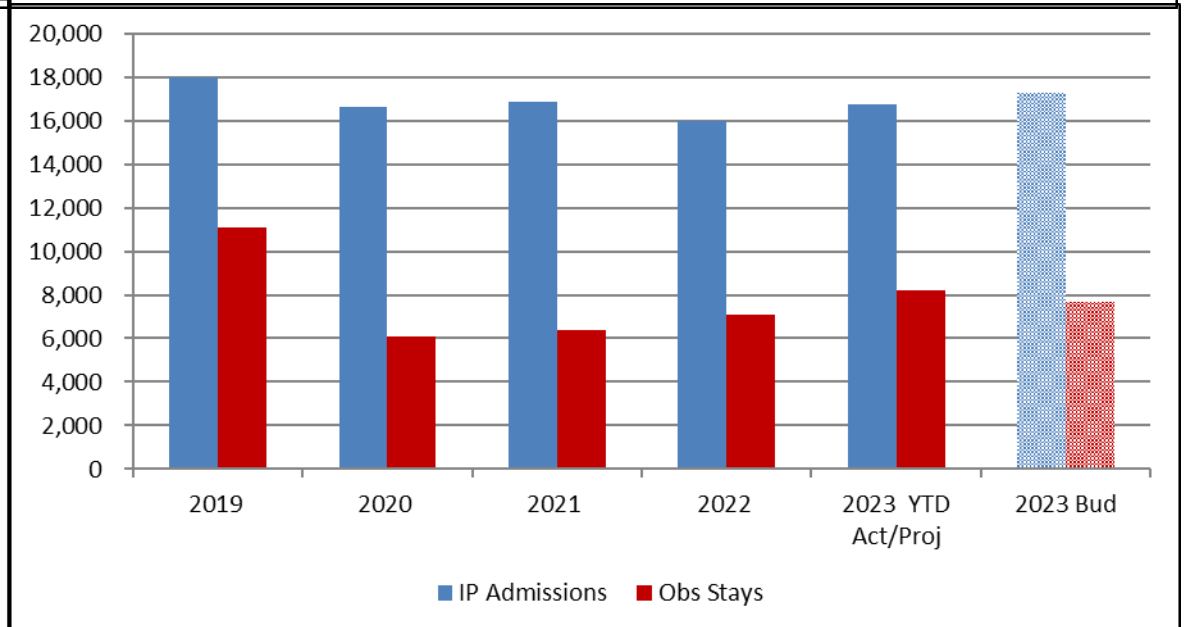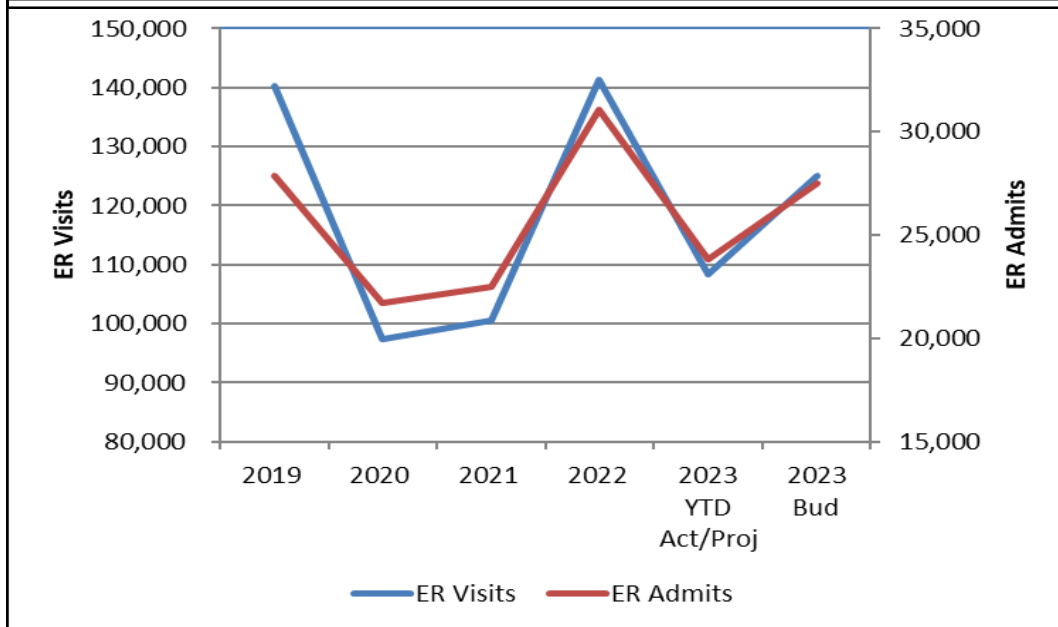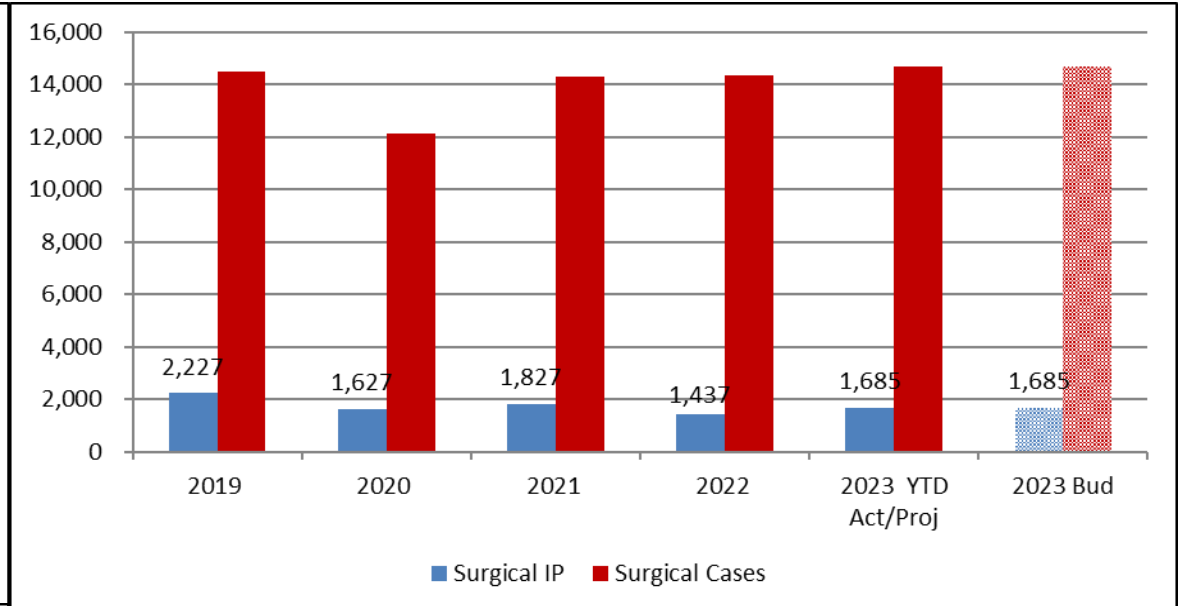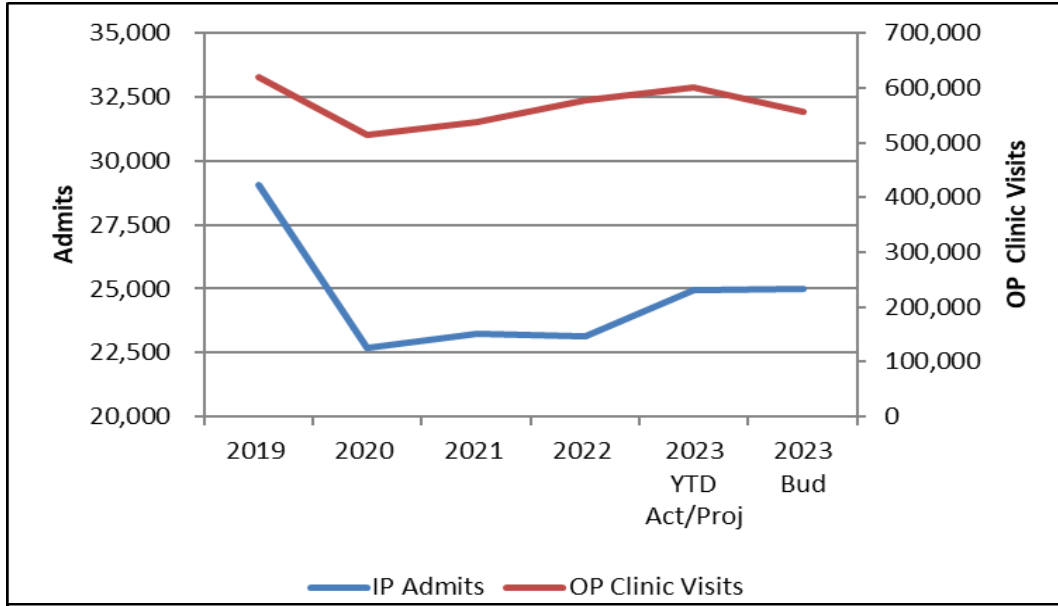
YTD Payer Mix – YoY Comparison

Commentary

- Payer coverage continues to increase year over year while uncompensated decreases.

- Aug-Sep Change:
  - Medicare: +0.1%
  - Medicaid: -0.3%
  - Commercial: -0.0%
  - Uncompensated: +0.2%
- Jul-Aug Change:
  - Medicare: -0.2%
  - Medicaid: -0.3%
  - Commercial: -0.1%
  - Uncompensated: +0.6%
- Jun-Jul Change:
  - Medicare: 0.0%
  - Medicaid: +0.7%
  - Commercial: +0.3%
  - Uncompensated: -1.0%

COOK COUNTY
HEALTH

9

Revenue Cycle KPI Trending
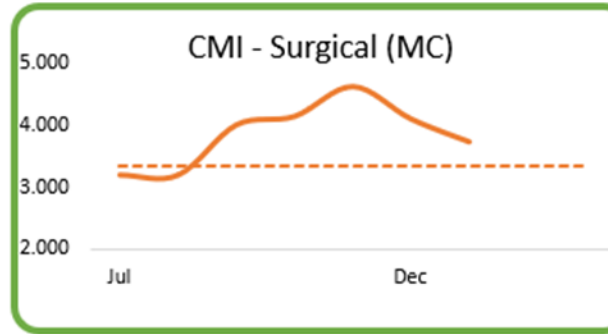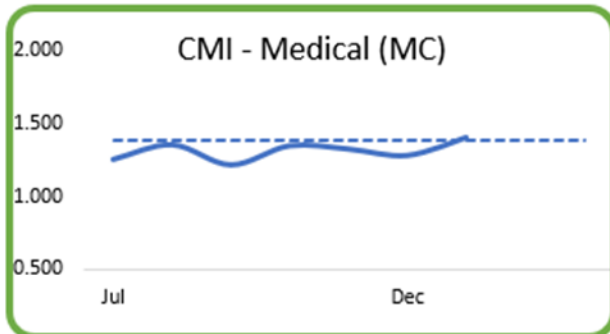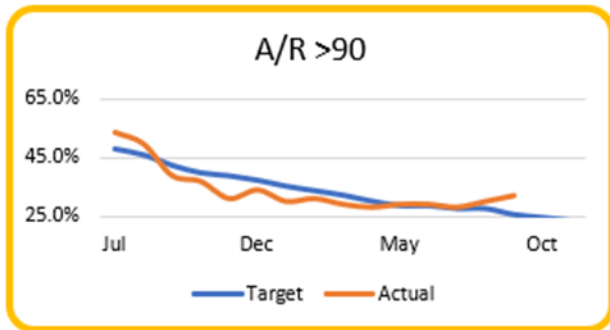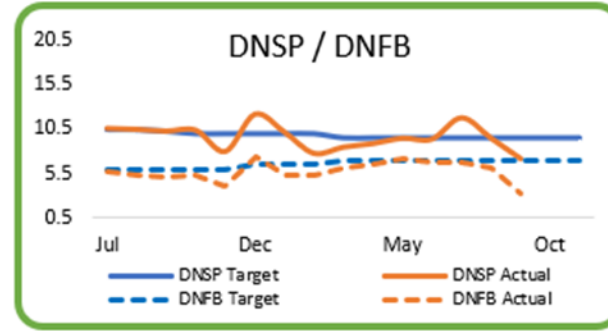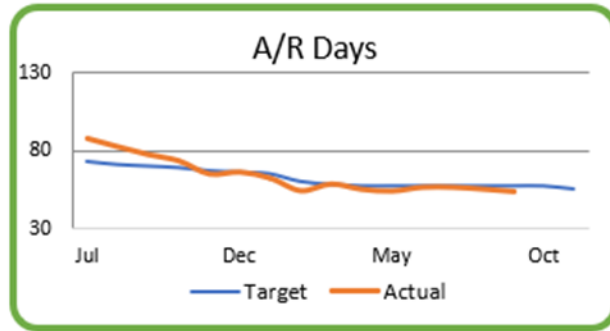
Commentary:

Performance metrics are on target with the exception of AR > 90.

This metric is off target this month related to delays in Medicaid payments due to a Medicaid system claims processing issue.

This is in process of being resolved with the State.

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.

