

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, December 13, 2019 at the hour of 9:00 A.M., at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

I. Attendance/Call to Order

Chair Reiter called the meeting to order.

Present: Chair Robert G. Reiter, Jr. and Directors Hon. Dennis Deer, LCPC, CCFC; David Ernesto Munar; and Mary B. Richardson-Lowry (4)

Board Chair M. Hill Hammock (ex-officio) and Directors Mary Driscoll, RN, MPH; Ada Mary Gugenheim; Mike Koetting; and Heather M. Prendergast, MD, MS, MPH

Steven Scheer (Non-Director Member)

Absent: None (0)

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer
Charles Jones – Chief Procurement Officer
James Kiamos – Chief Executive Officer, Health Plan Services
Jeff McCutchan –General Counsel

Beena Peters, DNP, RN, FACHE – Chief Nursing Officer
Deborah Santana – Secretary to the Board
John Jay Shannon, MD – Chief Executive Officer

II. Public Speakers

Chair Reiter asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

III. Action Items

A. Minutes of the Finance Committee Meeting, November 15, 2019

Director Munar, seconded by Director Richardson-Lowry, moved to accept the Minutes of the Finance Committee Meeting of November 15, 2019. THE MOTION CARRIED UNANIMOUSLY.

B. Contracts and Procurement Items (Attachment #1)

Charles Jones, Chief Procurement Officer, provided an overview of the contractual requests presented for the Committee's consideration. The Committee reviewed and discussed the requests.

III. Action Items

B. Contracts and Procurement Items (continued)

During the discussion of request number 8 (increase contract with Milliman, Inc. for actuarial services), a request was made for a memorandum to be provided prior to the December 20th Board Meeting explaining what work was legacy and what work is new based on this request.

The Committee held an extensive discussion regarding request number 15, which is a request to execute a contract with Vizient Inc. for contract management and nursing registry services. Currently, CCH contracts with several vendors for nurse registry services; under this contract, Vizient would provide contract management, staffing and analytics. It is expected that CCH will reduce its spend on nurse registry services by 30%. The vendor will be able to use the Minority and Women-Owned Business Enterprise (M/WBE) vendors that CCH currently has on file as prime vendors; they would be considered subcontractors under the Vizient contract and would be considered as such with regard to M/WBE compliance.

Director Driscoll requested that the Committee receive a report on the contract in nine (9) months to show how it is performing and to review the analytics that Vizient is collecting.

Director Deer expressed concern that the subcontractors under the Vizient contract will have to pay Vizient a 5% fee to participate in the contract. Dr. Shannon noted that, in paying the fee, those companies are getting access to a broad pool of other health systems that use Vizient. Director Deer stated that he is opposed to having any M/WBE company having to pay a fee to participate in a contract.

Dr. Beena Peters, Chief Nursing Officer, noted that the concept associated with the Vizient contract is widely used in the industry. The administration chose it from a clinical perspective and cost effectiveness perspective. This will help to expand the pool of nurses available, and will greatly reduce invoicing processing and improve payment timeliness.

It was determined that the contract will be withdrawn at this time and will be submitted directly to the Board for consideration at the December 20th Board Meeting. Mr. Jones was encouraged to negotiate the 5% fee for participating subcontractors out of the contract, in the meantime. Dr. Shannon stated that Mr. Jones will do the best he can, but noted that the FY2020 budget was based on the savings that would be achieved through this concept. Board Chair Hammock stated that, if the fee cannot be waived, the Committee and Board needs to have an understanding of what happens to the fundamental contract, and understand the complexity of what happens next if this contract is not approved or the concept is significantly altered.

Chair Reiter, seconded by Director Deer, moved the approval of request numbers 1 through 20, with the exception of request number 15, which was withdrawn, and subject to completion of review by Contract Compliance, where appropriate.
THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Section III

IV. Report from Chief Procurement Officer (Attachment #2)

- A. Report on Minority and Women-Owned Business Enterprise (M/WBE) Participation**
B. 4th Quarter FY2019 Report of Purchases made under the authority of the Chief Executive Officer
C. Report of emergency purchases (none presented)

Mr. Jones provided an overview of the two (2) Reports presented for the Committee's information. The Committee reviewed and discussed the information.

During the discussion of the 4th Quarter FY2019 Report of Purchases made under the authority of the Chief Executive Officer, Board Chair Hammock inquired regarding the contracts with some vendors that appear to cumulatively exceed \$150,000. Jeff McCutchan, General Counsel, stated that, pursuant to the Procurement Policy, it is determined by whether it is for the same product or service. He will have his staff review these to ensure that they comply with the Procurement Policy; he anticipates providing further information/confirmation at the January Finance Committee meeting. In the meantime, he stated that he can provide a summary of guidelines for what is acceptable, based on the Procurement Policy, by the December 20th Board Meeting.

V. Report from the Chief Financial Officer (Attachment #3)

- **Metrics**
- **Financials: October 2019**

Ekerete Akpan, Chief Financial Officer, provided an overview of the metrics and Financials through October 2019. The Committee reviewed and discussed the information.

During the review of slide 23 of the presentation, regarding non-emergent self-pay charges, Director Koetting inquired whether CCH collects co-pays for Medicare services. Mr. Akpan responded that he will follow-up with that information; he believes that Medicare co-pays are collected at Pharmacy, but will confirm and return with more information.

The Committee discussed the standard practice used by many health care organizations of collecting co-pays from patients contingent to receiving non-emergent care services. CCH does not do this but believes that such a practice could lead to a reduction in bad debt. The Committee discussed the possibility of instituting such a practice versus the current practice. Director Koetting cautioned that such a change could be viewed as a change in mission. Board Chair Hammock encouraged Mr. Akpan and the administration to accelerate implementation, where possible, of projects and programs that will improve CCH's financial position moving forward.

VI. Adjourn

As the agenda was exhausted, Chair Reiter declared the meeting ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Deborah Santana, Secretary

Follow-up / Requests:

- Request: Regarding request number 8 (increase contract with Milliman, Inc. for actuarial services), a request was made for a memorandum to be provided prior to the December 20th Board Meeting explaining what work was legacy and what work is new based on this request. Page 2
- Request: Regarding request number 15 (execute contract with Vizient, Inc. for contract management and nurse registry services), a request was made to receive a report on the contract in nine (9) months to show how it is performing and to review the analytics that Vizient is collecting. Page 2
- Follow-up: Regarding the 4th Quarter FY2019 Report of Purchases made under the authority of the Chief Executive Officer, General Counsel's Office will review the contracts that appear to cumulatively exceed \$150,000 to ensure that they comply with the Procurement Policy, and will report back to the Committee in January. Additionally a summary of guidelines for what is acceptable, based on the Procurement Policy, will be provided by the December 20th Board Meeting. Page 3
- Follow-up: Request for information regarding whether CCH collects co-pays for Medicare services. Page 3

Cook County Health and Hospitals System
Finance Committee Meeting
December 13, 2019

ATTACHMENT #1

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM III(B)
DECEMBER 13, 2019 FINANCE COMMITTEE MEETING
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Accept Grant Awards							
1	Illinois Department of Public Health	Service - Illinois Family Planning Initiative	Grant award amount: \$1,308,000.00	n/a	n/a	CCDPH	4
2	University of Chicago	Service - ending transmission of HIV, HCV and STDs and overdose in rural communities of people who inject drugs (ETHIC)	Grant award amount: \$13,664.00	n/a	n/a	System	5
3	Illinois Emergency Management Agency	Service - State Indoor Radon Program	Grant award amount: \$7,200.00	n/a	n/a	CCDPH	6
Accept Grant Award Increase							
4	Illinois Public Health Institute	Service - Illinois State Physical Activity and Nutrition Program	Grant award increase amount: \$34,000.00	n/a	n/a	CCDPH	7
Accept Sub-Grant Award							
5	Chicago Department of Public Health	Service - perform public health surveillance and interventions to address the opioid overdose epidemic	Sub-Grant Award Amount: \$903,257.00	n/a	n/a	CCDPH	8
Accept Grant Renewal							
6	Women Employed	Service - instructor training sessions using the Career Foundation Curriculum	Grant renewal amount: \$5,000.00	n/a	n/a	System	9

