COOK COUNTY HEALTH & COOK COUNTY HEALTH

Updated Version # 2

Monthly Report

to the

Cook County Board of Commissioners

November 18, 2015 (October 2015 Financials)

Preliminary Pending CCHHS Board Approval



Administrative Update

- CCHHS is proud to host our 2nd annual holiday food drive benefiting the Greater Chicago Food Depository (GCFD). Starting the week of November 9th, CCHHS began collecting non-perishable items to contribute to GCFD during the holiday season. Collection bins and boxes are located at the CCHHS Administration Building on the central campus, Provident Hospital, Oak Forest Health Center, and at the Logan Square Health Center. Online contributions can be made at http://www.myfooddrive.org/#cchhs2015. In 2014, CCHHS's efforts resulted in over 23,000 meals for children, veterans, and families throughout Cook County. Employees are encouraged to help us meet this year's fundraising goals of \$10,000 and collecting at least 40 boxes of food.
- More than 4,000 CCHHS employees have complied with CCHHS' Influenza Policy. CCHHS, like many healthcare institutions, CCHHS has a Mandatory Influenza Vaccination Policy in place for employees, contractors, students and volunteers. The policy allows exemptions for medical and/or religious reasons. Documented compliance with the policy is required by December 1st of each year. Failure to comply with the policy will subject employees to discipline.

The Centers for Disease Control (CDC) recommends that all US healthcare workers receive an annual influenza vaccination. Influenza can be a serious disease that can lead to hospitalizations and sometimes death. Anyone can get the flu, including those who are otherwise healthy. By getting vaccinated, healthcare providers can help protect themselves, their families at home, and their patients.

• CCHHS turns away as many as 300 patients every day from the Stroger parking garage. Providing patients and their families with accessible parking is critical if we are to improve the patient experience. It is likely that over time, all employees currently parking on the Central Campus during normal business hours will be relocated to offsite facilities.

To ensure that our patients will have the necessary parking they deserve, CCHHS is making improvements to a parking lot at 13th & Hastings which will include fencing, security and a reliable shuttle service. The new lot is expected to open in early 2016 and CCHHS will be asking for volunteers to relocate to the new parking lot. By volunteering to relocate employees could save as much as \$840 every year on parking. All Central Campus employees who routinely work Monday-Friday between 5am and 6pm are being asked to take a survey regarding parking and transportation.

• CountyCare continues to be the largest Medicaid managed care plan serving Medicaid enrollees in Cook County.



Legislative Update

State

• Illinois is now in its 20th week without a comprehensive state budget in place. The Governor and four legislative leaders are scheduled to meet in person on November 18th. These leaders have not met together since May.

Federal

• The Bi-Partisan Budget Act of 2015 mapped out a two year budget plan that was negotiated by Congress and the President prior to former Speaker Boehner's retirement. This deal helped avert a government shutdown on October 1, 2015, the beginning of the 2016 Federal Fiscal Year, and it extended the debt limit through March 2017. The deal resulted in an overall increase in discretionary spending by roughly \$80 billion divided equally between defense and discretionary domestic programs. The only Medicaid provision in the agreement would require "manufacturers of generic drugs to join manufacturers of single-source or innovator drugs in paying rebates to state Medicaid programs for price increases over inflation."

The broad budget deal did not include specific appropriations levels for discretionary programs. Therefore under the agreement, Senate and House Committees on Appropriations are currently working on appropriations legislation that must to be finalized by December 11, 2015— when the Continuing Resolution (CR) that currently funds the government expires. If there is no agreement by that time and/or riders are attached to these discretionary funding bill that are unacceptable to the President, it is possible that Washington could see another government shutdown.

- While major cuts to entitlements, including the Patient Protection and Affordable Care Act (ACA), are not part of the 2 year budget agreement, there are efforts underway in Congress to reduce them. The House of Representatives recently passed budget reconciliation legislation. While Medicaid expansion was not repealed in reconciliation legislation passed by the House, there were a number of other ACA provisions that were repealed including: the individual mandate, employer mandate, Cadillac tax and the medical device tax. This bill would also prohibit the flow of federal funds to Planned Parenthood for one year. The Senate has not yet taken up this package and it is unclear whether there are enough Republican votes to pass such legislation. Even if this measure were to pass the Senate in the House version's current form, it would be vetoed by the President and there are not enough votes to override a veto in either the House or the Senate.
- Although the 2 year Bi-partisan Budget Act contains no Medicaid reductions and the House passed reconciliation bill focuses only on drug rebates—and Planned Parenthood— there are discussions under way in Congress about how to approach Medicaid. House Committee on Energy & Commerce Chairman Upton (R-MI) recently created a Medicaid Task Force to work on "strengthening and sustaining the critical program for the nation's most vulnerable citizens." Currently, only Republicans are serving on the Task Force. Additionally, much of the debate currently in the Senate is centered on whether to repeal or cutback on Medicaid expansion as part of a reconciliation package.