Denial Focus & Trending
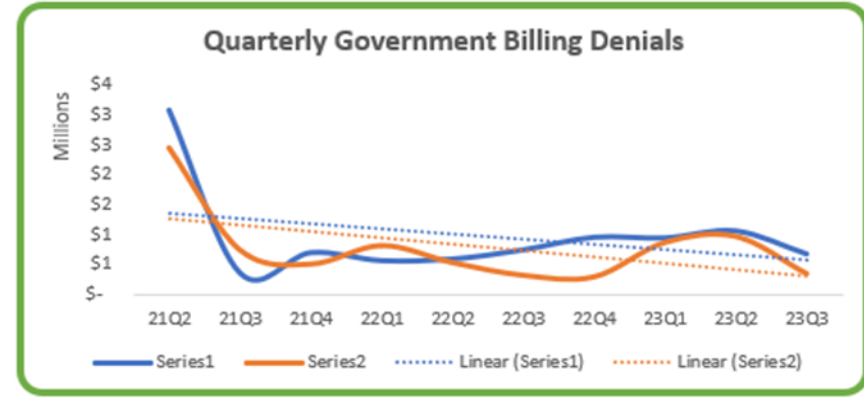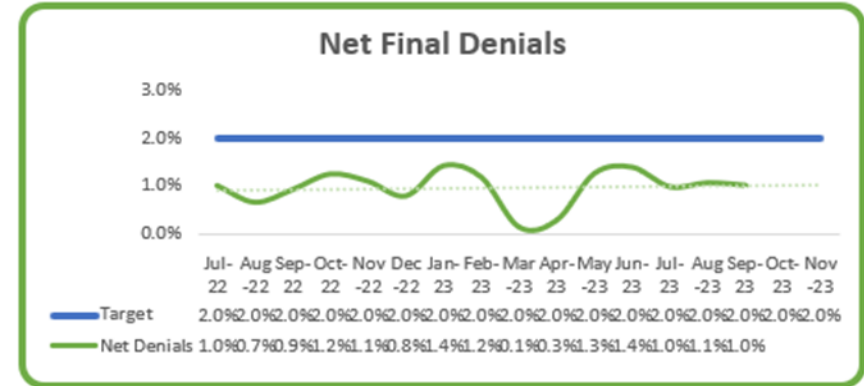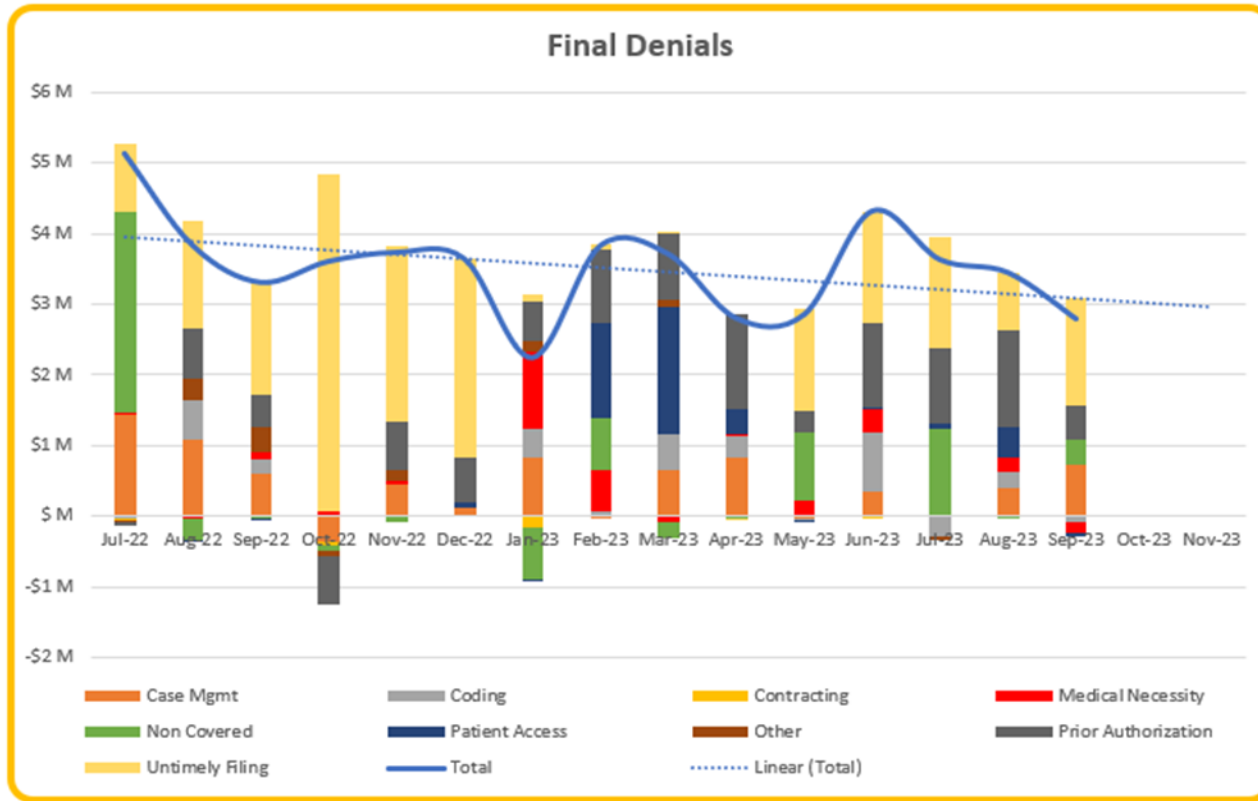
Commentary

- Net final denials are hitting targets and final denials are aligned to corrective action plans.
- Continued improvement on reducing government denials.

Cook County Health
2023 Charitable & Public Program Expenditures
Budget/Projection ($000s)

	2021 Actual Net Benefit	2022 Actual Net Benefit	2023 Budget Net Benefit	2023 Act/Proj Net Benefit
Charitable Benefits and Community Programs				
Traditional Charity Care	$ 162,626	$ 122,499	$ 120,232	$ 103,560
Other Uncompensated Care	100,894	108,284	91,800	141,647
Cermak & JTDC Health Services	104,465	90,293	101,364	100,133
Department of Public Health	16,908	12,965	21,684	15,443
Other Public Programs & Community Services	68,750	66,321	62,138	62,138
Totals	$ 453,643	$ 400,362	$ 397,217	$ 402,256
% of Revenues *	38.6%	36.9%	34.5%	37.1%
% of Costs *	27.9%	22.0%	22.3%	22.1%

* Excludes Health Plan Services

COOK COUNTY
HEALTH

Cook County Health
Savings Initiatives: September 30, 2023

Current Activities in Progress	Budgeted FY23 Impact	YTD Achieved	Status
Revenue Cycle:			
Chargemaster Review/Changes	3,200,000	2,698,413	🟢
Timely Filing	6,800,000	2,470,000	🟡
Coverage Accuracy	9,000,000	8,798,630	🟢
ACHN Coding Accuracy	5,100,000	3,068,333	🟡
AR Recovery	3,500,000	6,350,000	🟢
Self Pay Balance Support	1,700,000	2,100,000	🟢
Point of Service Collections	700,000	804,338	🟢
County Care:			
Vendor Contract Negotiations	12,500,000	8,900,000	🟢
Health System:			
Vendor Contract Negotiations	5,000,000	4,166,667	🟢
	$ 47,500,000	$ 39,356,381	83%
		Goal 10/12ths	83%

COOK COUNTY
HEALTH

Health Plan Services Financial Results – September 30, 2023

Dollars in 000s except PMPM amounts	FY2023 Actual	FY2023 Budget	Variance	%	Fy22 Actual
Capitation Revenue	$2,596,955	$2,139,092	$457,863	21.40%	$2,356,708
Operating Expenses					
Clinical - CCH	$99,629	$84,081	($15,548)	(18.49%)	$103,926
Clinical - External	$2,404,533	$1,935,212	($469,321)	(24.25%)	$2,126,109
Administrative	$130,696	$119,224	($11,472)	(9.62%)	$110,653
Total Expenses	$2,634,858	$2,138,517	($496,341)	(23.21%)	$2,340,688
Operating Gain (Loss)	($37,903)	$575	($38,478)		$16,019
Activity Levels					
Member Months	4,532,648	3,957,383	575,265	14.54%	4,306,005
Monthly Membership	451,090	373,724	77,366	20.70%	433,800
CCH CountyCare Member Months	416,232	N/A	N/A	N/A	441,533
CCH % CountyCare Member Months	9.18%	N/A	N/A	N/A	10.25%
Operating Indicators					
Revenue Per Member Per Month (PMPM)	$572.94	$540.53	$32.41	6.00%	$547.31
Clinical Cost PMPM	$552.47	$510.26	($42.21)	(8.27%)	$517.89
Medical Loss Ratio (1)	95.5%	94.4%	(1.10%)	(1.17%)	92.7%
Administrative Cost Ratio	5.0%	5.6%	0.59%	10.53%	4.6%

Commentary

- Total YTD member months are exceeding budget by 575,265 members.

- Revenue and claims expense are higher than budget due to higher than budgeted membership.

- CountyCare enrollment projected to exceed budget due to 50% auto-assignment as well as continued re-determination suspension.

- CountyCare's reimbursement to CCH for domestic spend is exceeding budget.

- Administrative Expenses are higher than budget while the Administrative Cost Ratio(ACR) is lower than budget due to higher than budgeted membership.

- Operating Loss of $37.9M

- Net loss is due to recent risk adjustment results from HFS that resulted in a $40m revenue decrease.

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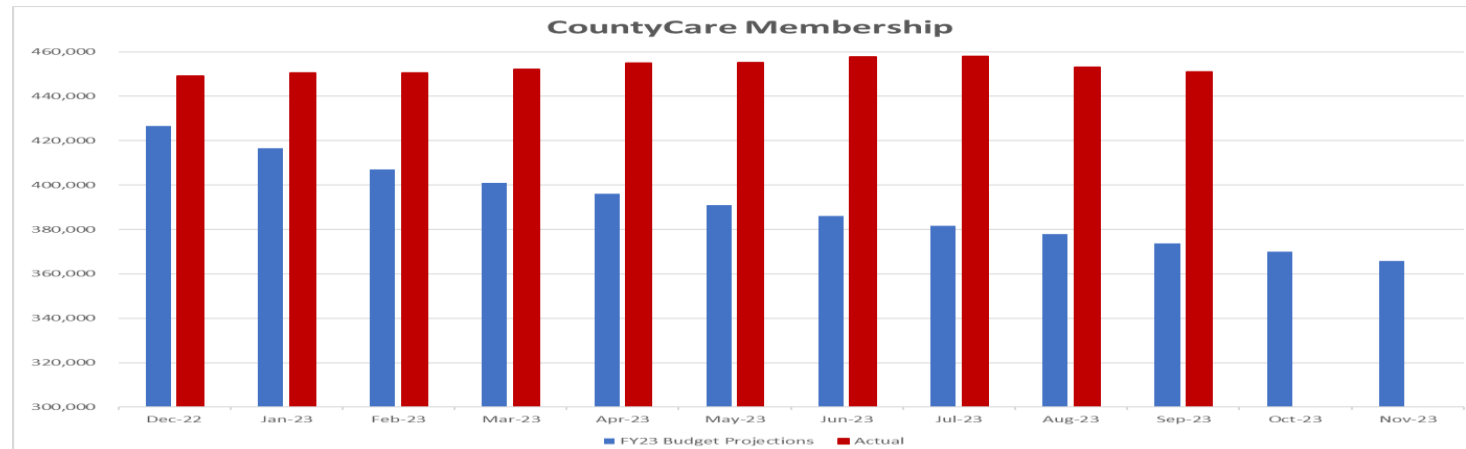
Notes:
(1)   Medical Loss Ratio is a measure of the percentage of premium that a health plan spends on medical claims.

COOK COUNTY HEALTH

Human Resources Metrics

Presented to the Cook County Health Human Resources Committee on 11/17/23

FY23 Impact Summary: Hiring

Filled Positions

1,267 (1,722 offers)

Total Filled Positions YTD (Accepted Offers or Hired)

276 YTD Net Hires (External Hires-Total Separations)

76% Offer Acceptance Ratio (346 offers declined)

External Filled Velocity

798

Total External Filled Positions (Accepted Offers or Hired)

96 days Overall FY23 Time to Fill (goal = 90 days or less)

Quarterly Filled Positions

	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4 YTD
	253	361	326	332	221

Overall Time to Fill (days) Quarterly

	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4 YTD
	106	87	91	92	96

COOK COUNTY HEALTH
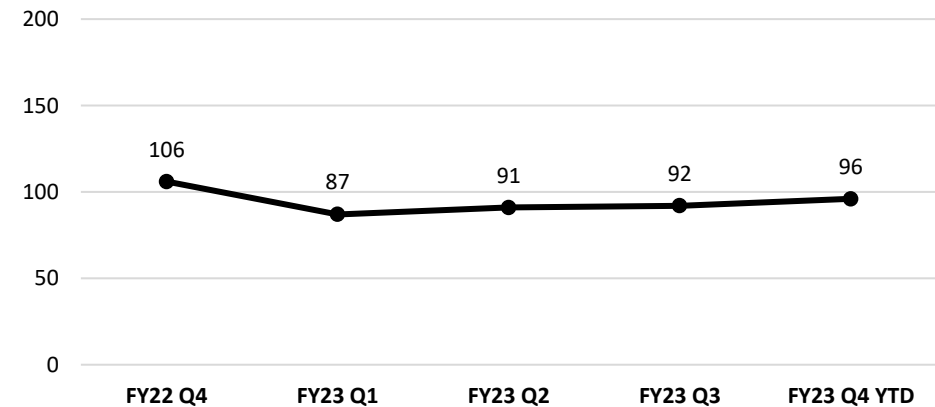
FY23 Impact Summary: Turnover & Separations

Turnover & Separations

9.1% YTD turnover

Turnover Benchmark

	CCH FY23	CCH FY22	CCH FY21	National Benchmark 2021*
	9.1%	11.4%	10.9%	25.9%
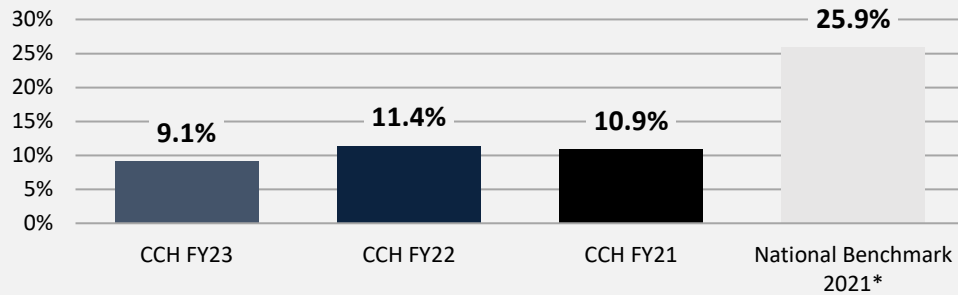
Source: 2022 NSI National Health Care Retention & RN Staffing Report