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM III(B)
DECEMBER 13, 2019 FINANCE COMMITTEE MEETING
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Increase Contracts							
7	DentaQuest	Service - claims reimbursements to Medicaid providers	\$3,478,060.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2015/13 responses	Managed Care	10
8	Milliman, Inc.	Service - actuarial services	\$1,900,029.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2018/5 responses	Managed Care	11
Extend and Increase Contracts							
9	FGCS, LLC	Service - professional consulting services for clinical documentation improvement	\$2,000,000.00	Sole Source	n/a	System	12
10	Keystone Advisors of Illinois, LLC	Service - professional staffing services	\$306,593.28	Sole Source	n/a	System	13
Amend and Increase Contracts							
11	Evolent Health	Service - Medicare third party administrative services and claims	\$412,280,206.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2019/1 response	Managed Care	14
12	The Guardian Life Insurance Company	Service - claims reimbursements to Medicare providers	\$3,202,493.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2019/4 responses	Managed Care	15
13	Atos Healthcare Services	Service - information technology management services	\$2,064,828.24	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2016/3 responses	System	16
Negotiate and Execute Contract							
14	Press Ganey Associates, Inc.	Service - employee engagement surveys	\$351,778.00	Sole Source	n/a	System	17

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM III(B)
DECEMBER 13, 2019 FINANCE COMMITTEE MEETING
CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Execute Contracts							
15	Vizient inc.	Service - contract management and nursing registry services	\$24,000,000.00	GPO		System	18
16	MedImpact	Service - claims reimbursements to Medicare providers and administrative costs	\$13,030,256.00	RFP	5	Managed Care	19
17	GMA Construction Group, LLC	Service - build-out of tenant improvements at Harrison Square, Construction Management At Risk (CMAR) services	\$11,500,000.00	RFQ	4	System	20
18	Praxair Healthcare Services	Product - medical gas supply	\$1,200,000.00	GPO	2	System	21
19	Cardosi Kiper Design Group, Inc.	Service - interior and exterior wayfinding signage design at Stroger Hospital	\$819,000.00	RFQ	4	SHCC	22
20	Helena Laboratories	Product and Service - reagents rental agreement for SPIFE Touch and Quick Scan Touch instruments used for immunology testing	\$717,355.80	Sole Source	n/a	System	23

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Leticia Reyes-Nash, Director of Programmatic Services		EXECUTIVE SPONSOR: Iliana Mora, Chief Operating Officer, ACHN	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Illinois Family Planning Initiative	
TYPE OF REQUEST: Accept Grant Award		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, IL.	
ACCOUNT:		FISCAL IMPACT NOT TO EXCEED:	GRANT FUNDED /RENEWAL AMOUNT: \$1,308,000.00
CONTRACT PERIOD: 01/01/2020 thru 06/30/2021		CONTRACT NUMBER:	
COMPETITIVE SELECTION METHODOLOGY: NA			
NON-COMPETITIVE SELECTION METHODOLOGY: NA			
PRIOR CONTRACT HISTORY: N/A			
NEW PROPOSAL JUSTIFICATION: This is a grant agreement between CCH and the Illinois Department of Public Health. Under this grant agreement, funding for the Illinois Family Planning initiative will provide voluntary comprehensive family planning services to low-income individuals of reproductive age in order to lower the incidence of unintended pregnancy, and improve maternal and infant health.			
TERMS OF REQUEST: This is a request to accept grant award in an amount not to exceed \$1,308,000.00 as needed, for a period of eighteen (18) months from 01/01/2020 thru 06/30/2021			
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A			
CCH CFO: Ekerete Akpan, Chief Financial Officer,		<div style="border: 2px solid black; padding: 10px; text-align: center;">APPROVED DEC 2 0 2019 BY BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM</div>	
CCH CEO: John Jay Shannon, M.D., Chief Executive Officer			
Request # 1			


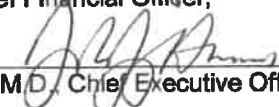
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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Leticia Reyes-Nash, Director of Programmatic Services		EXECUTIVE SPONSOR: Debra Carey, Deputy Chief Executive Officer, Operations	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Ending Transmission of HIV, HCV, and STDs and overdose in rural communities of people who inject drugs (ETHIC)	
TYPE OF REQUEST: Accept Grant Award		VENDOR / SUPPLIER: University of Chicago, Chicago, Illinois	
ACCOUNT:	FISCAL IMPACT NOT TO EXCEED:	GRANT FUNDED /RENEWAL AMOUNT: \$13,664.00	
CONTRACT PERIOD: 08/01/2019 thru 07/31/2020		CONTRACT NUMBER:	
COMPETITIVE SELECTION METHODOLOGY: NA			
NON-COMPETITIVE SELECTION METHODOLOGY: NA			
PRIOR CONTRACT HISTORY: N/A			
NEW PROPOSAL JUSTIFICATION: <p>This is a grant agreement between CCH and the University of Chicago. Under this grant agreement, funding for this initiative will cover the cost of time for a physician who will be one of the content leads and will provide content expertise and lead guest lectures. In year 1, the physician will adapt existing Continuing Medical Education (CME) materials to develop a curriculum covering topical areas.</p> <p>The curriculum will include: prescription monitoring, opioid prescribing recommendations, non-opioid pain control in the Emergency Department (ED) and after leaving the ED, an introduction to Medication Assistance Treatment (MAT) and warm handoff to resources, take home naloxone, skin and soft tissue infection, screening for infectious diseases, communicating with patients that have Opioid Use Disorder (OUD) and legal implications. Additional topical areas identified in the Pre-Extension for Community for Health Outcomes (ECHO) Key informant interviews will also be addressed. Key informant interviews will also serve to identify potential barriers to providing the ECHO intervention, including appropriateness of the ECHO format such as scheduling and how to best inform the delivery of the intervention. The curriculum will be reviewed by representatives from the Illinois Poison Center and the Illinois College of Emergency Physicians for accuracy and appropriateness.</p>			
TERMS OF REQUEST: <p>This is a request to accept grant award in an amount not exceeding \$13,664.00 as needed for a period of twelve (12) months from 08/01/2019 thru 07/31/2020</p>			
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: NA			
CCH CFO:  Ekerete Akpan, Chief Financial Officer,			
CCH CEO:  John Jay Shannon, M.D., Chief Executive Officer			
Request # 2			

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – State Indoor Radon Program	
TYPE OF REQUEST: Accept Grant Award		VENDOR / SUPPLIER: Illinois Emergency Management Agency, Chicago, Illinois	
FISCAL IMPACT / ACCOUNT:		GRANT FUNDED AMOUNT: \$7,200.00	
CONTRACT PERIOD: 10/01/2019 thru 09/30/2020		CONTRACT NUMBER:	
COMPETITIVE SELECTION METHODOLOGY: N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: N/A			

PRIOR CONTRACT HISTORY:

No prior history.