Protection of Medicaid remains a key priority for CCHHS at both the State and Federal level.





Financials – CCHHS October 2015

Cook County Health Facilities Combining Income Statement of General Funds (Unaudited) (In Thousands) Fiscal Year to Date October 31, 2015

	Dept of Acute Care <u>Public Health</u>		Cermak	Intra-Activity <u>Eliminations</u>	Grand Total
REVENUE:					
Net patient service revenue	1,424,203				1,424,203
CCHHS claim revenue	144,550			(144,550)	
EHR incentive program revenue	4,538				4,538
Other revenue	6,348	948	0		7,297
Total Revenue:	1,579,639	948	0	(144,550)	1,436,038
OPERATING EXPENSES:					
Salaries and wages	465,665	8,034	45,564		519,263
Employee benefits	116,025	2,966	10,948		129,939
Supplies	182,243	46	7,951	(14,963)	175,278
Purchased svs, rental & other	874,392	774	1,533	(129,587)	747,111
Claim expense	10,500				10,500
Insurance expense	16,963	342	1,369		18,674
Depreciation	27,784	15	221		28,019
Utilities	9,720	141	2		9,863
TOTAL OPERATING EXPENSES	1,703,292	12,317	67,587	(144,550)	1,638,647
GAIN (LOSS) FROM OPERATIONS	(123,653)	(11,369)	(67,587)		(202,609)
NONOPERATING REVENUE	134,831	4,675	65,281		204,787
NET INCOME (LOSS)	11,179	(6,695)	(2,306)		2,178