Separations FY23 YTD

FY 23

FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4 YTD
121	125	161	149	147	65

	Retirements	Resignations	Discharges
FY2023 | 522	178	302	42
FY2022 | 552	163	351	38
FY2021 | 534	187	314	33

COOK COUNTY HEALTH

17
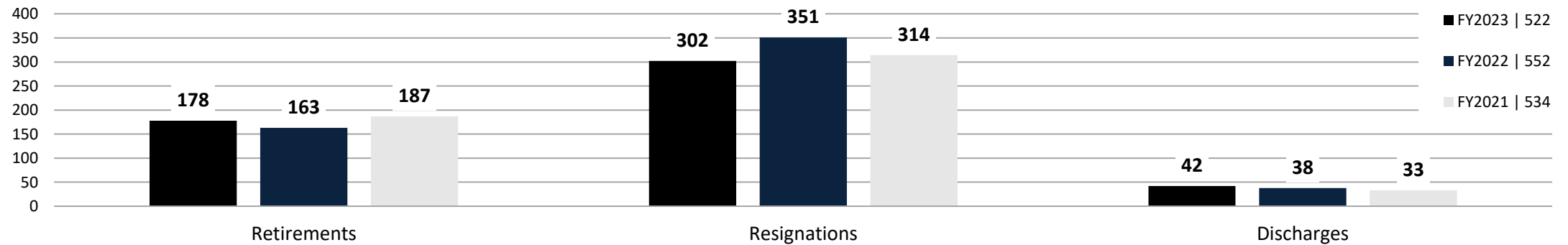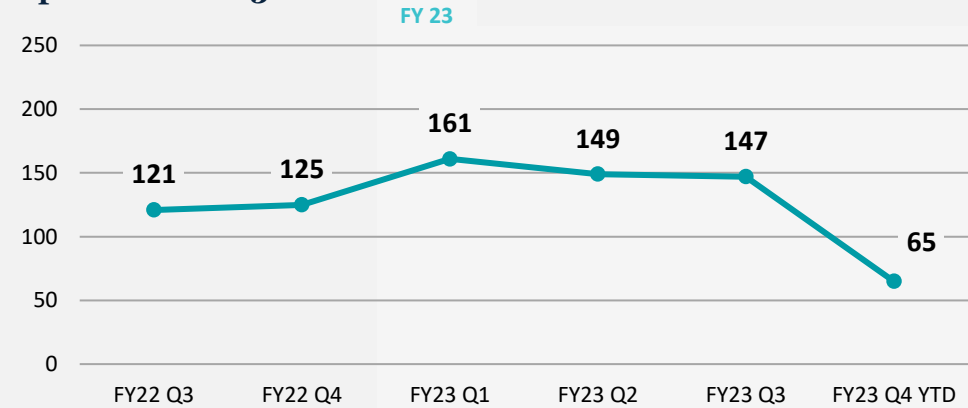
Talent Pool Email Campaign Progress
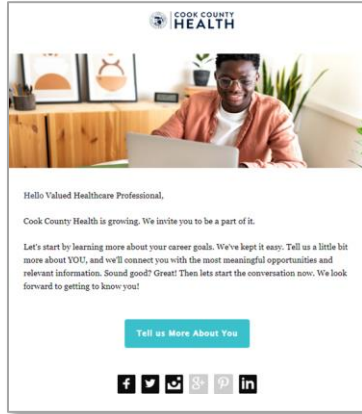
email example

Initial Round of Email Campaigns Sent to Candidates Targeting:	Medical Assistant: 1,529 Recipients
Illinois	Rehab: 4,329 Recipients
Wisconsin	
Iowa	Nurse: 550 Recipients
Indiana	Respiratory: 1,173 Recipients

Nursing Acceleration Program Update
30-Day Pilot Overview

Accelerated Nursing Hiring

226 Offers

135 Accepted

18 Pending

73 Declined

Nurse Hiring Progress

226 External

43 Internal

135 offers accepted

150

60% Acceptance Rate

80% Eligible Applications

32% Decline Rate

COOK COUNTY HEALTH

18
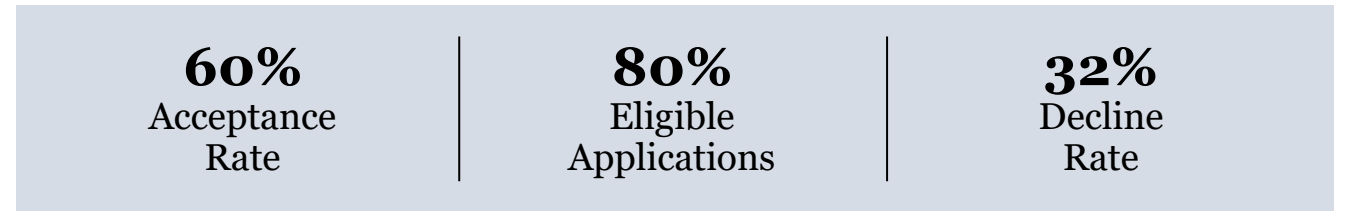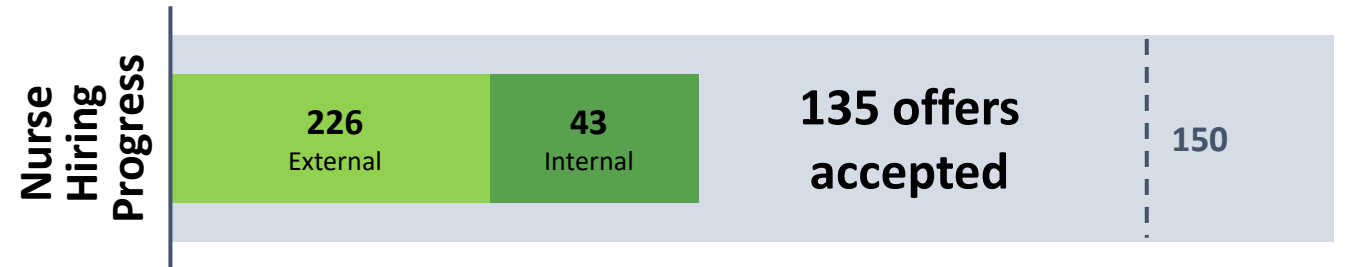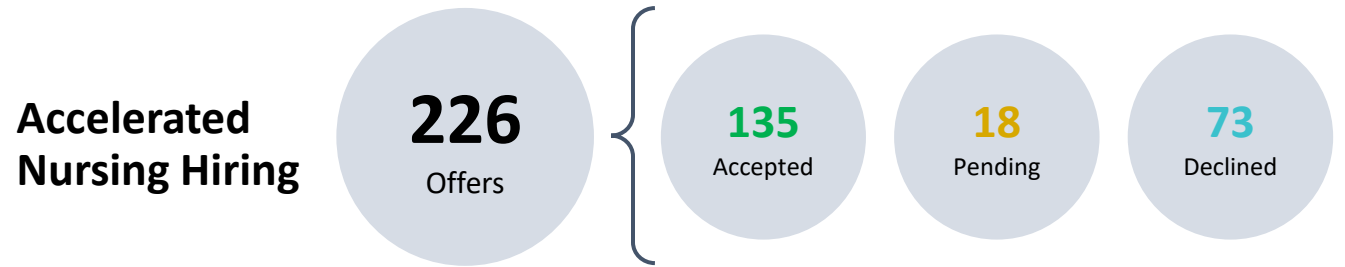
Cook County Health Learning Institute

A learning organization empowering people to learn, grow, drive results, and fulfil our mission with passion, purpose, and joy

Services Provided

Clinical & Professional Learning

Equip our healthcare professionals to deliver world-class patient care

Certification Trainings	Continued Education	Residency Programs
Fellowships	Conferences	Job-Specific, Clinical and Professional Skills Training

Workplace Learning

Strengthen our employees' non-clinical competencies to foster personal growth

Onboarding	Community Programs	Job-Specific Skills Training
Competency Development	Mentorship	Workplace Relations

Leadership Development

Nurture our leaders to be effective at empowering teams and individuals

Manager Onboarding	Frontline Leadership Program	Manager-Level Modules
Director Peer Coaching Circles	Executive Leadership Coaching	Mentorship Training

Compliance Learning

Help our employees protect against risks and upkeep our organization's integrity

Mapping Compliance Requirements to Offerings	Annual Compliance Trainings
Onboarding Compliance Checklists	Onboarding Compliance Trainings

COOK COUNTY HEALTH

Cook County Health as a Learning Organization

HR's Learning Opportunities in 2022-2023

Clinical & Professional Learning

Equip our healthcare professionals to deliver world-class patient care

EMT Apprenticeship Program – March 2024

Workplace Learning

Strengthen our employees' non-clinical competencies to foster personal growth

12-Month Foundations of Administration Program	Affiliate Onboarding Guidance and Support
Managing Workplace Relations Training	10 New Hire Office Hours (ready to launch)
Mentorship Program for Provident Scholarship Fund Recipients	C.A.R.E Internship
	Project Management 101
1:1 Objective Setting and Action Planning, 1:1 Development Planning, and 1:1 Check-in Conversations Training	
Orientation for New Hires, Contingent Workers, Interns, and Remote Workers	

Leadership Development

Nurture our leaders to be effective at empowering teams and individuals

Manager Orientation	12 Monthly New CCH Manager Office Hours
Peer Onboarding Mentor Guide	Leadership Competency Framework
Standard Operating Procedure Development Guide	Mentorship Guide
1:1 Objective Setting and Action Planning, 1:1 Development Planning, and 1:1 Check-in Conversations Training	

Compliance Learning

Help our employees protect against risks and preserve our organization's integrity

Annual Training
Onboarding Compliance Trainings

COOK COUNTY HEALTH

HR Technology Roadmap

Additional HR technology transformations are underway

In upcoming months, HR will continue accelerated hiring efforts with additional digital transformation initiatives enabled by cloud platforms.

Summer 2023 – Winter 2024 >>>
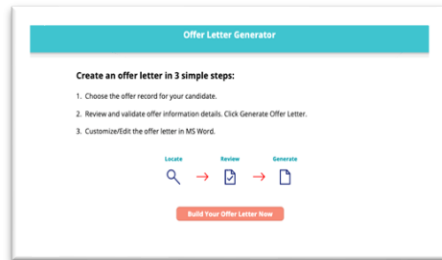
Offer Letter Generator
Scale and decrease effort of common recruiter tasks

HR Visitor Modernization
Improve Customer Service with digital improvements
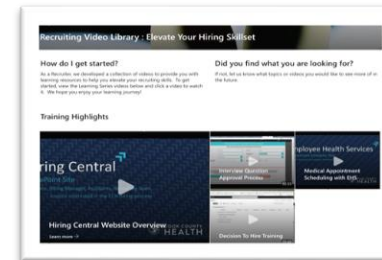
Training Video Library
Build employee skills with a training library
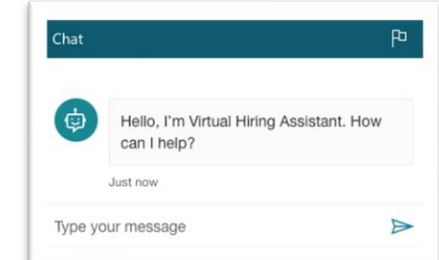
Virtual Hiring Assistant
Enable self service inquiries for hiring managers

Centralize all HR Data
Simplify data management and reporting

HR Intranet Website Updates
Make it easier for employees to engage with Human Resources

Position Status App
Increase transparency of hiring process and activities

AI Technology Roadmap
Empower CCH to solve larger, more complex recruiting operations leveraging Artificial Intelligence

COOK COUNTY HEALTH

18,279.5 hours saved in last 12 months

FY23 CCH HR Activity Report

Hires who have started – Dec through Sep (Year-Over-Year)