NEW PROPOSAL JUSTIFICATION:

As a state certified health department in the State of Illinois, the Cook County Department of Public Health (CCDPH) proposes to continue a State Indoor Radon Program in Suburban Cook County stressing educational/informational programs that inform the public of the potential dangers of radon, urge testing for radon and then to urge mitigation if necessary. Even though the United States Environmental Protection Agency (US EPA) has rated Cook County Zone 2 with a moderate potential of having high radon levels, every home needs to be tested to find those with radon because some high levels have been found throughout Cook County. Radon is the second leading cause of lung cancer in the United States and is associated with 21,000 lung cancer deaths each year. This program is not mandated.

*The cost of early termination of this grant is \$0.00.

TERMS OF REQUEST:

This is a request to accept a Grant Award in an amount not to exceed \$7,200.00, as needed, for a period of twelve (12) month from 10/01/2019 thru 09/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: NA

CCH CFO: 
Ekerete Akpan, Chief Financial Officer

CCH CEO: 
John Jay Shannon, MD, Chief Executive Officer

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BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #**3**

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Terry Mason M.D., Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
DATE: 12/05/2019	PRODUCT / SERVICE: Service – Illinois State Physical Activity and Nutrition Program		
TYPE OF REQUEST: Accept Grant Award Increase	VENDOR / SUPPLIER: Illinois Public Health Institute (IPHI), Chicago, Illinois		
ACCOUNT:	FISCAL IMPACT/ACCOUNT:	GRANT FUNDED AMOUNT: \$34,000.00	
CONTRACT PERIOD: 09/30/2019 thru 09/29/2020		CONTRACT NUMBER: 2018-F1807-004-2	
COMPETITIVE SELECTION METHODOLOGY: N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: N/A			

PRIOR CONTRACT HISTORY:

This work is funded by a five-year federal award to IPHI from the Centers for Disease Control and Prevention to implement the State Physical Activity and Nutrition grant to address obesity. The first-year award 11/01/2018 thru 09/29/2019 was in the amount of \$40,000.00 and was approved by the Cook County Health Board on 02/28/2019.

NEW PROPOSAL JUSTIFICATION:

This agreement is for the second-year award. It will advance active-friendly environments in the south suburbs and continued efforts to educate and promote the Good Food Purchasing Program, a program that directs food purchasing by institutions based on five core values. This program is not mandated.

*The cost of the early termination of this agreement is estimated at \$0

TERMS OF REQUEST:

This is a request to accept grant award increase for contract number 2018-F1807-004-2 in an amount not to exceed \$34,000.00, as needed, for a period of twelve (12) months from 09/30/2019 thru 09/29/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE

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BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, MD, Chief Executive Officer

Request #

4

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Perform public health surveillance and interventions to address the opioid overdose epidemic	
TYPE OF REQUEST: Accept Sub-Grant Award		VENDOR / SUPPLIER: Chicago Department of Public Health, Chicago, Illinois	
FISCAL IMPACT / ACCOUNT:		GRANT FUNDED AMOUNT: \$903,257.00	
CONTRACT PERIOD: 09/01/2019 thru 08/31/2022		CONTRACT #: H20-25-025	
COMPETITIVE SELECTION METHODOLOGY: N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: N/A			

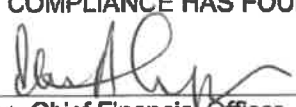
PRIOR CONTRACT HISTORY:
There is no prior history.

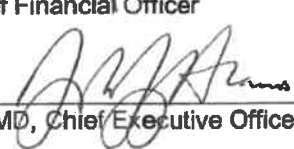
NEW PROPOSAL JUSTIFICATION:
This is a grant from the Center for Disease Control and Prevention (CDC) to the Chicago Department of Public Health. This program will provide cross-site and recipient-specific surveillance technical assistance, such as providing tools to identify nonfatal and fatal drug poisonings using ICD-9-CM, ICD-10-CM, text searches of Emergency Department (ED) chief complaint and ICD-10 cause of death codes; provide technical assistance to revise annual work plans; assist in advancing program activities to achieve project outcomes; providing scientific subject matter expertise and resources; Collaborate with recipients to develop evaluation plans that align with CDC evaluation activities; provide technical assistance on recipient's evaluation and performance measurement plan; provide technical assistance to define and operationalize performance measures; facilitate the sharing of information among recipients; participate in relevant meetings, committees, conference calls, and working groups related to the cooperative agreement requirements to achieve outcomes. This program is not mandated.

*The cost of early termination of this grant is \$0.00.

TERMS OF REQUEST:
This is a request to accept a Sub-Grant Award in an amount not to exceed \$903,257.00 for a period of thirty-six (36) month period from 09/01/2019 thru 08/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: NA

CCH CFO: 
Ekerete Akpan, Chief Financial Officer

CCH CEO: 
John Jay Shannon, MD, Chief Executive Officer

Request #
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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Leticia Reyes-Nash, Director of Programmatic Services		EXECUTIVE SPONSOR: Debra Carey, Deputy Chief Executive Officer, Operations	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Instructor training sessions using the Career Foundation Curriculum	
TYPE OF REQUEST: Accept Grant Renewal		VENDOR / SUPPLIER: Women Employed, Chicago, IL.	
ACCOUNT:		FISCAL IMPACT NOT TO EXCEED:	GRANT FUNDED /RENEWAL AMOUNT: \$5,000.00
CONTRACT PERIOD: 10/01/2019 thru 09/30/2020			CONTRACT NUMBER:
COMPETITIVE SELECTION METHODOLOGY: NA			
NON-COMPETITIVE SELECTION METHODOLOGY: NA			

PRIOR CONTRACT HISTORY:

The initial grant award of \$2,500 from Women Employed was approved by the Cook County Health Board on 04/26/2019 for a twelve (12) month period from 10/01/2018 thru 09/30/2019.

NEW PROPOSAL JUSTIFICATION:

This request will provide a Memorandum of Understanding (MOU) between CCH and Women Employed. Under this MOU, CCH will receive the Career Foundations Curriculum and a \$5,000.00 stipend to provide career training to thirty (30) students as part of CCH's Workforce Development Initiative.

TERMS OF REQUEST:

This is a request to accept grant renewal in an amount not to exceed \$5,000.00 as needed, for a period of twelve (12) months from 10/01/2019 thru 09/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:

APPROVED

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

DEC 2 0 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

6

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Aaron Galeener, Chief Financial Officer, Health Plan Services		EXECUTIVE SPONSOR: James Kiamos, Chief Executive Officer, Health Plan Services	
DATE: 12/05/2019	PRODUCT / SERVICE: Service – Claims Reimbursements to Medicaid Providers		
TYPE OF REQUEST: Increase Contract	VENDOR / SUPPLIER: DentaQuest, Boston, MA		
ACCOUNT: 521155	FISCAL IMPACT NOT TO EXCEED: \$3,478,060.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 04/01/2016 thru 9/30/2019		CONTRACT NUMBER: H16-25-009	
COMPETITIVE SELECTION METHODOLOGY: RFP			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2015-13)			

PRIOR CONTRACT HISTORY:

Contract number H16-25-009 was approved by the Cook County Health (CCH) Board on 01/29/2016 in the amount of \$71,118,684.00 for a contract period beginning on 04/01/2016 thru 03/31/2019 to provide payment for the delivery of covered services to CountyCare members. The CCH Board of Directors on 07/27/2018 approved a request to increase the contract by \$50,000,000.00 for remainder of contract term. On 03/29/2019 an amendment was executed by the Office of Supply Chain Management to extend the contract term thru 12/31/2019.

NEW PROPOSAL JUSTIFICATION:

On 07/30/2019 CCH elected to terminate contract H16-25-009 effective 09/30/2019, as the result of an RFP award to a different vendor. These funds would pay remaining invoices for claims and administrative costs to the vendor. This request is for additional funding for dental and vision claims costs incurred during the contract period.

