



TONI PRECKWINKLE

PRESIDENT
Cook County Board
of Commissioners

BRANDON JOHNSON
1st District

DENNIS DEER
2nd District

BILL LOWRY
3rd District

STANLEY MOORE
4th District

DEBORAH SIMS
5th District

DONNA MILLER
6th District

ALMA E. ANAYA
7th District

LUIS ARROYO, JR.
8th District

PETER N. SILVESTRI
9th District

BRIDGET GAINER
10th District

JOHN P. DALEY
11th District

BRIDGET DEGNEN
12th District

LARRY SUFFREDIN
13th District

SCOTT R. BRITTON
14th District

KEVIN B. MORRISON
15th District

JEFFREY R. TOBOLSKI
16th District

SEAN M. MORRISON
17th District

MEMORANDUM

To: Honorable Cook County Board of Commissioners
From: Toni Preckwinkle, County Board President
Subject: Proposed Amendment to Cook County Health and Hospitals System Ordinance
Date: January 14, 2020

To meet our local healthcare needs and coordinate public health strategies, Cook County operates and maintains the Cook County Health and Hospitals System (CCHHS) and the Cook County Department of Public Health. CCHHS delivers integrated health services regardless of a patient's ability to pay and has partnered with other health providers and communities to enhance public health. CCHHS provides high-quality health care to more than 300,000 individuals through Cook County's health system and the CCHHS available health plans. For over 180 years, Cook County has offered health care to its residents to ensure Cook County remains a health community. My office and Cook County promotes bringing residents, partners and resources together to protect and advocate for improved health in communities throughout Cook County.

In order to continue to improve Cook County health care services, in 2008 the Cook County Board of Commissioners passed an ordinance that created independent governance for CCHHS. The independent governance was supported by the Board, various civic groups and the health care community. The independent governance board referred to as the System Board has worked tirelessly to improve CCHHS operations, policies and develop long term strategic plans; however, over the last 10-plus years, we have learned first-hand that this work cannot be done by the System Board alone and that enhanced collaboration with Cook County and its experienced departments will further improve CCHHS operations.

The proposed amendments to the CCHHS ordinance will continue to provide for independent governance; however, the amendments will also provide for enhanced collaboration on various operational initiatives that impact County policy and appropriations, including but not limited to, human resources and labor issues, financial matters, operational initiatives, capital improvements, performance benchmarking, uncompensated care policy and the CCHHS legislative agenda. Enhanced collaboration will result in a more unified policy agenda as well as improved operational efficiencies and enhanced transparency.

The proposed changes include the following:

- Ensures that CCHHS, its leadership and System Board cooperate with the Office of the Cook County Board President and its various Bureau Chiefs on operational matters, uncompensated care policies, determining appropriate benchmarking and reporting (including but not limited to revenue and finance enhancements, operational and quality improvements and expenditure authority), strategic plans and the legislative policy agenda for CCHHS to ensure efficiency across County operations.
- Increases System Board Membership to 12 from 11 and provides the President with a Direct Appointment who will be an employee of the County.
- Modifies the Nominating Committee from 14 to 12 representatives as MCHC is no longer in existence and removes Suburban Primary Healthcare Council as they are an agency funded by the County.
- System Board Meetings shall be held at the call of the Chairperson, however, no fewer than 12 meetings shall be held annually; standing committee meetings shall be called by the various committee chairs and shall be held at least every six weeks unless otherwise approved by a vote of the System Board.
- Modifies System Board powers.
 1. Allows System Board to recommend instead of fix compensation of employees and provides that the compensation must be in line with the County Board Budget appropriation.
 2. Requires the CEO appointment to be subject to the advice and Consent of the County Board.
 3. Requires the System Board to direct CEO collaboration with the President and the President's departments on operational and policy issues.
 4. Requires the System Board to consult with the Board of Commissioners on performance benchmarking for the CEO.
 5. Accounts for the roles of the System Board and Cook County Bureau of Human Resources in labor negotiation and strategy.
 6. Sets the timing of budget proposal submission to the Chief Financial Officer and Budget Director and aligns capital improvement requirements on real property with the Procurement threshold and requires additional reporting to Asset Management and Finance.
 7. Provides that the delegation of authority to the System Board from the Cook County Board of Commissioners shall not be considered a grant of home rule authority.
- Provides for additional input on the selection of a CEO or Interim CEO from the County Board,
 1. The County Board shall approve the job description of the CEO in advance of recruitment as well as approve the performance measures utilized by the System Board to evaluate the CEO's performance.
 2. The recommended salary, termination, term, severance and any contract bonus provisions negotiated by the System Board for the CEO shall be subject to the review and approval of the County Board.

- Requires CCHHS to submit a balanced Preliminary Budget with expenditures matching the revenue estimates for the fiscal year.
- Expands the collaborative and operational role of Cook County Bureau of Human Resources (BHR) in working with CCHHS to ensure operational and budgetary efficiency, as well as efficiency and uniformity in human resource functions and polices.
 1. Requires monthly collaboration with Cook County BHR and requires collaboration with Cook County BHR and BHR Chief approval on human resource related rules and regulations.
 2. Requires that any recommended salary, termination, term, severance and any contract bonus provision or compensation policies negotiated by the System Board for the CEO or other Direct Appointments of the System Board or CEO shall be subject to the review and approval of the County Board.
 3. Addresses the significant role of BHR Labor in the negotiation of collective bargaining and authorizes Cook County BHR to address and deliver bargaining agreement training and settle or resolve bargaining unit employee contract or disciplinary employment related disputes and grievances.
 4. Permits BHR to implement Employee Appeals Board Decisions and to investigate and recommend discipline should CCHHS fail to implement labor directives, grievance resolutions and settlements.
- Expands managerial and financial oversight by permitting the County Board to direct in consultation with CCHHS management or the System Board to implement management related changes based upon the recommendations of any management audit initiated by the County Board.
- Requires CCHHS policies on direct access programs to ensure uninsured residents' access to quality health care to be determined in consultation with the President or the President's designee.

Should you have any questions or comments, please do not hesitate to contact my Chief of Staff, Lanetta Haynes Turner or my Legal Counsel, Laura Lechowicz Felicione directly.