Chart 1: Hires by Quarter

	Q1	Q2	Q3	Q4
FY2023	1,146	361	326	332	127
FY2022	497	120	143	186	48
FY2021	562	242	181	91	48

Legend: ■ Q1 ■ Q2 ■ Q3 ■ Q4

Chart 2: Hires Internal vs External

	Internal	External
FY2023	1,146	396	750
FY2022	497	210	287
FY2021	562	153	409

Legend: ■ Internal ■ External

COOK COUNTY HEALTH

22
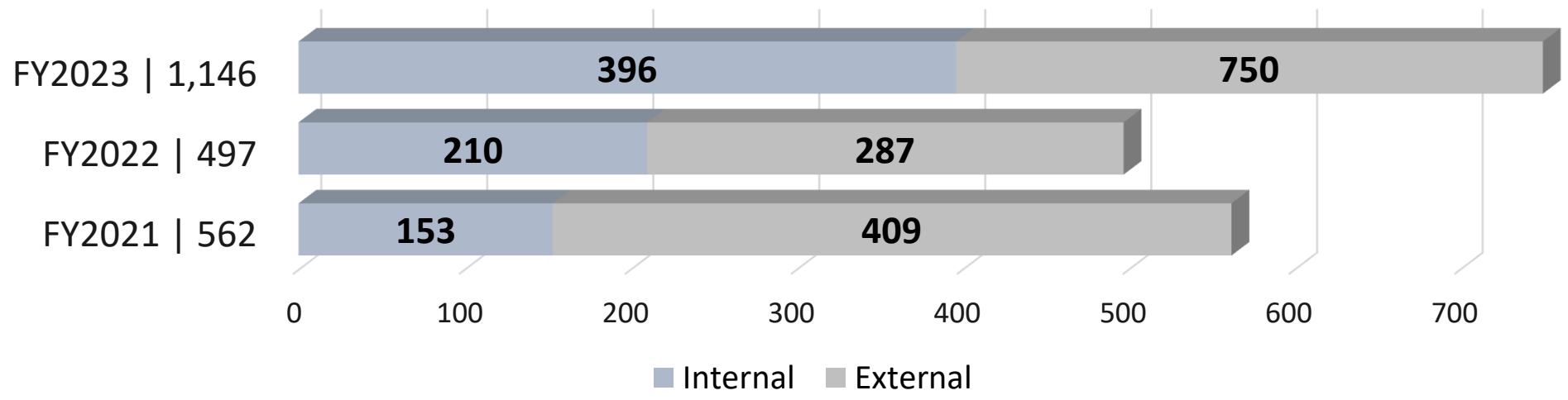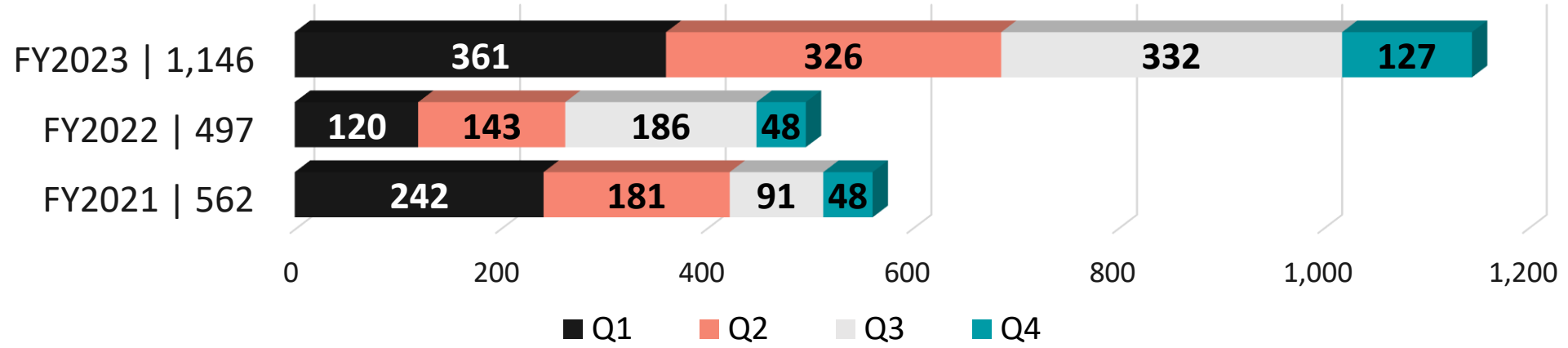
FY23 CCH HR Activity Report
Separations – Dec through Sep Year-Over-Year

	Q1	Q2	Q3	Q4
FY2023 | 479	161	148	140	30
FY2022 | 552	193	188	121	50
FY2021 | 534	190	136	147	61

■ Q1 ■ Q2 ■ Q3 ■ Q4

COOK COUNTY
HEALTH

Does not include Consultants, Registry and House Staff

23
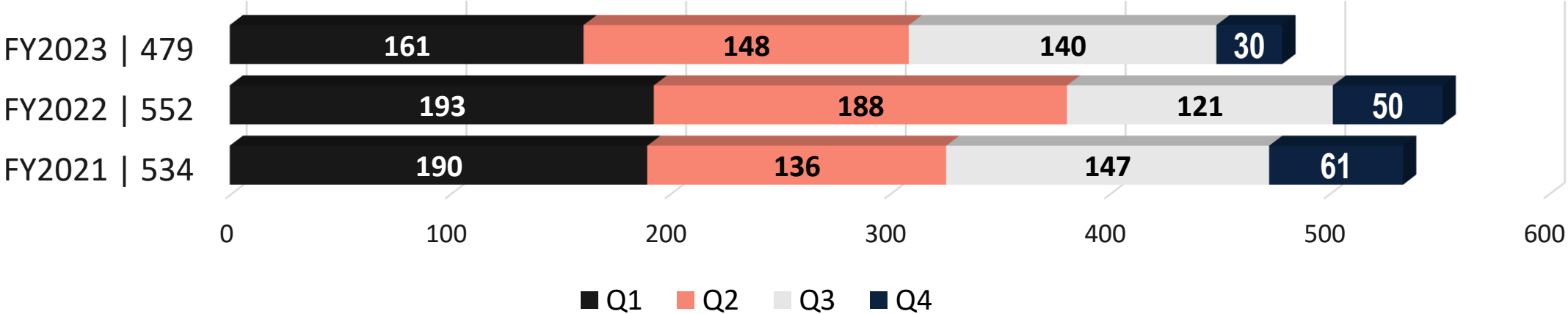
FY23 CCH HR Activity Report

Turnover – Dec through Sep Year-Over-Year

Year	Q1	Q2	Q3	Q4
FY 2023	2.9%	2.6%	2.7%	0.5%
FY 2022	3.4%	3.4%	2.2%	0.9%
FY 2021	3.1%	2.3%	2.5%	1.1%

■ Q1   ■ Q2   ■ Q3   ■ Q4
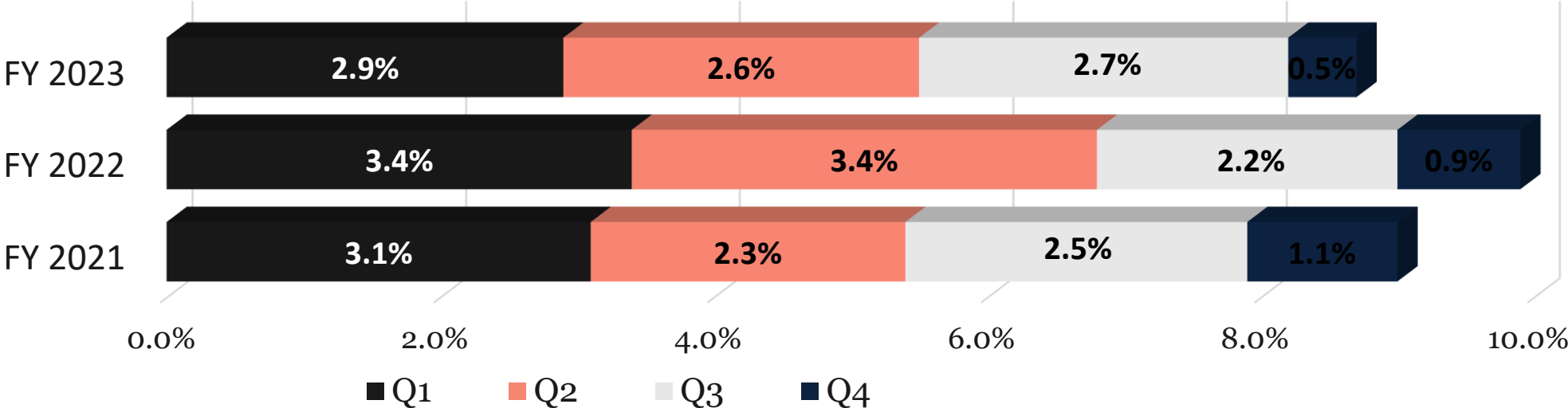
FY 2021 = 534

Qtr.	# of Employees	Separations	Turnover
Q1	6,071	190	3.1%
Q2	6,038	136	2.3%
Q3	5,837	147	2.5%
Q4	5,809	61	1.1%

FY 2022 YTD = 552

Qtr.	# of Employees	Separations	Turnover
Q1	5,682	193	3.4%
Q2	5,564	188	3.4%
Q3	5,523	121	2.2%
Q4	5,523	50	0.9%

FY 2023 YTD = 479

Qtr.	# of Employees	Separations	Turnover
Q1	5,610	160	2.9%
Q2	5,637	147	2.6%
Q3	5,681	142	2.7%
Q4	5,709	28	0.5%

COOK COUNTY
HEALTH

FY23 CCH HR Activity Report

Turnover – Pre-Pandemic – Dec through Sep YTD

COOK COUNTY HEALTH
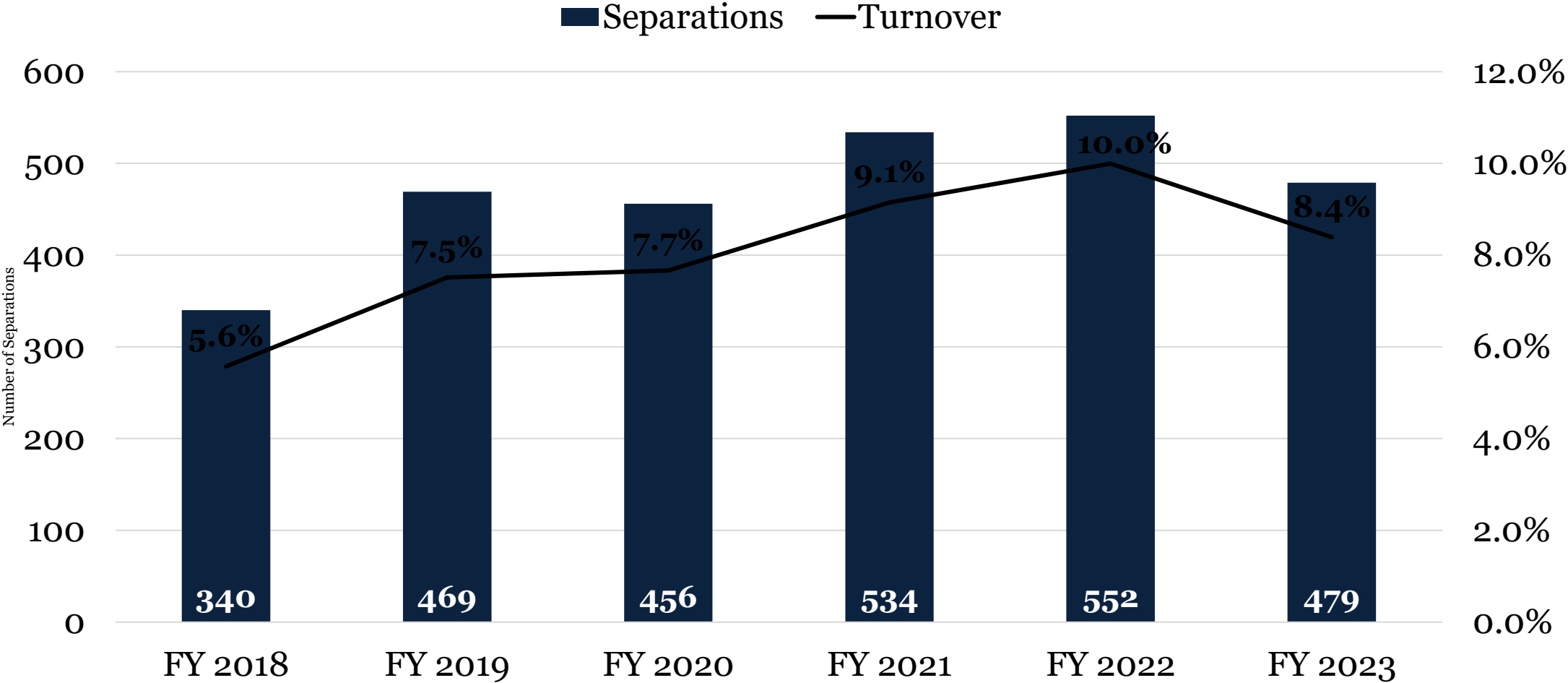
Hiring Fairs: FY23 YTD Summary

48
Hiring Fairs

1,851+
Attendees

769
Same-day Offers Extended

389
Same-day Offers Accepted

74K+
"Join Our Team" Pageviews

488K
Social Media Impressions & Views

37.9K
Clicks

2,639
Job Board Candidate Applications

63
Creative Assets Developed

January 2022 – September 2023

COOK COUNTY HEALTH

Stroger Op Ex Patient Experience Workgroup

HCAHPS Likelihood to Recommend – Top Box Score by Received Date
Last 12-months Top Box Score: 71.51
Goal: 75 | Stretch Goal: 80

COOK COUNTY HEALTH

Data Source: **Press Ganey**
Higher top box score is favorable
Control limits made from Oct 2022-Sept 2023

Stroger Op Ex Patient Experience Workgroup

HCAHPS Communication w/ Nursing Domain – Top Box Score by Received Date

Last 12-months Top Box Score: 69.3
Goal: 73 | Stretch Goal: 77

COOK COUNTY
HEALTH

Stroger Op Ex Patient Experience Workgroup

HCAHPS Hospital Environment Cleanliness – Top Box Score by Received Date

Last 12-months Top Box Score: 59.38

Goal: 58 | Stretch Goal: 65
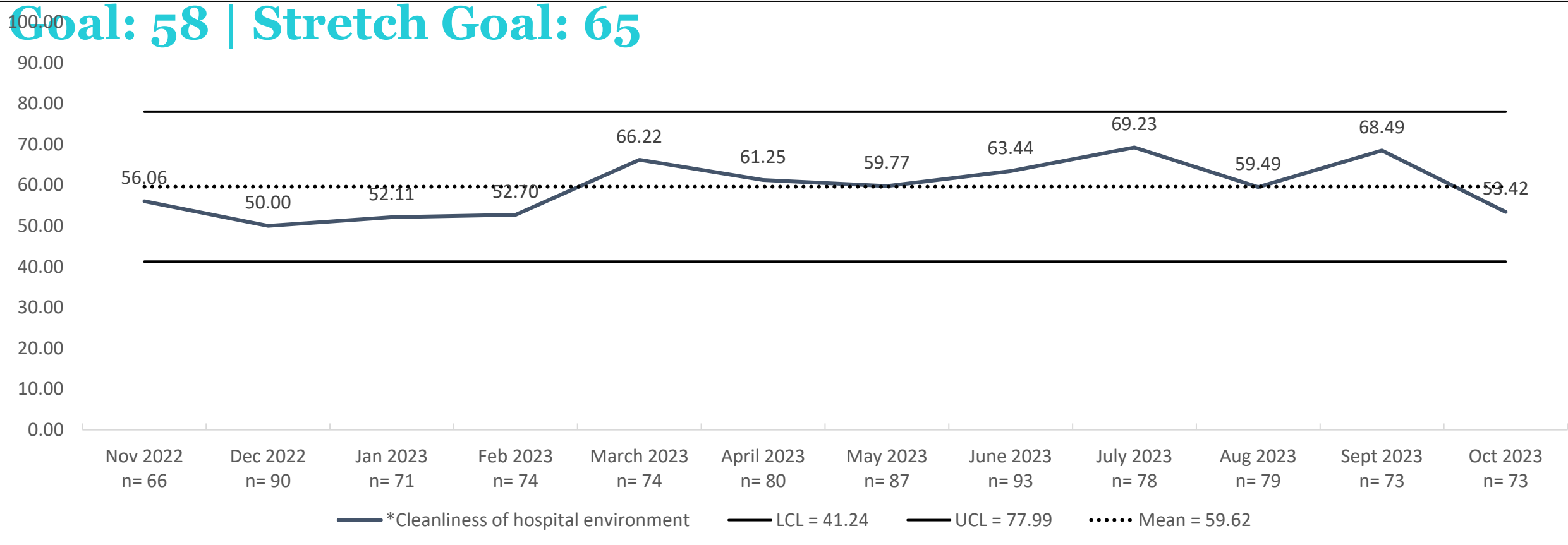
	Nov 2022 n= 66	Dec 2022 n= 90	Jan 2023 n= 71	Feb 2023 n= 74	March 2023 n= 74	April 2023 n= 80	May 2023 n= 87	June 2023 n= 93	July 2023 n= 78	Aug 2023 n= 79	Sept 2023 n= 73	Oct 2023 n= 73
Score	56.06	50.00	52.11	52.70	66.22	61.25	59.77	63.44	69.23	59.49	68.49	53.42