TERMS OF REQUEST:

This is a request to increase contract H16-25-009 in an amount not to exceed \$3,478,060.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

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DEC 2 0 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Aaron Galeener, Chief Financial Officer, Health Plan Services		EXECUTIVE SPONSOR: James Kiamos, Chief Executive Officer, Health Plan Services	
DATE: 12/05/2019	PRODUCT / SERVICE: Service – Actuarial Services		
TYPE OF REQUEST: Increase Contract	VENDOR / SUPPLIER: Milliman Inc., Brookfield, WI		
ACCOUNT: 520825	FISCAL IMPACT NOT TO EXCEED: \$1,900,029.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 05/01/2018 thru 04/30/2021			CONTRACT NUMBER: H18-25-052
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2018-5)			

PRIOR CONTRACT HISTORY:

The Cook County Health Board of Directors approved contract number H18-25-052 on 04/27/2018 in the amount not to exceed \$1,613,505.00, as needed, for a period of thirty-six (36) months from 05/01/2018 thru 04/30/2021 the contract had an option for two (2) one (1) year extensions.

NEW PROPOSAL JUSTIFICATION:

Milliman will perform actuarial services for Medicaid and Medicare Health Plans including reviewing claims data to ensure adequacy of CountyCare financial reserves, developing cost savings proposals, assistance with annual rate setting, risk adjustment, Medicare bid development and other actuarial services. This will cover claims for Medicare members.

TERMS OF REQUEST:

This is a request to extend and increase contract number H18-25-052 in the amount not to exceed \$1,900,029.00 for remainder of contract term thru 04/30/2021.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO: _____

Ekerete Akpan, Chief Financial Officer

CCH CEO: _____

John Jay Shannon, M.D., Chief Executive Officer

Request #
8

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Leathecia Arnold, Interim-System Director Health Information Management		EXECUTIVE SPONSOR: Ekerete Akpan, Chief Financial Officer <i>EA</i>	
DATE: 12/05/2019	PRODUCT / SERVICE: Service – Professional Consulting Services-CDI		
TYPE OF REQUEST: Extend and Increase Contract	VENDOR / SUPPLIER: FGCS, LLC, Wolfforth, Texas,		
ACCOUNT: 520825	FISCAL IMPACT NOT TO EXCEED: \$2,000,000.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 08/01/2018 thru 11/30/2019	REVISED CONTRACT PERIOD 12/01/2019 thru 11/30/2020	CONTRACT NUMBER: H18-25-061	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:
 Contract number H18-25-061 was presented to the Cook County Health (CCH) Board of Directors as an emergency purchase on 08/31/2018 in the amount of \$740,000.00 for a period of six (6) months from 08/01/2018 thru 01/31/2019. An amendment was executed by the Department of Supply Chain Management to extend the term until 04/30/2019. The CCH Board of Directors on 05/31/2019 approved a request to extend the contract thru 11/30/2019 and increase the amount by \$877,057.07.

NEW PROPOSAL JUSTIFICATION:
 This request will continue the provision of staffing to assist and maintain our current CCH Health Information Management & Clinical Documentation Specialist staffing positions until permanent staff is hired for the Clinical Documentation integrity program which supports clinical documentation, Case Mix Index improvement, Denials Management and readiness for Cerner Patient Accounting implementation.

with respect to developing a Clinical Documentation Improvement Specialist program, policies and processes.

TERMS OF REQUEST:
 This is a request to extend and increase H18-25-061 in an amount not to exceed \$2,000,000.00 for a period of twelve (12) months from 12/01/2019 thru 11/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

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BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
9

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Dan Ruiz, Senior Manager of Supply Chain, Operations & Logistics Material Management		EXECUTIVE SPONSOR: Ekerete Akpan, Chief Financial Officer	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Professional Staffing Services	
TYPE OF REQUEST: Extend & Increase Contract		VENDOR / SUPPLIER: Keystone Advisors of Illinois, LLC, South Holland, IL	
ACCOUNT: 520825	FISCAL IMPACT NOT TO EXCEED: \$306,593.28	GRANT FUNDED / RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 03/01/2015 thru 11/30/2019		REVISED CONTRACT PERIOD: 12/01/2019 thru 05/31/2020	CONTRACT NUMBER: H15-25-037
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:
 On 02/27/2015, the Cook County Health (CCH) Board of Directors approved contract number H15-25-037 in the amount of \$830,000.00 for the period from 03/01/2015 thru 02/29/2016. An amendment was executed on 03/01/2015 by the Department of Supply Chain Management to extend the contract through 06/30/2016. The CCH Board on 07/29/2016 approved a request to extend through 11/30/2016 and increase the contract amount by \$250,000.00. On 09/30/2016, the CCH Board approved a request to extend and increase in the contract amount by \$400,000.00 through 05/31/2017. On 05/26/2018, the CCH Board of Directors approved a request to extend and increase the contract amount by \$275,000.00 through 05/31/2018. On 04/27/2018, the CCH Board of Directors approved a request to extend and increase the contract amount by \$340,000.00 thru 05/31/2019. On 07/26/2019, the CCH Board of Directors approved a request to extend and increase the contract amount by \$551,340.00 through 11/30/2019.

NEW PROPOSAL JUSTIFICATION:
 This extension and increase will allow the contractor to continue providing temporary staffing in the Finance and Supply Chain Management (SCM) Departments necessary for ongoing support of the Oracle Enterprise Resource Planning (ERP) and Finance department.

This is sole source because of the firm's ability to provide financial personnel with specialized skill sets. CCH is actively recruiting for these positions. This contractor is a certified MWBE.

TERMS OF REQUEST:
 This is a request to extend and increase contract number H15-25-037 in an amount of \$551,340.00 for a period of six months (6) months from 12/01/2019 thru 05/31/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

APPROVED

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BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
10

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Cook County Health

BOARD APPROVAL REQUEST


SPONSOR: Esther Macchione, Chief Operating Officer, Health Plan Services		EXECUTIVE SPONSOR: James Kiamos, Chief Executive Officer, Health Plan Services	
DATE: 12/05/2019	PRODUCT / SERVICE: Service – Medicare Third Party Administrative Services and Claims		
TYPE OF REQUEST: Amend and Increase Contract	VENDOR / SUPPLIER: Evolent Health, Chicago, IL		
ACCOUNT: 520825 521155	FISCAL IMPACT NOT TO EXCEED: Administrative \$37,729,484.00 Claims \$374,550,742.00 Total \$412,280,206.00		GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 01/01/2020 thru 12/31/2024			CONTRACT NUMBER: H19-25-053
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2019-1)			


PRIOR CONTRACT HISTORY:
The Cook County Health (CCH) Board approved a request to execute contract number H19-25-053 on 07/26/2019 in the amount of \$10,872,426 for administrative costs for a period of sixty (60) months from 01/01/2020 through 12/31/2024.

NEW PROPOSAL JUSTIFICATION:
This request to increase is for provider reimbursements including claims, capitation, provider incentives, and care management costs. In addition, this request would increase administrative fees to cover reimbursement for implementation, on-going administrative costs, member incentives, temporary enrollment staff, fulfillment, and other services.

TERMS OF REQUEST:
This is a request to amend and increase H19-25-053 in an amount not to exceed \$412,280,206.00, as needed, for a period of sixty (60) month from 01/01/2020 thru 12/31/2024.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO: 
Ekerete Akpan, Chief Financial Officer

CCH CEO: 
John Jay Shannon, M.D., Chief Executive Officer

Request #
11

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BOARD APPROVAL REQUEST

SPONSOR: Esther Macchione, Chief Operating Officer, Health Plan Services		EXECUTIVE SPONSOR: James Kiamos, Chief Executive Officer, Health Plan Services	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Claims Reimbursements to Medicare Providers	
TYPE OF REQUEST: Amend and Increase Contract		VENDOR / SUPPLIER: The Guardian Life Insurance Company, New York, NY	
ACCOUNT: 521155	FISCAL IMPACT NOT TO EXCEED: \$3,202,493.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 01/01/2020 thru 12/31/2022		REVISED CONTRACT PERIOD	CONTRACT NUMBER: H19-25-052
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2019-4)			

PRIOR CONTRACT HISTORY:

The Cook County Health (CCH) Board approved a request to execute contract number H19-25-052 on 07/26/2019 in the amount of \$452,610.00 for administrative costs for a period of thirty-six (36) months from 01/01/2020 through 12/31/2022.