Financials - CountyCare Income Statement October 2015

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Revenue 1*Quarter-2015 2*4Quarter-2015 3*4Quarter-2015 September-2015 October-2015 DMPM \$ 139,557,089 \$ 1.75,44,21 3,003,373 3,063,573 5,305,072,68 Administrative Reimbursement \$ 139,557,089 \$ 427,544,1 3,003,373 3,063,573 3,063,573 State Workers 10,000 10,000 10,000 10,000 10,000 Assessment Tas, from Cash Advance 10,000 10,000 10,000 10,000 10,000 Application Processing Costs 5 5 5 5 5,575,451,034 5 226,620 Application Assistance Fees 5,335,699 6,689,913 8,575,012 8,372,200 5 5,772,930 5 13,275,488 Administrative Expenses 5 316,925 5 1,095,516 5 1,614,141 5 1,735,829 5 2,051,431 State & Charee 330,341 1,777,928 2,135,303 2,235,101 2,335,010 2,335,010 2,335,010 2,335,010 2,335,010 2,335,010 <t< th=""><th></th><th>1</th><th colspan="2">YTD</th><th colspan="2">YTD</th><th colspan="2">YTD</th><th colspan="2">YTD</th><th colspan="2">YTD</th></t<>		1	YTD		YTD		YTD		YTD		YTD	
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Total Revenue \$ 159,037,133 \$ 420,324,285 \$ 675,451,054 \$ 753,426,946 \$ 843,245,836 Application Processing Costs Horne Factory Expenses \$ 0,67,685 \$ 138,543 \$ 206,734 \$ 225,410 \$ 266,203 Application Assistance Fees \$ 3,835,699 6,839,915 \$ 8,875,012 \$ 8,879,200 \$ 8,879,200 \$ 8,879,910 State Worksers Cost \$ 940,059 2,377,097 3,266,529 \$ 12,348,274 \$ 12,897,903 \$ 13,275,498 Administrative Expenses \$ 5 516,925 \$ 1,095,516 \$ 1,614,141 \$ 1,783,829 \$ 2,051,451 State Workser \$ 300,541 1,737,908 2,135,989 2,235,510 2,335,030 Stell Insurance \$ 96,564 199,729 200,593 322,281 355,169 Pharmacy Benefits \$ 1,605,704 3,485,391 6,523,205 7,136,519 7,708,475 Dental TPA Fee \$ 12,247,591 3,033,401 5 04,606 5,636,609 6,445,534 Other \$ 124,7494 \$ 49,301,171 \$ 832,2666 3,785,611	State Workers		470,044		1,188,547		1,633,262		1,895,104		2,064,690	
Application Processing Costs Hoyne Facility Expenses \$ 67.688 \$ 138,543 \$ 206,734 \$ 225,410 \$ 266,203 Application Assistance Fees 3,835,699 6,839,918 8,875,012 8,879,200 8,879,910 State Workers Cost 940,059 2,377,097 3,266,529 3,790,213 4,129,384 Administrative Expenses \$ 1,682,559 \$ 12,348,274 \$ 12,897,903 \$ 13,275,498 Administrative Expenses \$ 5 1,692,516 \$ 1,614,141 \$ 1,735,829 \$ 2,031,451 Stop Loss Insurance 96,684 193,729 220,593 322,851 3351,609 2,335,009 2,335,009 7,156,519 7,708,475 7,744,462 7,71,346,623 7,716,6519 7,713,46,623 1,047,4172 1,129,240 Care Management Analytics 1,247,591 3,033,401 5,046,666 5,638,690 6,843,554 7 120,552 1,513,991 2,919,738,737,467 120,552,146 <t< td=""><td>Assessment Tax from Cash Advance</td><td></td><td>10,000</td><td></td><td>10,000</td><td></td><td>10,000</td><td></td><td>10,000</td><td></td><td>10,000</td></t<>	Assessment Tax from Cash Advance		10,000		10,000		10,000		10,000		10,000	
Hoyne Facility Expenses \$ 67,688 \$ 138,543 \$ 206,734 \$ 228,410 \$ 266,203 Application Assistance Fees 3,835,699 6,889,918 8,875,012 8,879,203 \$ 2,879,203 \$ 2,879,203 \$ 4,129,384 Total Application Processing Costs \$ 4,843,476 \$ 9,400,5559 \$ 12,348,274 \$ 12,897,903 \$ 13,275,498 Administrative Expenses \$ 5 5,16,925 \$ 1,095,516 \$ 1,614,141 \$ 1,783,829 \$ 2,051,451 Stop Loss Insurance \$ 96,664 193,729 2205,513 3,235,169 7,708,475 Pharmacy Benefits Manager (PEM) 1,605,704 3,483,391 6,232,025 7,156,519 7,708,475 Dental TPA Fee 15,226,618 37,365,170 63,790,087 64,925,146 71,346,628 Cher 12,0352 1,813,991 2,919,748 3,795,811 3,875,672 Cher 12,04,794	Total Revenue	\$	159,037,133	\$	420,324,285	S	675,451,054	S	753,426,946	S	843,245,836	
Application Assistance Fees 3,335,699 6,889,918 8,875,012 8,879,280 8,879,910 State Workers Cost 940,099 2,377,097 3,266,529 3,790,213 4,129,394 Total Application Processing Costs \$ 4,843,476 \$ 9,405,559 \$ 12,348,274 \$ 12,897,903 \$ 13,275,498 Administrative Expenses 5 516,925 \$ 1,095,516 \$ 1,614,141 \$ 1,783,829 \$ 2,031,451 Statis of Assistance Rest \$ 530,541 1,797,908 2,135,999 2,235,510 2,305,103 2,335,109 2,355,103 2,335,109 2,355,103 2,335,103 2,335,103 2,335,103 2,335,103 2,335,103 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,351,03 2,352,056 7,156,519 7,124,62,71 7,124,62,71	Application Processing Costs											