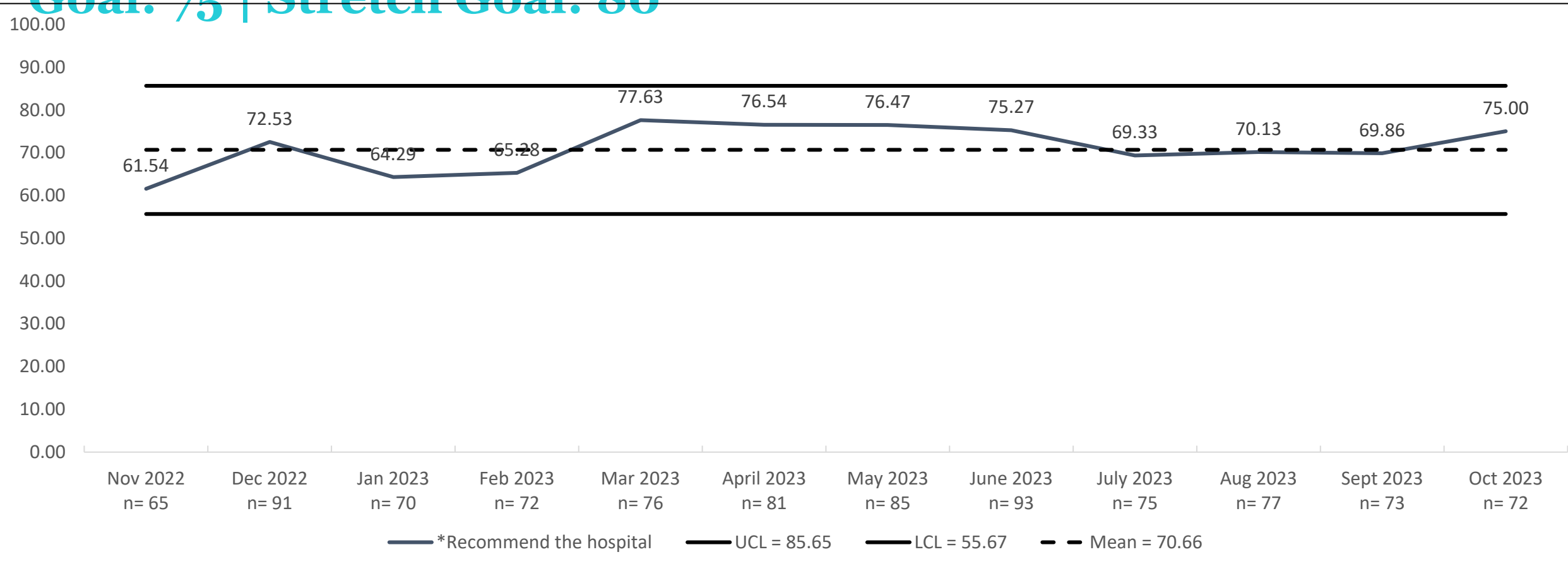Legend: *Cleanliness of hospital environment — LCL = 41.24 — UCL = 77.99 ⋯⋯ Mean = 59.62

COOK COUNTY HEALTH

Provident Op Ex Patient Experience Workgroup

HCAHPS Likelihood to Recommend – Top Box Score by Received Date
Last 12-months Top Box Score: 59.02, n = 61 surveys
Goal: 75 | Stretch: 80
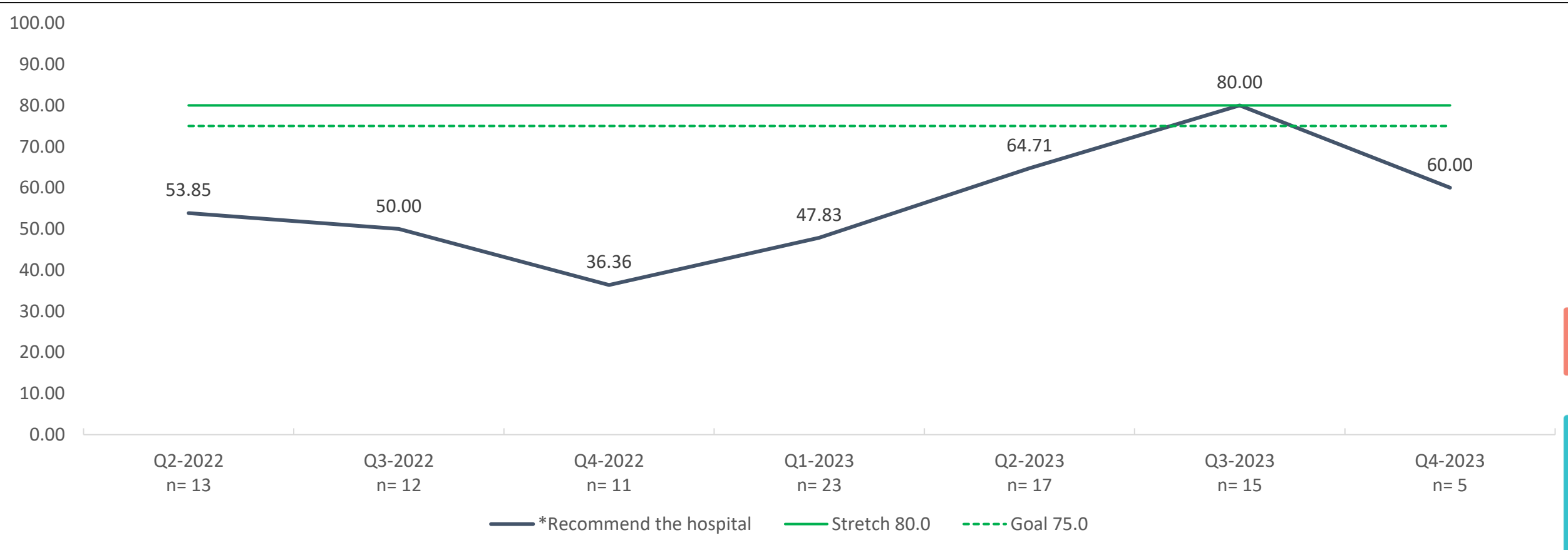
	Q2-2022 n= 13	Q3-2022 n= 12	Q4-2022 n= 11	Q1-2023 n= 23	Q2-2023 n= 17	Q3-2023 n= 15	Q4-2023 n= 5
*Recommend the hospital	53.85	50.00	36.36	47.83	64.71	80.00	60.00

Legend: —— *Recommend the hospital   —— Stretch 80.0   - - - - Goal 75.0

COOK COUNTY HEALTH

Provident Op Ex Patient Experience Workgroup

HCAHPS Communication w/ Nursing Domain – Top Box Score by Received Date

Last 12-months Top Box Score: 78.55, *n* = 64 surveys
Goal: 79.80 | Stretch: 80

Legend: *Comm w/ Nurses Domain Performance — Stretch 80 --- Goal 79.80

Chart values by quarter:
- Q2-2022 (n= 13): 60.47
- Q3-2022 (n= 13): 89.53
- Q4-2022 (n= 15): 64.44
- Q1-2023 (n= 24): 72.22
- Q2-2023 (n= 19): 80.70
- Q3-2023 (n= 15): 86.51
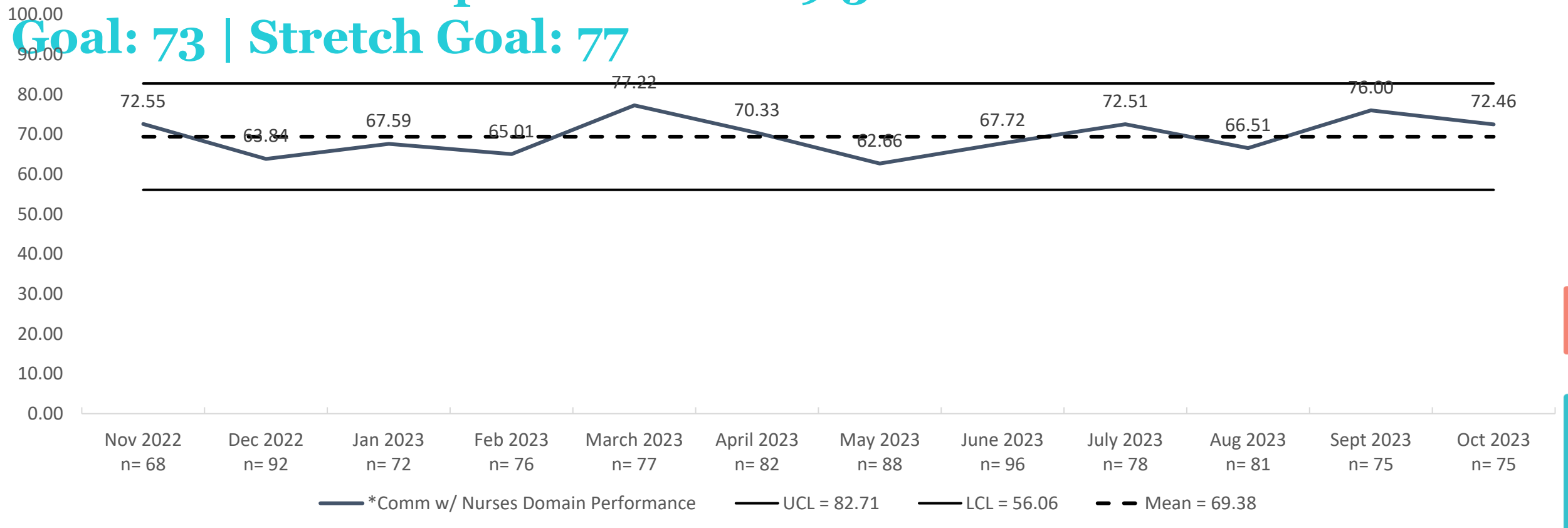- Q4-2023 (n= 5): 80.00

COOK COUNTY HEALTH
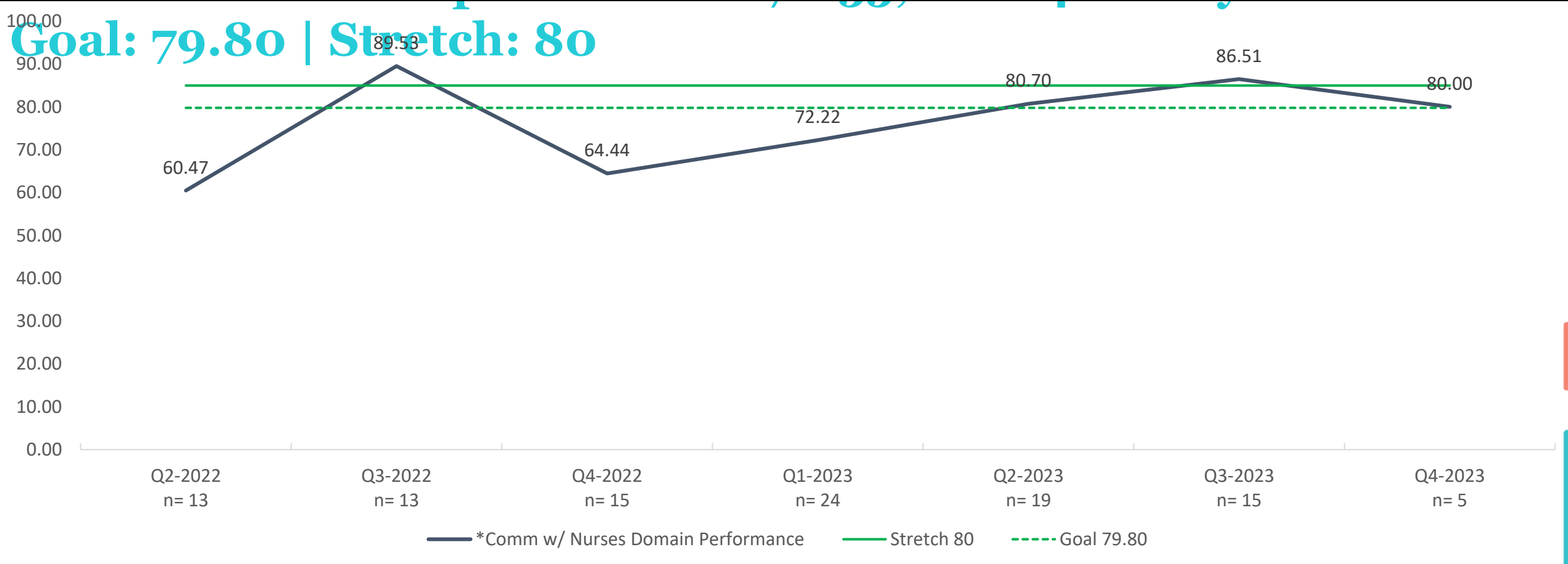
Provident Op Ex Patient Experience Workgroup