NEW PROPOSAL JUSTIFICATION:


This request is to provide funding for dental and vision claims costs allowing payment for the delivery of covered services to Medicare members.

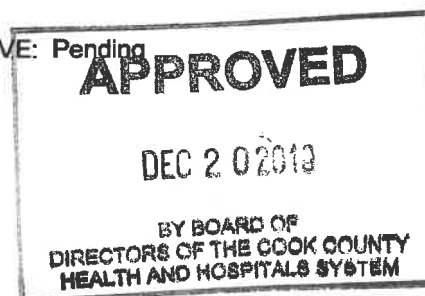
TERMS OF REQUEST:

This is a request to amend and increase contract H19-25-052 in an amount not to exceed \$3,202,493.00, as needed for a thirty-six (36) month period from 01/01/2020 thru 12/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO: 
Ekerete Akpan, Chief Financial Officer

CCH CEO: 
John Jay Shannon, M.D., Chief Executive Officer



Request #
12

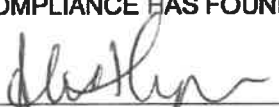
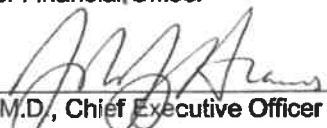
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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Robert L. Sumter, Ph.D., Chief Information Officer	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Information Technology Management Services	
TYPE OF REQUEST: Amend and Increase Contract		VENDOR / SUPPLIER: Atos Healthcare Services, Dearborn, MI	
ACCOUNT: 540129	FISCAL IMPACT NOT TO EXCEED: \$2,064,828.24	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 12/01/2016 thru 11/30/2022		CONTRACT NUMBER: H16-25-174	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2016-3)			
PRIOR CONTRACT HISTORY: The Board of Directors of Cook County Health (CCH) approved contract number H16-25-174 with in the amount of \$40,000,000.00 on 10/28/2016 for a thirty-six (36) month period from 12/01/2016 thru 11/30/2019. An amendment to increase contract by \$3,000,000 was approved by the board on 1/27/17. The contract was further amended on 09/28/2018 to extend the contract period for 36 months and increase the amount by \$43,246,392.39.			
NEW PROPOSAL JUSTIFICATION: This is a request to increase the contract in order to fund positions which provide ongoing support of the Global Healthcare Exchange (GHX) and Oracle (County wide ERP) systems in collaboration with the Cook County Bureau of Technology.			
TERMS OF REQUEST: This is a request to increase contract number H16-25-174 in the amount not to exceed \$2,064,828.24, as needed, for the remainder of contract term thru 11/30/2022.			
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending			
CCH CFO:  Ekerete Akpan, Chief Financial Officer		<div style="border: 2px solid black; padding: 10px; text-align: center;"> APPROVED DEC 2 0 2019 BY BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM </div>	
CCH CEO:  John Jay Shannon, M.D., Chief Executive Officer			
Request # 13			

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Wayne Wright, Director of Org. Develop & Training, Human Resources		EXECUTIVE SPONSOR: Barbara Pryor, Chief Human Resources Officer	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Employee Engagement Surveys	
TYPE OF REQUEST: Negotiate and Execute Contract		VENDOR / SUPPLIER: Press Ganey Associates, Inc, South Bend, IN	
ACCOUNT: 520825	FISCAL IMPACT NOT TO EXCEED: \$351,778.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 01/01/2020 thru 12/31/2022		CONTRACT NUMBER: H20-25-018	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="checked" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

Contract Number H18-25-128 was approved by the Cook County Health (CCH) Board of Directors on 04/27/2018 in the amount of \$741,027.87 for a period of thirty-six (36) months from 05/01/2018 thru 04/30/2021.

NEW PROPOSAL JUSTIFICATION:

This request is for the continued provision of professional services to conduct employee engagement throughout CCH. Contractor will conduct one pulse survey to monitor progress and three full surveys for 2020, 2021 and 2022.

This is request sole source because this vendor has performed services in the past and they maintain historical data which will be useful for comparison purposes.

TERMS OF REQUEST:

This is a request to negotiate and execute contract H20-25-018 in an amount not to exceed \$351,778.00 as needed, for a period of thirty-six (36) months from 01/01/2020 thru 12/31/2022.

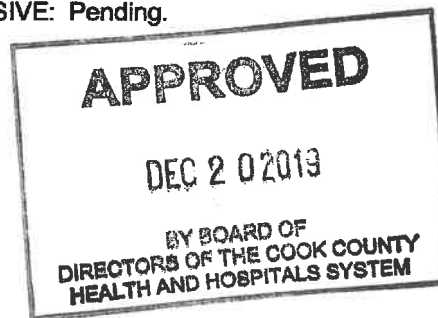
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending.

CCH CFO:

Ekerete Akpan, Chief Finance Officer,

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer



Request #

14

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Cook County Health

BOARD APPROVAL REQUEST

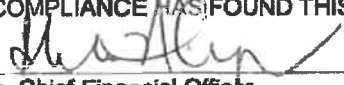
SPONSOR: Priyang Baxi, Director of Systems/Operations Nursing		EXECUTIVE SPONSOR: Beena Peters, DNP, Chief Nursing Officer	
DATE: 12/05/2019		PRODUCT / SERVICE: Service-Contract Management and Nursing Registry Services	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Vizient Inc., Irving, TX	
ACCOUNT:	FISCAL IMPACT NOT TO EXCEED:	GRANT FUNDED / RENEWAL AMOUNT:	
4897-17870 Stroger Hospital	\$13,200,000.00	N/A	
4891- 17870 Provident Hospital	\$5,280,000.00		
4893- 10155 ACHN	\$5,040,000.00		
4240-17170 Cermak	\$408,000.00		
4241- 17170 JTDC	\$72,000.00		
Total	\$24,000,000.00		
CONTRACT PERIOD: 01/01/2020 thru 12/31/2022		CONTRACT NUMBER: H20-25-024	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: GPO		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY:		

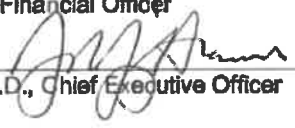
PRIOR CONTRACT HISTORY:
On 10/27/2017 the Cook County Health (CCH) Board of Directors approved a request for contract H17-25-114, H17-25-115, H17-25-116 and H17-25-117 in a combined not to exceed amount of \$9,345,000.00 and a thirty-six (36) month period from 12/01/2017 thru 10/30/2020. On 08/30/2019 and 10/25/2019 respectively, the CCH Board approved requests to increase contract H17-25-114 by \$1,700,000.00 & \$537,500.00, contract H17-25-116 by \$1,300,000.00 and contract H17-25-117 by \$1,660,000.00. Total increase \$5,197,500.00 for a combined not to exceed amount of \$14,542,500.00.

NEW PROPOSAL JUSTIFICATION:
Nursing Services is requesting to continue to supplement the staff at CCH in order to provide quality of care to our patients by streamlining and consolidating individual contracts into one contract with Vizient Inc. Vizient will work directly with agencies including processing job requisitions through their technology and negotiate the best sustainable rates and contract terms. Some benefits of this consolidation include No administrative service cost to CCH, reduced contract management costs, streamlining of multiple invoices a week to one (1) per month per site and access to data with customizable dashboards to track agency.