State Workers Cost Total Application Processing Costs 940,089 2,377,097 3,266,529 3,790,213 4,129,384 Administrative Expenses 5 4,843,476 5 9,405,559 5 12,348,274 5 12,897,903 5 1,2375,498 Salaries & Benefits 5 516,925 5 1,095,516 5 1,614,141 5 1,783,829 5 2,051,451 Step Loss Insurance 530,541 1,737,908 2,135,989 2,235,510 2,205,161 355,169 Pharmacy Benefits Manager (PBM) 1,603,704 3,483,391 6,523,205 7,156,519 7,708,472 PtA Feet 15,126,618 37,365,170 63,370,087 64,922,146 7,134,673 Other 12,247,591 3,033,401 5,046,066 5,635,690 6,5435,690 6,645,435,690 6,642,521,467 7,136,511 3,875,467 Other 12,247,591 3,033,401 5,046,066 5,635,690 6,5435,690 6,5435,690 6,5435,690 6,242,514 Ono-CCHHS Claims S 52,840,141 </td <td>Hoyne Facility Expenses</td> <td>S</td> <td>67,688</td> <td>S</td> <td>138,543</td> <td>S</td> <td>206,734</td> <td>s</td> <td>228,410</td> <td>s</td> <td>266,203</td>	Hoyne Facility Expenses	S	67,688	S	138,543	S	206,734	s	228,410	s	266,203	
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Salaries & Eenefits S 516,925 S 1,095,516 S 1,614,141 S 1,723,829 S 2,031,451 Stop Loss Insurance 530,541 1,737,908 2,135,989 2,235,100 2,335,030 Spelf Insurance 96,864 193,729 290,593 322,881 353,166 Pharmacy Benefits Manager (PEM) 1,605,704 3,488,391 6,523,205 7,156,519 7,7346,623 Dental TPA Fee 582,066 955,443 1,074,172 1,194,662,746 7,1346,623 Care Management Analytics 1,247,591 3,033,401 5,046,066 5,639,2559 5 95,710,015 CHinical Expenses 5 19,244,794 5 49,310,71 5 83,275,272 5 86,932,559 5 95,710,015 Non-CCHHS Claims 5 52,840,141 5 51,032,463 5 114,145,324 5 122,339,312 5 129,587,292 Non-CCHHS Claims 43,700,515 104,770,198 178,844,409 205,091,806 239,246,474	Total Application Processing Costs	s	4,843,476	S	9,405,559	S	12,348,274	s	12,897,903	S	13,275,498	
Stop Loss Insurance 530 541 1,737,908 2,135,989 2,235,510 2,335,030 Self Insurance 96,864 193,729 290,593 322,881 335,169 Pharmacy Benefits Manager (PBM) 1,605,704 3,488,391 6,523,205 7,156,519 7,708,475 TPA Fees 13,126,618 37,365,170 63,790,087 64,925,146 71,346,628 Dental TPA Fee 382,066 955,443 1,074,172 1,192,240 Care Management Analytics 1,247,591 3,033,401 5,046,066 5,638,690 6,845,554 Other 120,552 1,813,991 2,919,748 3,275,467 3,875,467 CCHHS Claims \$ 52,540,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,987,292 Non-CCHHS Claims \$ 52,540,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,987,292 Non-CCHHS Claims \$ 52,540,141 \$ 81,032,463 \$ 103,795,662 120,575,825 132,470,457 Non-CCHHS Claims \$ 43,700,515 104,770,198 178,848,409 205,091,806<	Administrative Expenses											
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Pharmacy Benefits Manager (PBM) 1,605,704 3,485,991 6,522,205 7,156,519 7,705,475 TPA Fees 15,126,618 37,365,170 63,790,087 64,925,146 71,346,628 Dental TPA Fee 352,066 935,443 1,074,172 1,192,240 Care Management Analytics 1,247,591 3,033,401 5,046,066 5,638,690 6,845,554 Other 120,552 1,813,991 2,919,748 3,795,811 3,875,467 Total Administrative Expenses 5 19,244,794 5 49,310,171 5 83,275,272 5 86,932,559 5 129,587,292 Non-CCHHS Claims 5 52,840,141 5 81,032,463 5 114,145,324 5 122,339,312 5 129,587,292 Non-CCHHS Claims 5 52,840,141 5 81,032,463 5 114,145,324 5 122,339,312 5 129,587,292 Dom-Scitter 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy 2,906,927<	Stop Loss Insurance		530,541		1,737,908		2,135,989		2,235,510		2,335,030	
TPA Fee 15,126,618 37,365,170 63,790,087 64,925,146 71,346,628 Dental TPA Fee 582,066 955,443 1,074,172 1,192,240 Care Management Analytics 1,247,591 3,033,401 5,046,066 5,638,690 6,845,554 Other 120,552 1,813,991 2,919,748 3,795,811 3,875,467 Total Administrative Expenses \$ 19,244,794 \$ 49,310,171 \$ 83,275,272 \$ 86,932,559 \$ 95,710,015 CCHHS Claims \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,587,292 Non-CCHHS Claims \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,039,312 \$ 129,587,292 Non-CCHHS Claims BNR & MLR Reserve 294,421 71,622,778 100,054,271 115,279,156 130,4459 Pharmacy 27,201,257 62,873,839 100,054,271 115,279,156 130,446,754 Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Care Management 4,226,848 11,020,761 23,382,677 25,970,003 28,389,174 Optical 999,392 2,034,614 5,260,456 5,523,988 6,108,960 Tansportation 764,435 2,356,531 </td <td>Self Insurance</td> <td></td> <td>96,864</td> <td></td> <td>193,729</td> <td></td> <td>290,593</td> <td></td> <td>322,881</td> <td></td> <td>355,169</td>	Self Insurance		96,864		193,729		290,593		322,881		355,169	
Dental TPA Fee 582,066 955,443 1,074,172 1,192,240 Care Management Analytics 1,247,591 3,033,401 5,046,066 5,638,690 6,845,554 Other Total Administrative Expenses \$ 19,244,794 \$ 49,310,171 \$ 83,275,272 \$ 86,932,559 \$ 95,710,015 Clinical Expenses \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,587,292 Non-CCHHS Claims \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,587,292 Non-CCHHS Claims BNR & MLR Reserve 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy 2,206,927 7,197,678 110,822,31 13,422,339 14,962,754 Care Management 4,226,848 11,002,761 23,382,677 29,696,519 21,787,874 Dentati Pharmacy 2,306,6277 7,197,678 11,882,332 13,422,539 14,962,754 Care Management 4,226,848 11,002,761 23,382,677 29,690,103 28,389,174 Optical 764,435 </td <td>Pharmacy Benefits Manager (PBM)</td> <td></td> <td>1,605,704</td> <td></td> <td>3,488,391</td> <td></td> <td>6,523,205</td> <td></td> <td>7,156,519</td> <td></td> <td>7,708,475</td>	Pharmacy Benefits Manager (PBM)		1,605,704		3,488,391		6,523,205		7,156,519		7,708,475	