HCAHPS Communication w/ Doctors Domain– Top Box Score by Received Date
Last 12-months Top Box Score: 79.47, n = 66 surveys
Goal: 81 | Stretch Goal: 85

	Q2-2022 n= 13	Q3-2022 n= 13	Q4-2022 n= 15	Q1-2023 n= 24	Q2-2023 n= 19	Q3-2023 n= 15	Q4-2023 n= 5
*Comm w/ Doctors Domain Performance	76.28	92.09	56.83	85.55	84.21	80.00	80.00

Legend: *Comm w/ Doctors Domain Performance — Stretch 85 — Goal 81

COOK COUNTY HEALTH
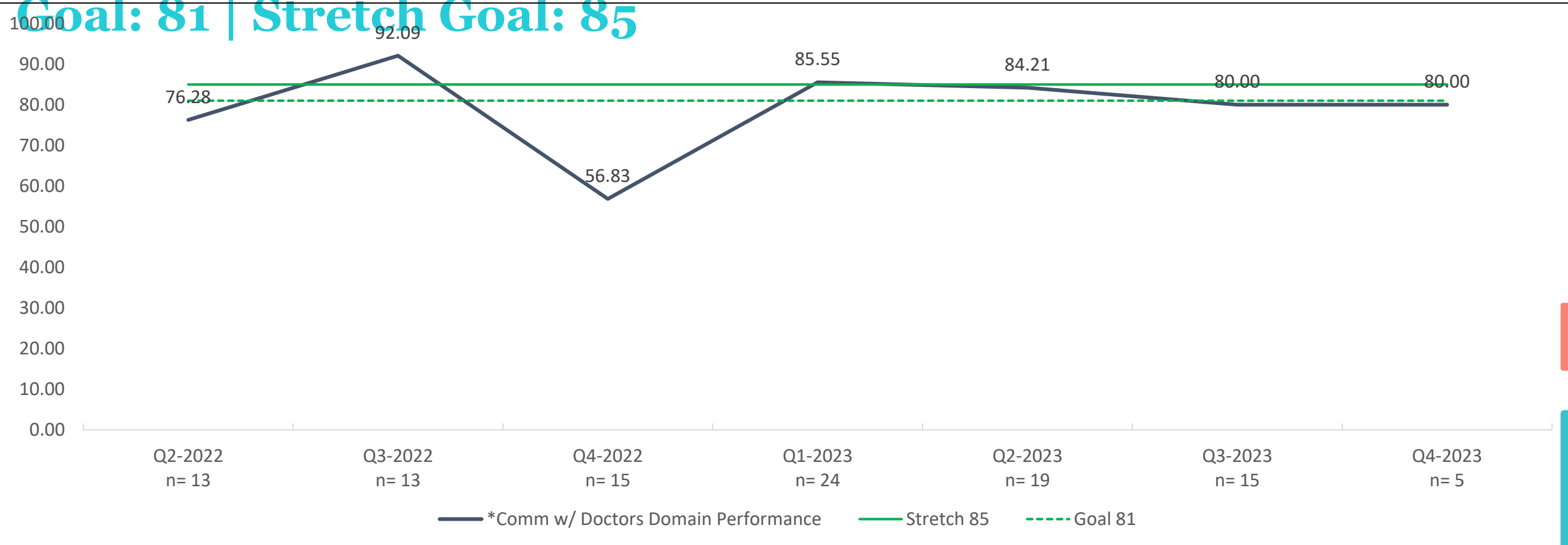
Stroger Op Ex Clinical Documentation Workgroup

Surgical CMI & Medical CMI - Stroger Hospital

2022 medical CMI was at 1.2537, 2023 YTD 1.2489

2022 surgical CMI was at 3.0490, 2023 YTD 3.0219

SURGICAL CMI

	2022-09	2022-10	2022-11	2022-12	2023-01	2023-02	2023-03	2023-04	2023-05	2023-06	2023-07	2023-08**
Case Mix Index	3.27	3.05	3.09	3.23	2.96	2.93	3.19	2.91	2.94	2.93	3.15	3.08

■ Case Mix Index ······ Target Goal 3.35 —— Stretch Goal 3.685

MEDICAL CMI

	2022-09	2022-10	2022-11	2022-12	2023-01	2023-02	2023-03	2023-04	2023-05	2023-06	2023-07	2023-08**
Case Mix Index	1.20	1.21	1.24	1.23	1.24	1.26	1.26	1.23	1.27	1.30	1.26	1.17

■ Case Mix Index ······ Target Goal 1.38 —— Stretch Goal 1.518

COOK COUNTY HEALTH

*** subject to change with coding revisions still underway*

Data Source: Vizient
Higher CMI is favorable

Stroger Op Ex Clinical Documentation Workgroup

Observed over Expected Mortality Improvement – Stroger Hospital
2022 – 1.08 | 2023 YTD – 1.09
Goal: 1.0
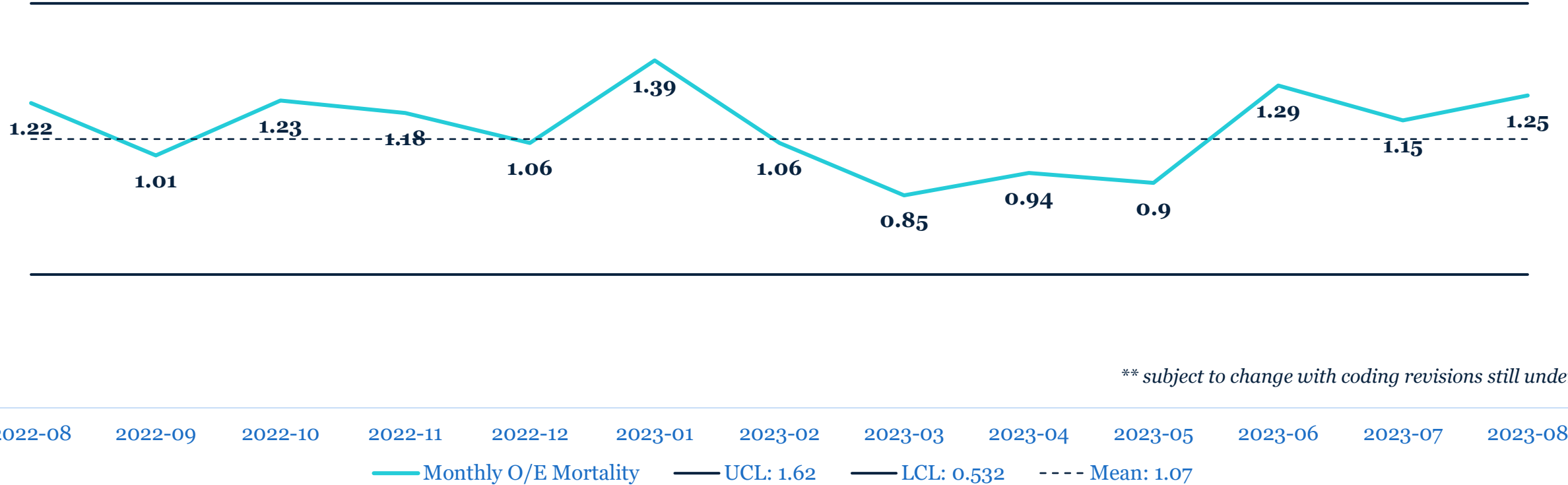
** subject to change with coding revisions still underway

Monthly O/E Mortality — UCL: 1.62 — LCL: 0.532 - - - - Mean: 1.07

COOK COUNTY HEALTH

Data Source: **Vizient**

Lower: <=1.0 means documentation & coding is performing well
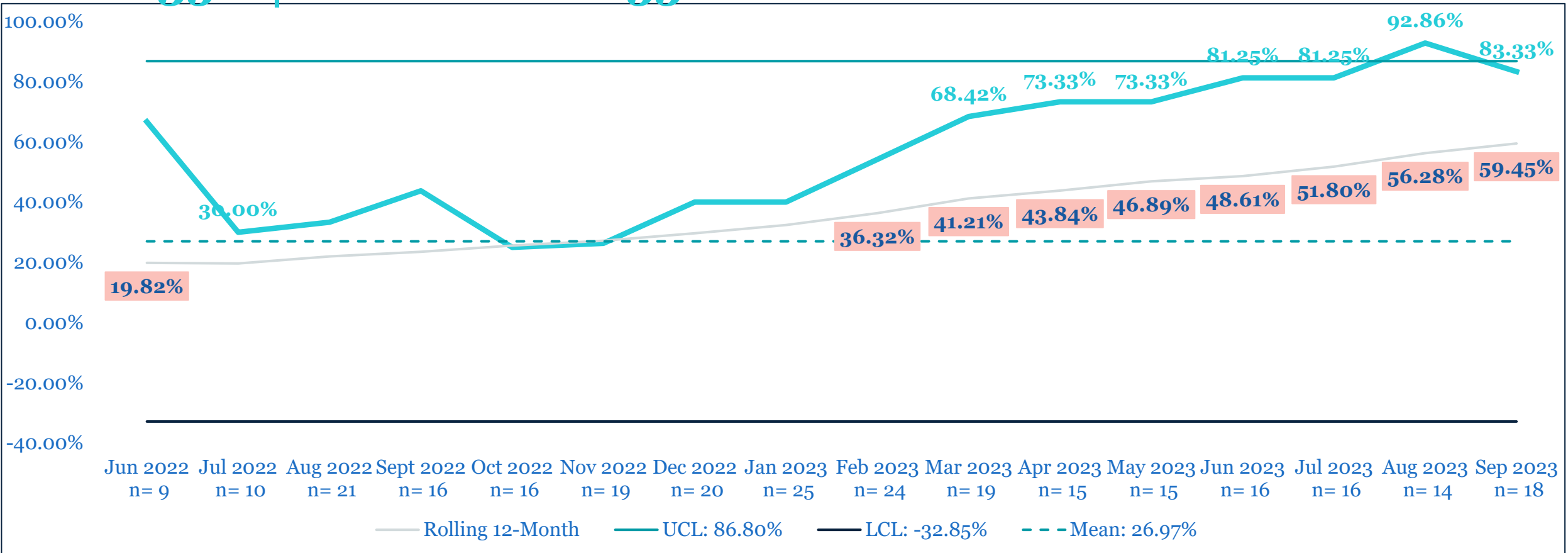Control limits are based on 2022 performance

Stroger Op Ex Clinical Outcomes Workgroup

CMS SEP-1 % of Patients with met Compliance
Last 12-months Score: 59.45%
Goal: 35% | Stretch Goal: 55%

COOK COUNTY HEALTH

Data Source: Cerner, Abstracted Results
Higher is better
Control limits are based on 2022 performance

Stroger Op Ex Clinical Outcomes Workgroup

CDIFF Volume

Goal: <34 cases | Stretch Goal <25 cases

2023 annualized, 23

43

17

2022

2023 YTD (Thru Sept - 0 pending)

■ CDIF ■ 2023 annualized ······ Goal < 34 ── Stretch Goal < 25

COOK COUNTY HEALTH

Data Source: Infection Control

Lower is better
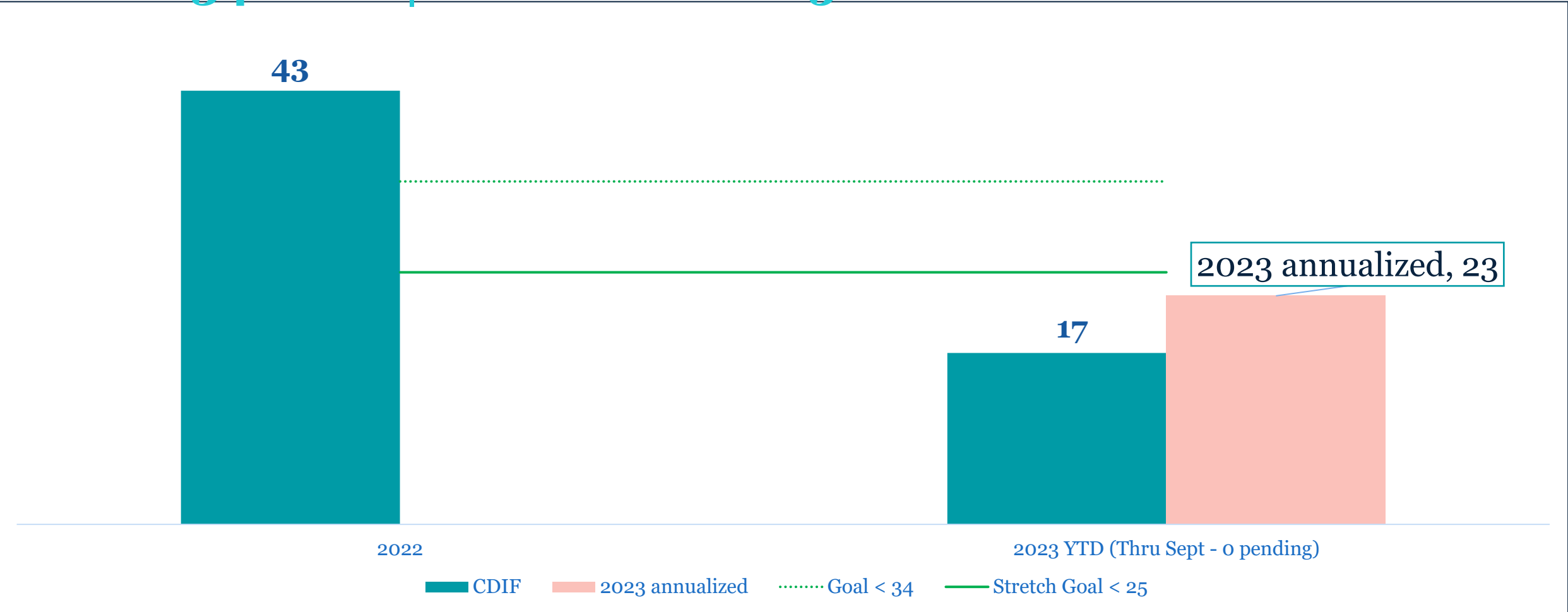
Provident Op Ex Clinical Outcomes Workgroup