TERMS OF REQUEST:
This is a request to execute contract number H20-25-024 in an amount not to exceed \$24,000,000.00 as needed, for thirty-six (36) month period from 01/01/2020 thru 12/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO: 
Ekerete Akpan, Chief Financial Officer

CCH CEO: 
John Jay Shannon, M.D., Chief Executive Officer

WITHDRAWN

Request #
15

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Aaron Galeener, Chief Financial Officer, Health Plan Services		EXECUTIVE SPONSOR: James Kiamos, Chief Executive Officer, Health Plan Services							
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Claims Reimbursements to Medicare Providers and Administrative Costs							
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: MedImpact, San Diego, CA							
ACCOUNT: 521155	FISCAL IMPACT NOT TO EXCEED: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Claims Costs</td> <td style="width: 50%; text-align: right;">\$11,030,256.00</td> </tr> <tr> <td>Administrative Costs</td> <td style="text-align: right;">\$2,000,000.00</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$13,030,256.00</td> </tr> </table>		Claims Costs	\$11,030,256.00	Administrative Costs	\$2,000,000.00	Total	\$13,030,256.00	GRANT FUNDED / RENEWAL AMOUNT: N/A
Claims Costs	\$11,030,256.00								
Administrative Costs	\$2,000,000.00								
Total	\$13,030,256.00								
CONTRACT PERIOD: 01/01/2020 thru 12/31/2022		REVISED CONTRACT PERIOD	CONTRACT NUMBER: H20-25-026						
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: RFP (2018-5)								
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY:								

PRIOR CONTRACT HISTORY:

The CCH Board Directors approved a request to execute contract H18-25-146 on 12/21/2018 in the amount of \$984,902,829.00 for a period of thirty-six (36) months from 04/01/2019 thru 03/31/2022.

NEW PROPOSAL JUSTIFICATION:

This request is for funding for pharmacy claims costs and administrative costs to provide payment for the delivery of covered services to Medicare members. The contract will allow CCH to transfer necessary funds to the vendor so that they may facilitate payments as contracted.

TERMS OF REQUEST:

This is a request to execute contract H20-25-026 in an amount not to exceed \$13,030,256.00, as needed for a thirty-six (36) month period from 01/01/2020 thru 12/31/2022.

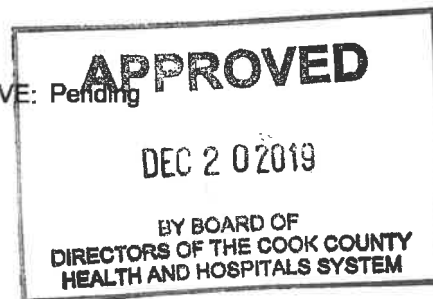
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer



Request #

16

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Samuel L. Williams, Executive Director of Facilities, Plant Operations		EXECUTIVE SPONSOR: Debra Carey, Deputy Chief Executive Officer, Operations	
DATE: 12/05/2019		PRODUCT / SERVICE: Service – Build-Out of Tenant Improvements at Harrison Square, Construction Management at Risk Services (CMAR)	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: GMA Construction Group, LLC, Chicago, IL	
ACCOUNT: CIP	FISCAL IMPACT NOT TO EXCEED: \$11,500,000.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 01/01/2020 to 12/31/2020		CONTRACT NUMBER: H20-25-020	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: RFQ (4)		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

No prior contract history.

NEW PROPOSAL JUSTIFICATION:


The Vendor will provide Construction Management at Risk Services (CMAR) for the interior build out and tenant improvements of 71,055 square feet of space leased by CCH. CCH will occupy seven floors on the west side of the former Cook County Hospital located at 1835 West Harrison Street for clinical and administrative function.

TERMS OF REQUEST:

This is a request to execute contract H20-25-020 in an amount not to exceed \$11,500,000.00, as needed, for a period of twelve (12) months from 01/01/2020 thru 12/31/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending.

CCH CFO: 
Ekerete Akpan, Chief Finance Officer

CCH CEO: 
John Jay Shannon, M.D., Chief Executive Officer

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BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

17


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BOARD APPROVAL REQUEST

SPONSOR: Dan Ruiz, Senior Manager of Supply Chain Management Operations and Logistics, Material Management		EXECUTIVE SPONSOR: Ekerete Akpan, Chief Financial Officer 	
DATE: 12/05/2019		PRODUCT / SERVICE: Product – Medical Gas Supply	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Praxair Healthcare Services, Inc. Danbury, CT	
ACCOUNT: 520389	FISCAL IMPACT NOT TO EXCEED: \$1,200,000.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 12/09/2019 thru 12/08/2022		CONTRACT NUMBER: H20-25-023	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: GPO (2)		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

The Cook County Health (CCH) Board of Directors approved contract number H16-25-126 on 08/26/2016 in the amount of \$1,096,809.00 for a thirty-six (36) month period from 12/09/2016 thru 12/08/2019. The office of supply chain management executed an amendment on 06/05/2019 to increase the contract by \$10,000.00.

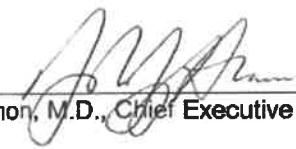
NEW PROPOSAL JUSTIFICATION:

This contract provides system wide medical gas and life sustaining oxygen. Praxair Healthcare is one of two vendors under the GPO agreement providing this service. Medical gasses are utilized by all CCH facilities.

TERMS OF REQUEST:

This is a request to execute contract number H20-25-023 in an amount not to exceed \$1,200,000.00, as needed, for a period of thirty-six (36) months from 12/09/2019 thru 12/08/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CEO: 
John Jay Shannon, M.D., Chief Executive Officer

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BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

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BOARD APPROVAL REQUEST

SPONSOR: Samuel L. Williams, Executive Director of Facilities, Plant Operations	EXECUTIVE SPONSOR: Debra Carey, Deputy Chief Executive Officer, Operations
DATE: 12/05/2019	PRODUCT / SERVICE: Service – Interior and Exterior Wayfinding Signage Design at Stroger Hospital
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Cardosi Kiper Design Group, Inc., Chicago, IL
ACCOUNT: CIP	GRANT FUNDED / RENEWAL AMOUNT: N/A
FISCAL IMPACT NOT TO EXCEED: \$819,000.00	CONTRACT NUMBER: H20-25-019
CONTRACT PERIOD: 01/01/2020 to 12/ 31/2020	
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: RFQ (4)	
<input type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY:	

PRIOR CONTRACT HISTORY:

No prior contract history.

NEW PROPOSAL JUSTIFICATION:

The Vendor will conduct analyses of the current Stroger Hospital campus wayfinding and develop a comprehensive and integrated wayfinding scheme for both interior and exterior building signage that is supported on multiple platforms. In addition, the Vendor will provide all required management and coordination of the disciplines to execute the work within the prescribed schedule.

TERMS OF REQUEST:

This is a request to execute contract H20-25-019 in an amount not to exceed \$819,000.00, as needed, for a period of twelve (12) months from 01/01/2020 thru 12/31/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending.