Care Management Analytics 1,247,591 3,033,401 5,046,066 5,638,690 6,845,554 Other 120,552 1,813,991 2,919,748 3,795,811 3,875,467 Total Administrative Expenses \$ 19,244,794 \$ 49,310,171 \$ 83,275,272 \$ 86,932,559 \$ 95,710,015 Clinical Expenses \$ 52,840,141 \$ \$10,32,463 \$ 114,145,324 \$ 122,339,312 \$ 129,587,292 Non-CCHH5 Claims \$ 52,840,141 \$ \$ \$104,770,198 178,848,409 205,091,806 239,246,474 Non-CCHH5 Claims IBNR & MLR Reserve 294,421 71,622,778 100,054,271 115,279,156 130,470,487 Domestic Pharmacy 27,201,257 62,873,839 103,795,662 130,420,519 121,787,874 Behavioral Health 4,236,848 11,020,761 23,382,677 25,970,203 28,389,174 Optical 764,435 2,356,531 3,566,418 3,386,418 3,915,684 Dental	TPA Fees		15,126,618		37,365,170		63,790,087		64,925,146		71,346,628	
Other 120,552 1,813,991 2,919,748 3,795,811 3,875,467 Total Administrative Expenses \$ 19,244,794 \$ 49,310,171 \$ 83,275,272 \$ 86,932,559 \$ 95,710,015 Clinical Expenses \$ \$ 19,244,794 \$ 49,310,171 \$ 83,275,272 \$ 86,932,559 \$ 95,710,015 Clinical Expenses \$ \$ 10,32,463 \$ 114,145,324 \$ 122,339,312 \$ 129,246,474 Non-CCHHS Claims \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,264,474 Non-CCHHS Claims \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,264,474 Non-CCHHS Claims IBNR & MLR Reserve \$ 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy \$ 2,7201,257 \$ 62,873,839 105,795,662 120,587,252 132,470,487 Domestic Pharmacy \$ 2,906,927 7,197,678 11,882,323 13,422,539 14,942,754 Care Management \$ 3,218,927 \$ 8,240,049 17,544,675 19,696,519 21,787,874 Behavior	Dental TPA Fee				582,066		955,443		1,074,172		1,192,240	
Total Administrative Expenses \$ 19,244,794 \$ 49,310,171 \$ 83,275,272 \$ 86,932,559 \$ 95,710,015 Clinical Expenses Clinical Expenses \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,587,292 Non-CCHH5 Claims S 00,0515 104,770,198 178,848,409 205,091,806 239,246,474 Non-CCHH5 Claims BNR & MLR Reserve 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy 27,201,257 62,873,839 105,795,662 120,578,525 132,470,487 Domestic Pharmacy 2,906,927 7,197,678 11,882,323 13,422,539 14,962,754 Gare Management 3,218,927 8,240,049 17,544,675 19,966,519 21,787,874 Optical 95,9392 2,034,614 5,260,456 5,523,988 6,108,960 Total Clinical Expenses \$ 136,320,010 \$ 354,915,185 \$ 570,132,327 \$ 642,089,144 \$ 718,336,520 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.7% \$ 741,919,607 \$ 827,322,032<	Care Management Analytics		1,247,591		3,033,401		5,046,066		5,638,690		6,845,554	
Clinical Expenses S 52,840,141 5 81,032,463 5 114,145,324 5 122,339,312 5 129,587,292 Non-CCHH5 Claims 43,700,515 104,770,198 178,848,409 205,091,806 239,246,474 Non-CCHH5 Claims 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy 27,201,257 62,873,839 105,795,662 120,578,525 132,470,487 Domestic Pharmacy 2,906,927 7,197,678 11,822,233 13,422,539 14,966,519 21,787,874 Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Behavioral Health 4,236,848 11,020,761 23,382,677 25,970,0203 28,389,174 Optical 959,392 2,034,614 5,523,988 61,0390 3,566,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Total Clinical Expenses \$ 136,320,010 \$ 354,915,185 \$ 570,132,327 \$ 642,089,144 \$ 71	Other		120,552		1,813,991		2,919,748		3,795,811		3,875,467	
CCHHS Claims \$ 52,840,141 \$ 81,032,463 \$ 114,145,324 \$ 122,339,312 \$ 129,587,292 Non-CCHHS Claims 43,700,515 104,770,198 178,848,409 205,091,806 239,246,474 Non-CCHHS Claims IBNR & MLR Reserve 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy 27,201,257 62,873,839 105,795,662 120,578,525 132,470,487 Domestic Pharmacy 2,906,927 7,197,678 11,882,323 13,422,539 14,962,754 Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Optical 959,392 2,034,614 5,260,456 5,523,988 6,108,960 Transportation 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.7% \$ 718,336,520 Medical Loss Ratio (MLR) 86.0% 85.0% 85.8% 85.7% <td>Total Administrative Expenses</td> <td>\$</td> <td>19,244,794</td> <td>S</td> <td>49,310,171</td> <td>S</td> <td>83,275,272</td> <td>S</td> <td>86,932,559</td> <td>s</td> <td>95,710,015</td>	Total Administrative Expenses	\$	19,244,794	S	49,310,171	S	83,275,272	S	86,932,559	s	95,710,015	