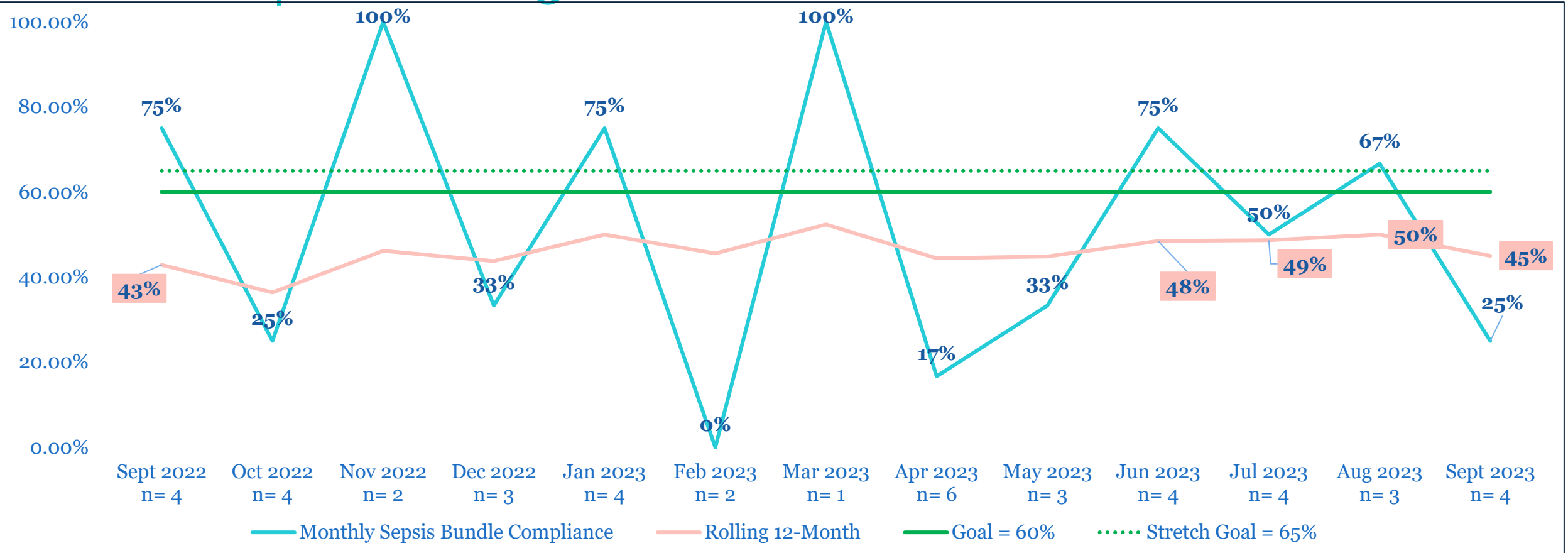CMS SEP-1 % of Patients with met Compliance
12-Month Score: 50%
Goal: 60% | Stretch: 65%

COOK COUNTY HEALTH
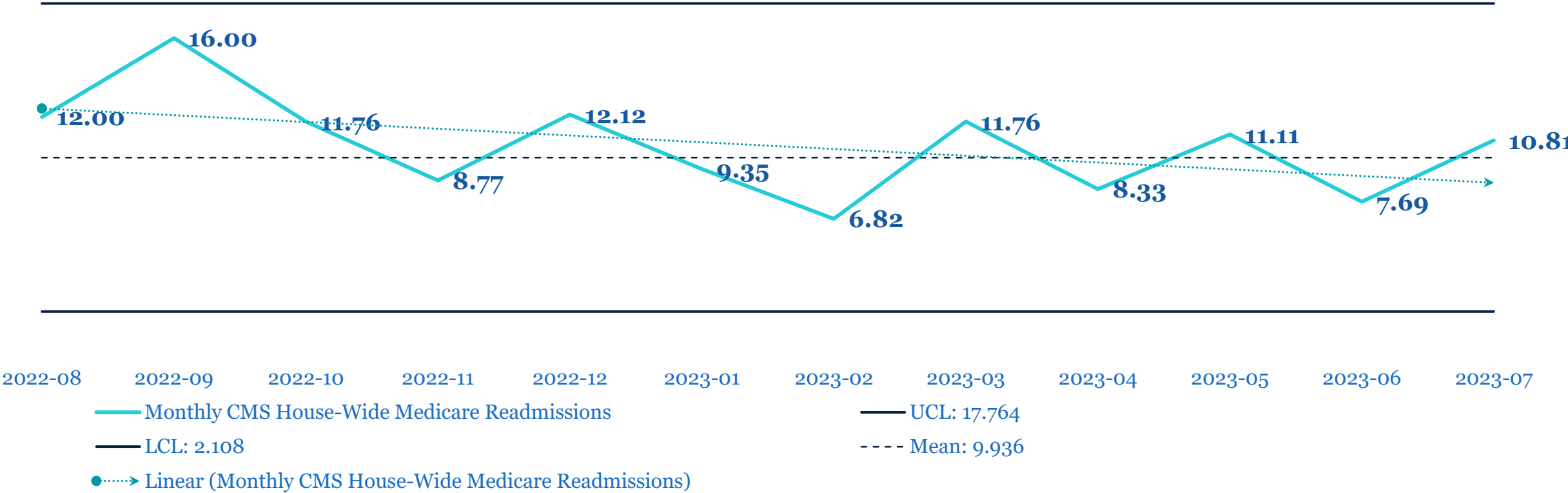
Op Ex Readmissions Workgroup

CMS Medicare House-Wide Readmissions Rate – Stroger Hospital
Last 12-months Score: 8/2022 – 7/2023 – 9.83%
Goal: 9.93% | Stretch Goal: 9.73%

2022-08	2022-09	2022-10	2022-11	2022-12	2023-01	2023-02	2023-03	2023-04	2023-05	2023-06	2023-07

Data points: 12.00, 16.00, 11.76, 8.77, 12.12, 9.35, 6.82, 11.76, 8.33, 11.11, 7.69, 10.81

Legend:
— Monthly CMS House-Wide Medicare Readmissions
— UCL: 17.764
— LCL: 2.108
- - - Mean: 9.936
····► Linear (Monthly CMS House-Wide Medicare Readmissions)

COOK COUNTY HEALTH

Data Source: Vizient
Lower: is better
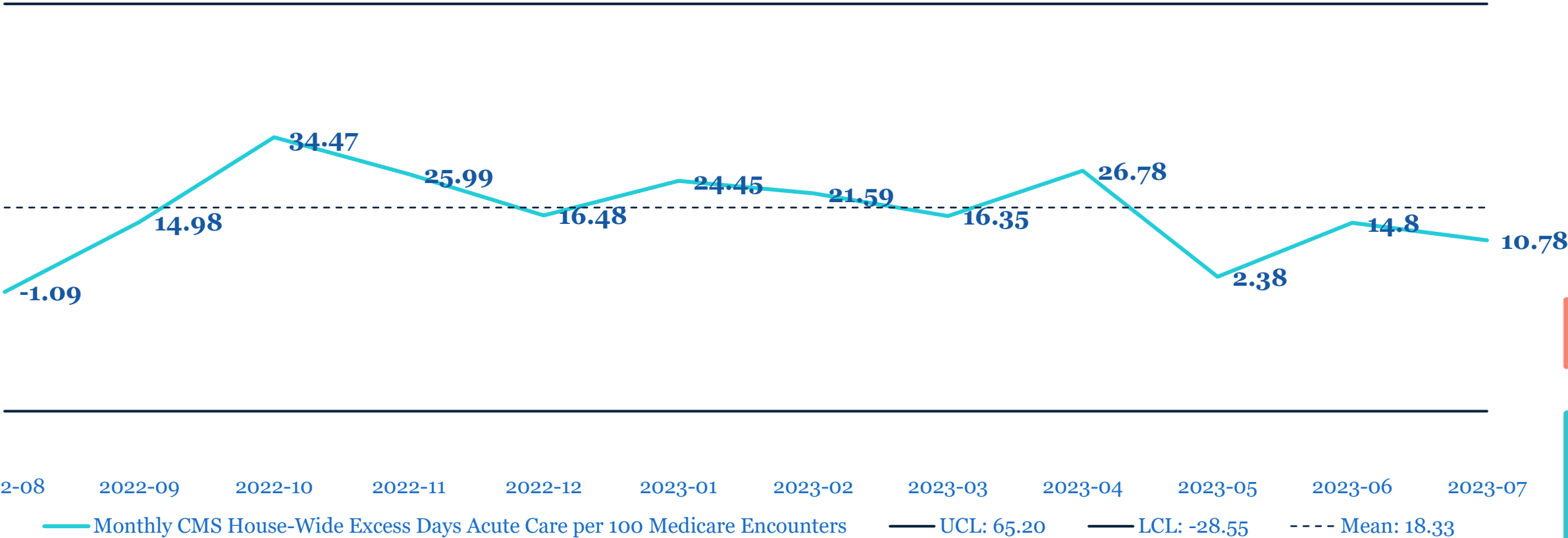Control limits are based on 2022 performance

Op Ex Readmissions Workgroup

CMS House-wide EDAC per 100 Medicare Encounters – Stroger Hospital
Rolling 12 months 18.17 days
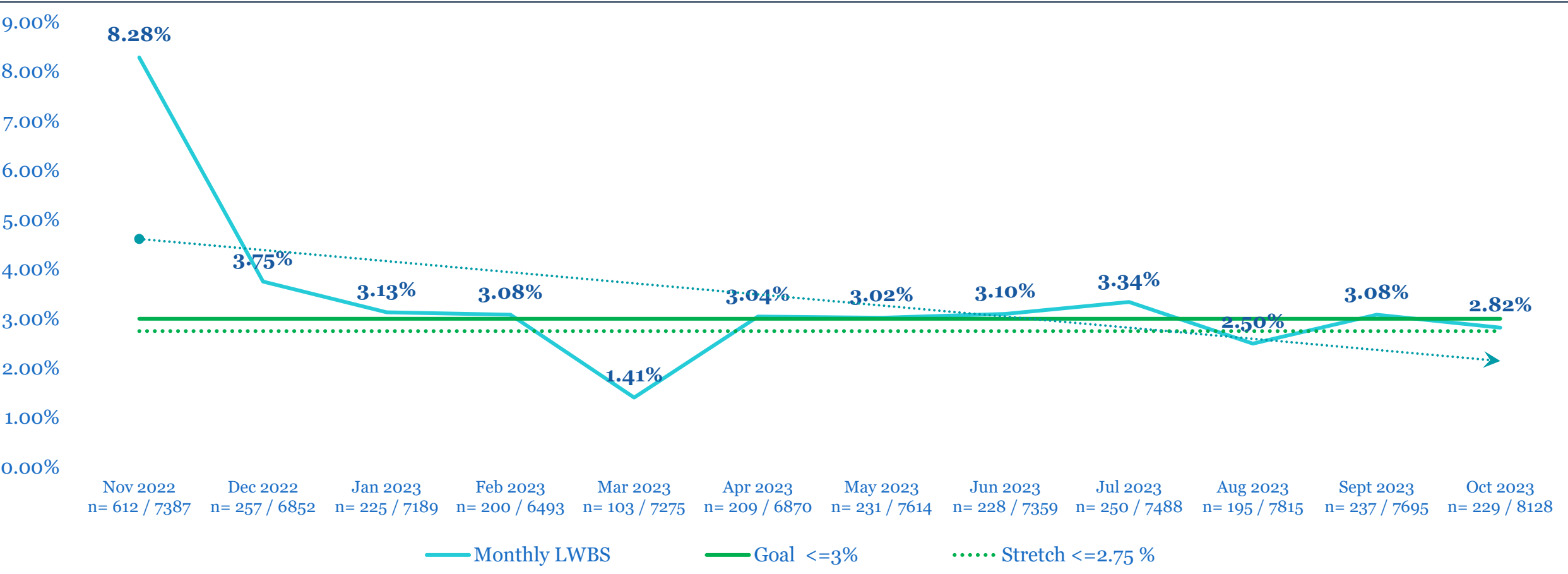### Goal: 15 | Stretch Goal: 10

34.47

25.99

26.78

14.98

24.45

21.59

16.48

16.35

14.8

10.78

-1.09

2.38

2022-08 · 2022-09 · 2022-10 · 2022-11 · 2022-12 · 2023-01 · 2023-02 · 2023-03 · 2023-04 · 2023-05 · 2023-06 · 2023-07

Monthly CMS House-Wide Excess Days Acute Care per 100 Medicare Encounters ——— UCL: 65.20 ——— LCL: -28.55 - - - Mean: 18.33

40 COOK COUNTY HEALTH

Stroger Op Ex Throughput Workgroup
ED Left Without Being Seen
12-months 3.38% | Goal <3% | Stretch <=2.75%

	Nov 2022 n= 612 / 7387	Dec 2022 n= 257 / 6852	Jan 2023 n= 225 / 7189	Feb 2023 n= 200 / 6493	Mar 2023 n= 103 / 7275	Apr 2023 n= 209 / 6870	May 2023 n= 231 / 7614	Jun 2023 n= 228 / 7359	Jul 2023 n= 250 / 7488	Aug 2023 n= 195 / 7815	Sept 2023 n= 237 / 7695	Oct 2023 n= 229 / 8128
Monthly LWBS	8.28%	3.75%	3.13%	3.08%	1.41%	3.04%	3.02%	3.10%	3.34%	2.50%	3.08%	2.82%