CCH CFO:

Ekerete Akpan, Chief Finance Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

APPROVED

DEC 2 0 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

19

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

Revised 03/01/2011

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Aamer Qidwai, Senior Director of Laboratory Medicine		EXECUTIVE SPONSOR: Jarrod G. Johnson, Chief Operating Officer, Stroger Hospital and Central Campus	
DATE: 12/05/2019	PRODUCT / SERVICE: Product – Reagents Rental Agreement for SPIFE Touch and Quick Scan Touch Instruments used for Immunology Testing		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Helena Laboratories, Beaumont, TX		
ACCOUNT: 521200	FISCAL IMPACT NOT TO EXCEED: \$717,355.80	GRANT FUNDED / RENEWAL AMOUNT:	
CONTRACT PERIOD: 01/01/2020 thru 12/31/2022		CONTRACT NUMBER: H20-25-021	
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

Contract H16-25-035 was approved by the CCH Board on 02/26/2016 in an amount not to exceed \$252,932.60, as needed for the thirty-six (36) month term from 05/01/2016 through 04/30/2019. The Office of Supply Chain Management executed a request on 01/22/2019 to increase the contract by \$31,000.00 and a request on 05/01/2019 to extend contract term thru 12/31/2019.

NEW PROPOSAL JUSTIFICATION:

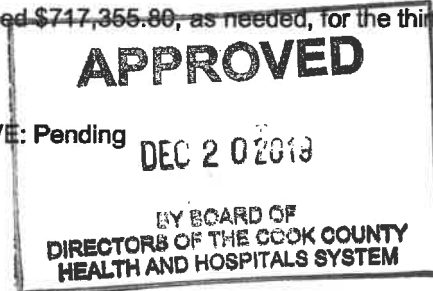
Contractor will supply equipment, technical assistance, software upgrades, and support for both the two (2) SPIFE Touch and the two (2) Quick Scan Touch instruments. These instruments are used for electrophoreses, used in hematology and immunology.

This request is sole source because contractor is the sole manufacturer, distributor, and supplier of the product and equipment for the required tests.

TERMS OF REQUEST:

This is a request to execute contract H20-25-021 in an amount not-to-exceed ~~\$717,355.80~~, as needed, for the thirty-six (36) month term from 01/01/2020 through 12/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending



CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH CEO:

John Jay Shannon, M.D., Chief Executive Officer

Request #
20

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 • John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

Revised 03/01/2011

Cook County Health and Hospitals System
Finance Committee Meeting
December 13, 2019

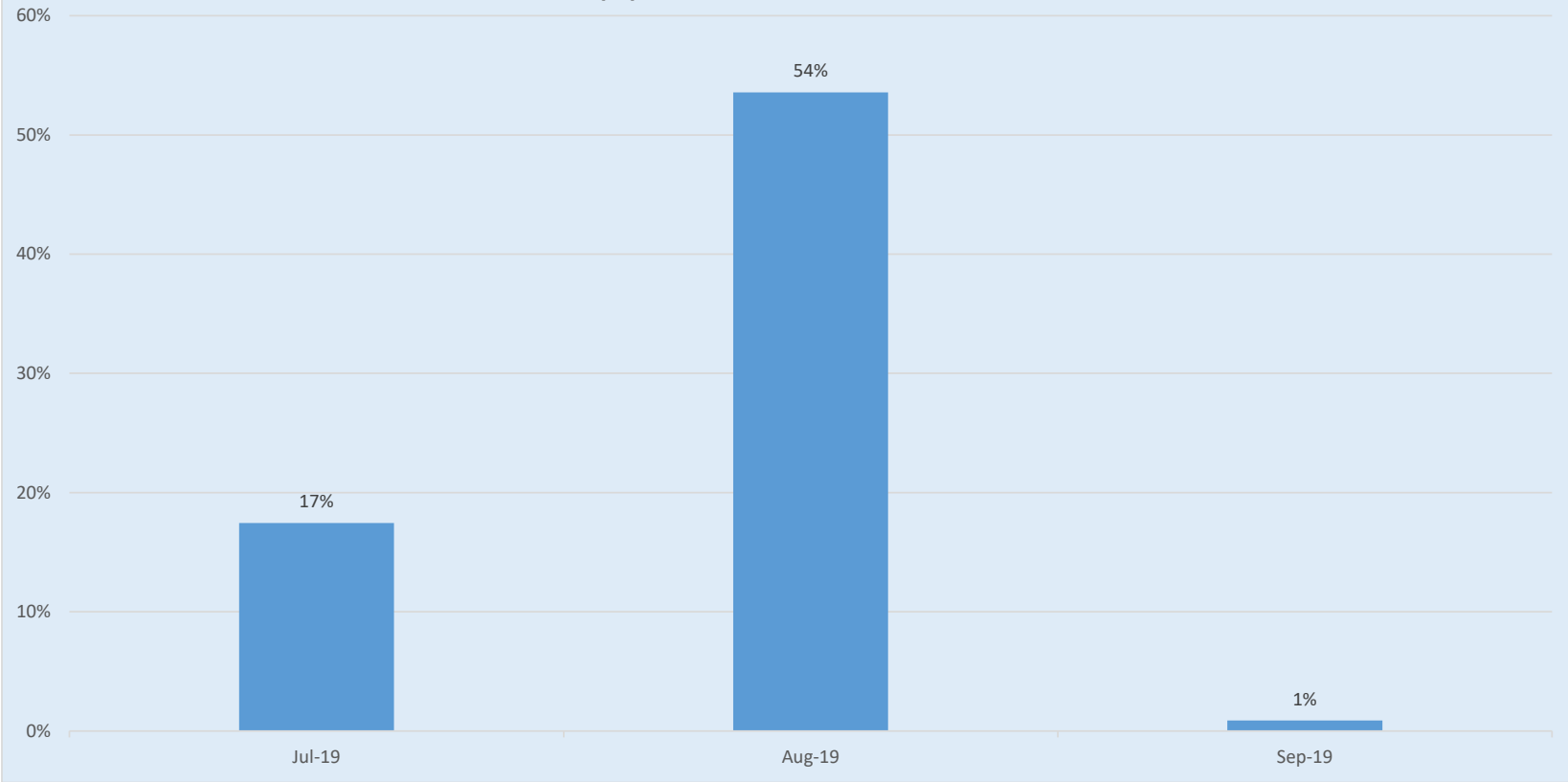
ATTACHMENT #2

MWBE METRICS - FY 2019				
Contracts \$150,000.00 and Over for July, August, and September 2019				
Month	Friday, July 26, 2019	Friday, August 30, 2019	Friday, September 27, 2019	TOTAL
Number of Contracts Awarded	18	16	16	50
Total Award Value	\$54,461,958	\$11,794,364	\$134,929,978	\$201,186,300
Number of Contracts with Goals	12	4	7	23
Value	\$51,105,647	\$3,513,506	\$121,353,009	\$175,972,162
% Total Award	94%	30%	90%	87%
Number of Contracts with MWBE as Prime	2	1	1	4
Prime Award Value	\$1,157,620	\$1,300,000	\$150,000	\$2,607,620
% Contract w/goal	2%	37%	0.12%	1%
Number of Contracts with MWBE as Subcontractor	9	2	3	14
Sub Award Value	\$7,756,656	\$582,434	\$915,968	\$9,255,058
% Contract w/goal	15%	17%	1%	5%
Number of Contracts with Full Waivers	1	1	3	5
Waiver Value	\$188,605	\$430,422	\$25,128,355	\$25,747,382
% Contract w/goal	0.37%	12.25%	20.71%	15%

NOTE: The difference between Number of Contract Awarded and Number of Contracts with Goals = Contracts assigned a Contract specific goal of zero.
This means that there were no certified MWBEs to provide the specific Good, Service or Equipment.

September reflects three full waivers that caused a downward trend in participation. The vendors did achieve some indirect participation for two of the waivers but it is only considered a good faith effort.