Non-CCHH5 Claims43,700,515104,770,198178,848,409205,091,806239,246,474Non-CCHH5 Claims IBNR & MLR Reserve294,42171,622,778100,054,271115,279,156130,545,999Pharmacy27,201,25762,873,839105,795,662120,578,525132,496,497Domestic Pharmacy2,906,9277,197,67811,882,32313,422,53914,962,754Care Management3,218,9278,240,04917,544,67519,696,51921,787,874Behavioral Health4,236,84811,020,76123,382,67725,970,20328,389,174Optical959,3922,034,6145,260,4565,523,9886,108,960Transportation764,4352,356,5313,566,4183,915,684Dental197,1483,766,2759,652,11410,320,67911,321,822Medical Loss Ratio (MLR)86.0%85.0%85.0%85.8%85.7%Total Expenses\$ 160,408,280\$ 413,630,915\$ 665,755,874\$ 741,919,607\$ 827,322,032	Clinical Expenses											
Non-CCHHS Claims IBNR & MLR Reserve 294,421 71,622,778 100,054,271 115,279,156 130,545,999 Pharmacy 27,201,257 62,873,839 105,795,662 120,578,525 132,470,487 Domestic Pharmacy 2,906,927 7,197,678 11,882,323 13,422,539 14,962,754 Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Behavioral Health 4,236,848 11,020,761 23,326,677 25,970,203 28,389,174 Optical 959,392 2,034,614 5,260,456 5,523,988 6,108,960 Transportation 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	CCHH5 Claims	S	52,840,141	5	81,032,463	5	114,145,324	s	122,339,312	5	129,587,292	
Pharmacy 27,201,257 62,873,839 105,795,662 120,578,525 132,470,487 Domestic Pharmacy 2,906,927 7,197,678 11,882,323 13,422,539 14,962,754 Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Behavioral Health 4,236,848 11,020,761 23,382,677 25,970,203 28,389,174 Optical 959,392 2,034,614 5,260,456 5,523,988 6,089,968 Transportation 764,435 2,3766,275 9,652,114 10,320,679 11,321,822 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Non-CCHHS Claims		43,700,515		104,770,198		178,848,409		205,091,806		239,246,474	
Domestic Pharmacy 2,906,927 7,197,678 11,882,323 13,422,539 14,962,754 Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Behavioral Health 4,236,848 11,020,761 23,382,677 25,970,203 28,389,174 Optical 959,392 2,034,614 5,260,456 5,523,988 6,108,966 Transportation 764,435 2,356,531 3,566,418 3,956,848 6,108,966 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Non-CCHH5 Claims IBNR & MLR Reserve		294,421		71,622,778		100,054,271		115,279,156		130,545,999	
Care Management 3,218,927 8,240,049 17,544,675 19,696,519 21,787,874 Behavioral Health 4,236,848 11,020,761 23,382,677 25,970,203 28,389,174 Optical 959,392 2,034,614 5,260,456 5,523,988 6,108,966 Transportation 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Pharmacy		27,201,257		62,873,839		105,795,662		120,578,525		132,470,487	
Behavioral Health 4,236,848 11,020,761 23,382,677 25,970,203 28,389,174 Optical 959,392 2,034,614 5,260,456 5,523,988 6,108,960 Transportation 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Domestic Pharmacy		2,906,927		7,197,678		11,882,323		13,422,539		14,962,754	
Optical Transportation 959,392 2,034,614 5,260,456 5,523,988 6,108,960 Transportation 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Total Clinical Expenses \$ 136,320,010 \$ 354,915,185 \$ 570,132,327 \$ 642,089,144 \$ 718,336,520 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Care Management		3,218,927		8,240,049		17,544,675		19,696,519		21,787,874	
Transportation Dental 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Total Clinical Expenses \$ 136,320,010 \$ 354,915,185 \$ 570,132,327 \$ 642,089,144 \$ 718,336,520 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Behavioral Health		4,236,848		11,020,761		23,382,677		25,970,203		28,389,174	
Transportation 764,435 2,356,531 3,566,418 3,866,418 3,915,684 Dental 197,148 3,766,275 9,652,114 10,320,679 11,321,822 Total Clinical Expenses \$ 136,320,010 \$ 354,915,185 \$ 570,132,327 \$ 642,089,144 \$ 718,336,520 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Optical		959,392		2,034,614		5,260,456		5,523,988		6,108,960	
Total Clinical Expenses \$ 136,320,010 \$ 354,915,185 \$ 570,132,327 \$ 642,089,144 \$ 718,336,520 Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Transportation		764,435		2,356,531		3,566,418		3,866,418		3,915,684	
Medical Loss Ratio (MLR) 86.0% 85.0% 85.0% 85.8% 85.7% Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Dental		197,148		3,766,275		9,652,114		10,320,679		11,321,822	
Total Expenses \$ 160,408,280 \$ 413,630,915 \$ 665,755,874 \$ 741,919,607 \$ 827,322,032	Total Clinical Expenses	S	136,320,010	S	354,915,185	S	570,132,327	S	642,089,144	s	718,336,520	
	Medical Loss Ratio (MLR)		86.0%		85.0%		85.0%		85.8%		85.7%	
CountyCare Net Income \$ (1,371,148) \$ 6,693,370 \$ 9,695,180 \$ 11,507,339 \$ 15,923,803	Total Expenses	\$			413,630,915		665,755,874		741,919,607			
	CountyCare Net Income	5	(1,371,148)	S	6,693,370	S	9,695,180	S	11,507,339	S	15,923,803	