Legend: Monthly LWBS — Goal <=3% — Stretch <=2.75%

COOK COUNTY HEALTH

Stroger Op Ex Throughput Workgroup

ED Median Length of Stay for ED Discharges - OP18b, *n=34 sampled monthly*

Goal: 220 mins | Stretch Goal: 191
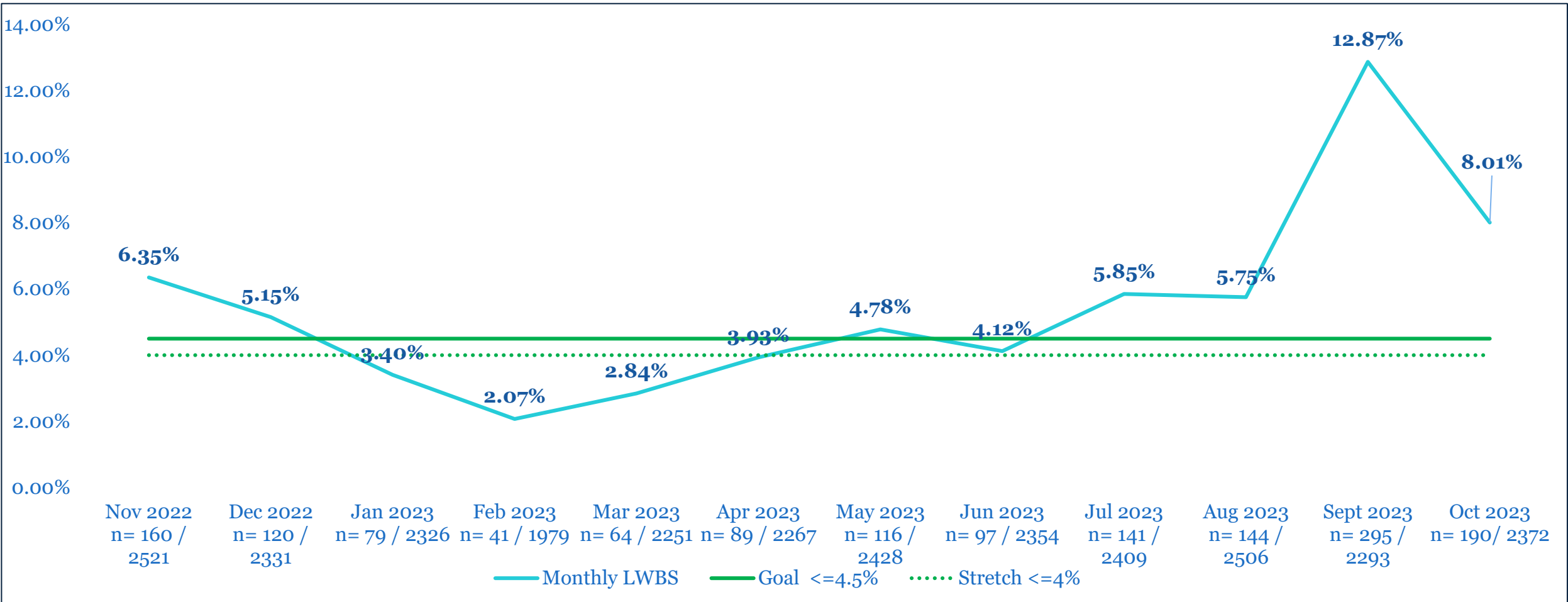

Legend: ED Median LOS for ED D/Cs — Goal 220 mins ····· Stretch 191 mins •····➤ Linear (ED Median LOS for ED D/Cs)

COOK COUNTY HEALTH

Data Source: Cerner, Abstracted Results
Lower is better
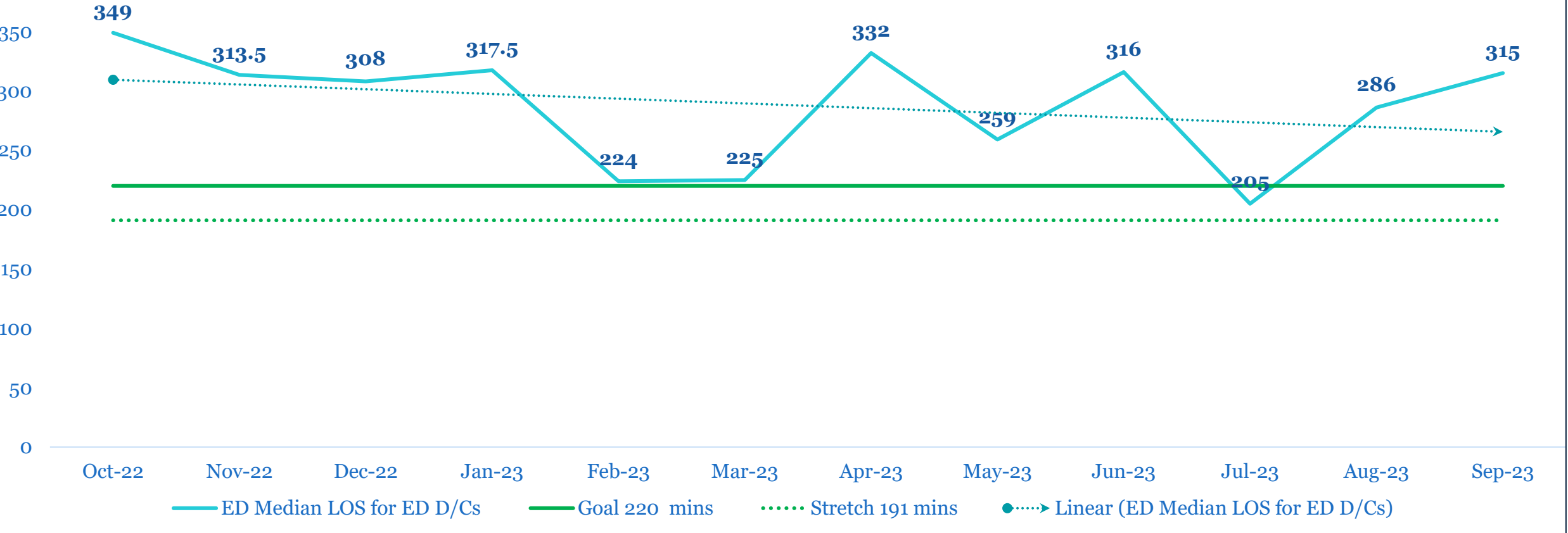
Provident Op Ex Throughput Workgroup

ED Median Length of Stay for ED Discharges – OP18b, *n=34 sampled monthly*

Goal: 187 | Stretch Goal: 171
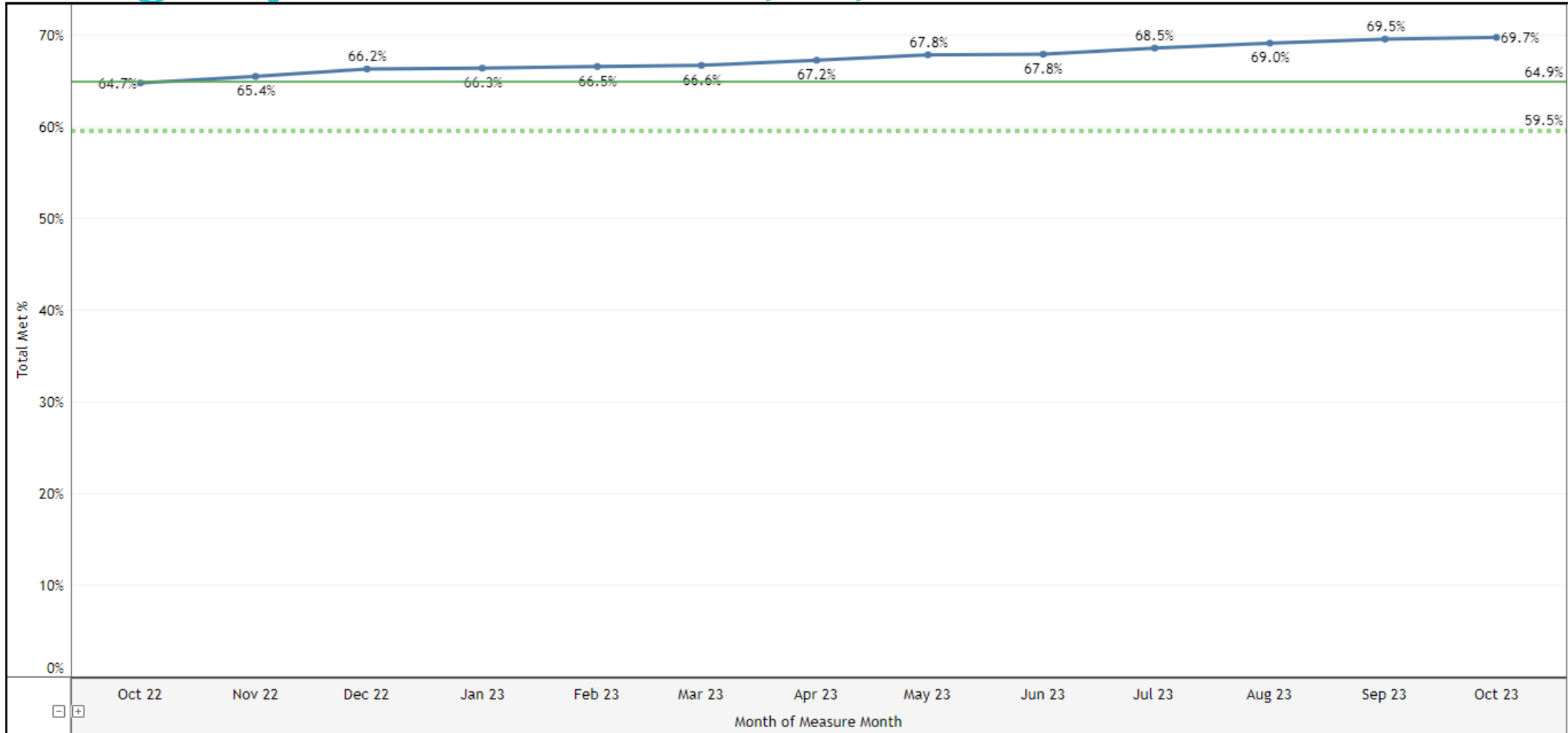

Data Source: Cerner, Abstracted Results
Lower is better
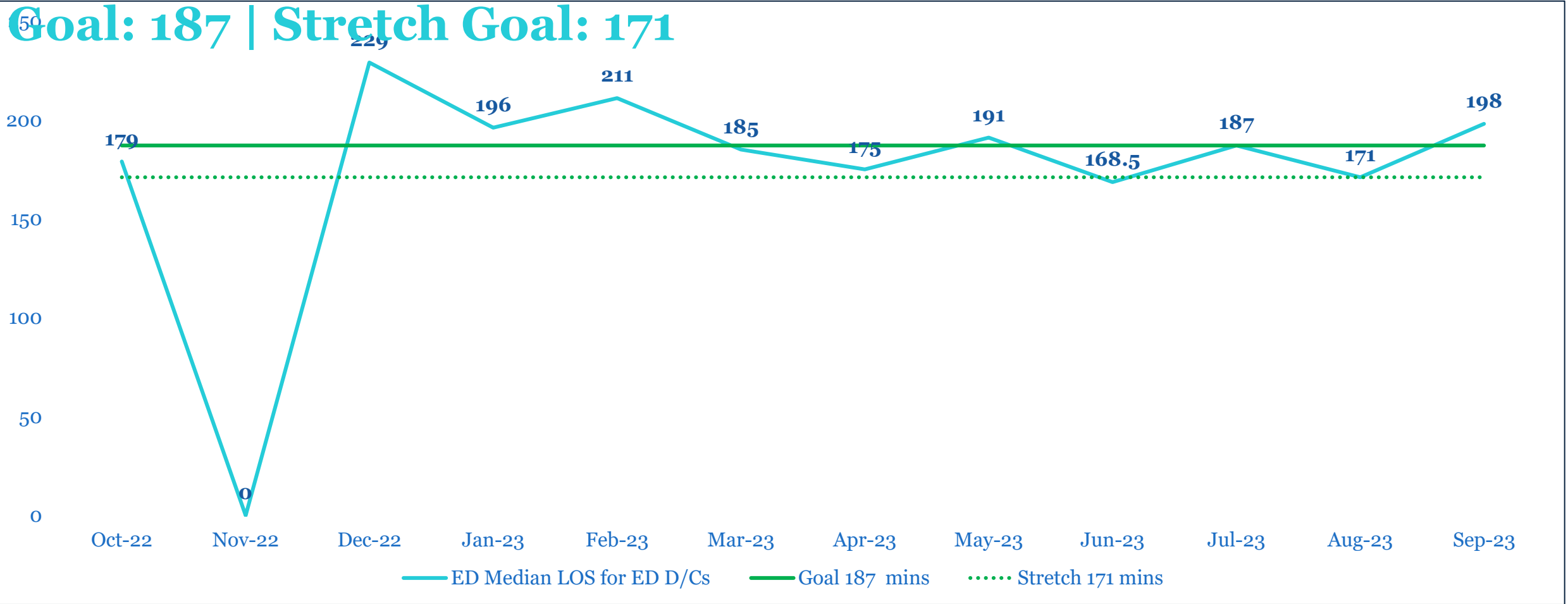
Op Ex HEDIS Workgroup

Breast Cancer Screening for women 52-74 > 59%
Total Registry Performance: 69.69%

COOK COUNTY
HEALTH

Op Ex HEDIS Workgroup
Hypertension Blood Pressure <140/90 Compliance
Total Registry Performance: 58.08%

COOK COUNTY HEALTH