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Metrics – Finance

Key Measures	2013	2014	2015#	Change From Prior Period	FYTD'15 Budget or Goal	% To Budget or Goal
Days in Patient Accounts Receivable (Net)*	48	37	38	2.7%	49.8	-23.7%
Days Cash on Hand	50	96	57	-40.6%	197.6	-71.2%
Days Expense in Accounts and Claims Payable	36	42	68	61.9%	63.4	7.3%
Overtime as Percentage of Gross Salary	8.2%	8.3%	7.1%	-14.5%	5.0%	42.0%
CareLink/Charity Write-offs (at cost)	\$251,524,764	\$173,942,176	\$217,064,230	24.8%		P
Bad Debt Expense (at cost)	\$309,691,828	\$168,427,323	\$185,902,126	10.4%		
Inpatient Days (monthly average)	9,225	8,752	8,422	-3.8%	8,315	1.3%
Outpatient Clinic Registrations (monthly average)	80,989	78,021	77,431	-0.8%	85,824	-9.8%
Emergency Room Visits (monthly average)	14,261	12,887	12,420	-3.6%	12,887	-3.6%

Data through Sept 2015

<u>^ This represents direct charity care write-offs</u> <u>to gross accounts receivable</u> <u>* Data above does not include</u> <u>CountyCare information</u>



Source: CCHHS finance

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Metrics – Human Resources

Human Resources Metrics Summary

Gladys Lopez, Chief of Human Resources

	Decembe	r 1, 2014 ·	- Septemb	er 30, 2015	5						
VACANCIES FILLED	Quarter 1	Quarter 2	Quarter 3	Quarter 4 ¹	16	FY14 TOTAL	FY15 TOTAL		VARIANO	E	
CCHHS External	167	162	266	105		371	700		329		89%
CCHHS Internal	88	120	140	37	11	249	385		136		55%
Total CCHHS:	255	282	406	142	11	620	1085		465	^	75%
	1				11						
Nursing External	47	55	75	16	11	132	193		61	^	46%
Nursing Internal	24	65	59	11		96	159		63	^	66%
Total Nursing:	71	120	134	27		228	352		124	^	54%
SEPARATIONS											
CCHHS Separations	206	97	114	43	П	359	460		101		28%
Total Net New CCHHS:	(39)	65	152	62	11	12	240		228	^ 19	900%
	1				11						
Nursing Separations	60	22	21	10		106	113		7	^	7%
Total Net New Nursing:	(13)	33	54	6	11	26	80		54	<u>▲</u> 2	208%
TURNOVER											
CCHHS FTES	6095	6287	6272	6340		6105	6340		235		4%
Total CCHHS Turnover:	3.4%	1.5%	1.8%	0.7%	-	5.9%	7.3%		1.4%		23%
	1			0.1.70		0.070					2070
CCHHS New Hire FTEs	167	162	266	105		371	700		329		89%
CCHHS New Hire Separations	7	16	11	11	11	15	45		30		200%
Total FY15 New Hire Turnover:	4%	9%	3%	3%	-	4.0%	6.4%		2.4%		59%
OPEN VACANCIES	-										
Total CCHHS Vacant Positions:	1,066	1,048	997	804			804		804		
Total RTHs in HR (In Process):	734	844	704 1	466	11	864	466		466		
Total (In Trocess).	1 101	011	1011	400	_	004	400		400		
AVERAGE TIME TO HIRE Targe	1										
Average Days to Hire (Month): 139	181	147	127	122	П	203	142		-61		2%
		Δ	verage Tim	e to Hire	_						
200 7 181		~	verage min	e to fille				Averag	ge Days to Hi	e (Mon	th)
200	147		127	7		400			se buys to m	0 (111011	city
150 -			127			122		Target	(139)		
				7							
100 -											
50 -											
								2002	COOK COL	JNTY H	EALTH
0 +		1					i	Compare Pa	& HOSPIT		
Quarter 1	Quarter 2		Quarte	r 3		Quarte	r 4		CC		JC
¹ Data thru 09/30/15								A CONTRACTOR			JO
- Data thru 09/30/15											

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DATA THROUGH: 09/30/15

Net New: 240

Metrics – Managed Care

					% Change From Prior		FYTD'15 Budget or	% to
Key Measures	Jul'15	Aug'15	Sep'15	Oct'15	Month	Trend	Goal	Budget/Goal
Monthly Membership	172,873	170,834	169,802	168,749	-0.6%		158,349	106.6%
ACA	82,058	79,454	78,058	76,910	-1.5%	•	78,119	98.5%
FHP	87,949	88,333	88,553	88,538	0.0%		74,506	118.8%
SPD	2,866	3,047	3,191	3,301	3.4%	<u> </u>	5,724	57.7%
Home/Community Waiver (incl DD)	539	565	583	593	1.7%			
LTC	174	189	185	201	8.6%	•		
FYTD Member Months	1,169,503	1,340,337	1,510,139	1,678,888			1,631,305	102.9%
ACA	668,043	747,497	825,555	902,465			875,335	103.1%
FHP	482,382	570,715	659,268	747,806			706,048	105.9%
SPD	19,078	22,125	25,316	28,617			49,923	57.3%
Risk Management								
Pharmacy								
# Scripts/Utilizer	3.00	2.90	2.90		0.0%			
% Generic dispensing	83%	82%	81%		-1.3%	•		
% Brand Single Source	17%	17%	18%		8.2%	•		
% Formulary	98%	98%	98%		0.0%		98%	0.0%
% CCHHS HIV pt meds @ CCHHS pharmacy	36.0%	34.1%	35.9%		5.3%		80%	-44.1%
% Maintenance Rx on Extended Supply (>84 days)	45.7%	55.8%	47.1%		-15.6%	•	85%	-37.9%
Care Management								
PCMH Assignment								
% Members Assigned to PCMH	99.6%	99.9%	99.7%		-0.2%			
% Members Unassigned	0.4%	0.1%	0.3%		433.9%	•		
ACA Utilization Management (rolling 12 month)							Nov'14	Baseline
Admits/1,000 member months	160	156	159		1.9%	•	168	-7.1%
Bed Days/1,000 member months	702	689	695		0.9%		737	-6.5%
ED Visits/1,000 member months	949	926	927		0.1%		1,017	-8.9%
% 30-day Readmissions	22%	22%	21%		-4.5%		20%	10.0%



Metrics – Quality & Patient Safety

						_		
CCHHS QPS Committee Dashboard			CCHHS B	loard Met	rics - Qu	ality		
Data as of 10/15/2015								
PERFORMANCE MEASURES	CY 2	2014		CY 2015	30	15		
	3Q14	4Q14	1Q15	2Q15	July	Aug	TARGET	VARIANCE*
Stroger								
Core Measures			Mo	onthly Com	posite			
Venous Thromboembolism (VTE) Prevention Only (%)	92	87	86	92	95	91	99%	-7%
Venous Thromboembolism (VTE) Prevention & Treatment (%)	88	85	83	86	84	91	99%	-13%
Efficiency - Operating Room				Monthly	%			
Surgery Begins at the Scheduled Time (%)	37	38	46	50*	52	60	80%	-30%
Safety			т	otal # of Ev	vents			
Events: Ulcers, Falls, CLABSI and CAUTI	15	15	12	33	8	8		
Patient Experience								
Willing to Recommend Hosp (% top box)	68	66	70	66	68	69	85%	-19%
Provident								
Core Measures								
Venous Thromboembolism (VTE) Prevention Only (%)	89	87	98	94	100	94	99%	-5%
Venous Thromboembolism (VTE) Prevention & Treatment (%)	92	89	98	95	100	93	99%	-4%
Efficiency - Operating Room				Monthly	%			
Surgery Begins at the Scheduled Time (%)	37	38	16	65	80	89	80%	-15%
Patient Experience								
Willing to Recommend Hosp (% top box)	66	68	67	68	62	64	85%	-17%
ACHN								
Diabetes Control % with Hgb A1C < 9%	77	78	73	74	77	76	78%	-4%
Patient Experience: Moving Through Visit	68	67	67	63	59	59	75%	-12%
Patient Experience: Telephone Access	63	62	62	61	60	60	75%	-14%
LEGEND						1000	СООК	OUNTY HE
CLABSI: Central line-associated blood stream infections					-			TALS SY
CAUTI: Catheter-associated urinary tract infections						ALL INCO		,Ħ⊢
*Variance is target to recent full quarter							CCHHS B	oard QPS Com