Percent (%) of Dollars Awarded to M/WBEs



CCHHS MBE/WBE Commitment Report for Board Meeting on September 27, 2019

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H19-25-0042	3	General Counsel	Lin and Patel, LLC	Service - Legal Services	Sole Source	35% MWBE Participation	\$150,000.00	100%	0%	<p>This is amendment no. 1 for \$150,000.00. The total contract value is \$299,000.00.</p> <p>The prime vendor, Lin and Patel LLC dba The Health Law Consortium, is a certified City of Chicago MWBE(8) and will perform 100% of this contract.</p>
H19-25-108	4	Managed Care/ CountyCare	First Transit	Service - Non-Emergency Medical Transportation (Medicaid)	RFP	25% MBE and 10% WBE Participation	\$110,870,666.00	0%	0%	<p>The contract value is \$110,870,666.00; but MBE/WBE participation is being calculated against the administrative portion for \$24,598,685.16 and not the claims portion for \$86,271,980.84.</p> <p>Full MBE/WBE waiver is granted due to other relevant factors making it economically infeasible to utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to utilizing: Andrews Printing, MBE(6) for \$4,500.00 or 0.02% indirect participation for printing services.</p> <p>Logsdon Office Supply, MBE(6) for \$22,500.00 or 0.09% indirect participation for office supplies.</p> <p>Dauphin Enterprise, Inc. dba Cartridge World, WBE(7) for \$4,500.00 or 0.02% indirect participation for toner and inkjet cartridges.</p> <p>For a total of \$31,500.00 or 0.13% indirect participation.</p> <p>Note indirect participation is only considered a good faith effort and does not count towards meeting the MBE/WBE goal.</p>

CCHHS MBE/WBE Commitment Report for Board Meeting on September 27, 2019

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H19-25-113	5	Managed Care/ CountyCare	First Transit	Service - Non-Emergency Medical Transportation (Medicare)	RFP	25% MBE and 10% WBE Participation	\$6,144,000.00	0%	0%	<p>The contract value is \$6,144,000.00; but MBE/WBE participation is being calculated against the administrative portion for \$216,048.00 and not the claims portion for \$5,927,952.00.</p> <p>Full MBE/WBE waiver is granted due to other relevant factors making it economically infeasible to utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to utilizing: Andrews Printing, MBE(6) for \$4,500.00 or 2.08% indirect participation for printing services.</p> <p>Logsdon Office Supply, MBE(6) for \$22,500.00 or 10.41% indirect participation for office supplies.</p> <p>Dauphin Enterprise, Inc. dba Cartridge World, WBE(7) for \$4,500.00 or 2.08% indirect participation for toner and inkjet cartridges.</p> <p>For a total of \$31,500.00 or 14.58% indirect participation.</p> <p>Note indirect participation is only considered a good faith effort and does not count towards meeting the MBE/WBE goal.</p>
H19-25-112	6	Managed Care	MHN ACO, LLC	Service - Care Coordination (Medicare)	Sole Source	0%	\$566,100.00	0%	0%	<p>On this Sole Source contract, the contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.</p>
H19-25-111	7	Managed Care	La Rabida	Service - Care Coordination	Sole Source	0%	\$10,200,000.00	0%	0%	<p>On this Sole Source contract, the contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.</p>

CCHHS MBE/WBE Commitment Report for Board Meeting on September 27, 2019

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H19-25-103	8	Environmental Services	Allied Waste Transportation dba Republic Services of Chicago	Service - Waste Removal Services	RFP	25% MBE and 10% WBE Participation	\$3,283,154.82	18%	3.50%	<p>Partial MBE/WBE waiver is granted due to the specifications and necessary requirements for performing the contract make it impossible or economically infeasible to divide the contract to enable the contractor to further utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to utilizing:</p> <p>E. King Construction Co., Inc., MWBE(6) for \$590,967.87 or 18.00% direct participation and \$229,820.84 or 7.00% indirect participation for waste and recycling trucking services.</p> <p>G. Cooper Oil Company dba Cooper Oil Company WBE(7) for \$114,910.42 or 3.50% direct participation and \$213,405.06 or 6.50% indirect participation for diesel fuel supplies.</p> <p>For a total of 21.50% direct participation and 13.50% indirect participation.</p> <p>Note indirect participation is only considered a good faith effort and does not count towards meeting the MBE/WBE goal.</p>
H19-76-093	9	Ambulatory and Community Health Network	Henry Scein, Inc.	Product - Dental Equipment for Belmont-Cragin Health Center (formerly Logan Square)	Sole Source	0%	\$551,923.99	0%	0%	<p>On this Sole Source contract, the contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.</p>
H19-25-099	10	Laboratory Medicine	Cepheid	Product - Reagents, Consumables, Controls and Rental of Instrument for Immunoassay Testing	GPO	0%	\$522,093.08	0%	0%	<p>The contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.</p>

CCHHS MBE/WBE Commitment Report for Board Meeting on September 27, 2019

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H19-25-104	11	Cardiology	BioSense Webster	Product - Disposables for Mapping System in the Electrophysiology Laboratory	Sole Source	0%	\$400,000.00	0%	0%	On this Sole Source contract, the contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.

CCHHS MBE/WBE Commitment Report for Board Meeting on September 27, 2019

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H19-25-087	12	Pharmacy	Inmar	Service - Pharmacy Financial Management Performance	Sole Source	0%	\$400,000.00	0%	0%	On this Sole Source contract, the contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.
H19-25-0142	13	Pharmacy	Bayer	Product - Intra-Uterine Device	Sole Source	0%	\$375,000.00	0%	0%	On this Sole Source contract, the contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.
H19-76-092	14	Facilities	Henricksen & Company, Inc.	Product - Furniture for Belmont-Cragin Health Center (formerly Logan Square)	GPO	25% MBE and 10% WBE Participation	\$361,737.37	25.00%	10.00%	The vendor has committed to utilizing: The vendor has committed to Inline Designs, Inc., MBE(6) for 25% to direct participation provide installation of office furniture, and Lan Marketing, Ltd., WBE(7) for 10% direct participation to provide installation of office furniture. For a total of 35.00% direct participation.
H19-25-110	15	Surgery	Geringe USA Sales, LLC	Product - Coronary Artery Bypass Grafts and Equipment	GPO	0%	\$335,052.20	0%	0%	The contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.
H19-25-062	16	Facilities	Anderson Elevator Company	Service - Modifications to Elevators at Stroger Campus	Comparable Government Procurement	25% MBE and 10% WBE Participation	\$313,621.92	0%	0%	Full MBE/WBE waiver is granted due to the specifications and necessary requirements for performing the contract make it impossible or economically infeasible to divide the contract to enable the contractor to utilize MBEs and/or WBEs in accordance with the applicable participation.

CCHHS MBE/WBE Commitment Report for Board Meeting on September 27, 2019

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H19-25-100	17	Medical Service Imaging	GE Precision Healthcare, LLC, a GE Healthcare Business	Service - Profesional Relocation of General Electric (GE) Radiology Equipment from Oak Forest Health Center to Provident Hospital	Sole Source	24% MBE and 10% WBE Participation	\$229,829.00	24.03%	12.29%	<p>The vendor has committed to utilizing:</p> <p>International Quality Contracting, Inc., MWBE(6) for \$29,300.00 or 12.75% direct participation for carpentry, concrete, unistrut, flooring, ceilings, and paint construction work.</p> <p>National Heat and Power Corp. MBE(9) for \$21,108.00 or 9.18% direct participation for humidifier, piping, insulation and drain work.</p> <p>Strut and Fastener Supply, Inc. MBE(8) for \$4,835.00 or 2.10% direct participation to fabricate and deliver strut supports, steel reinforcing work.</p> <p>Wolf Electric, Inc., WBE(7) for \$28,239.00 or 12.29% direct participation for electrical installation work.</p> <p>For a total of \$83,482.00 or 36.32% direct participation.</p>
H19-25-107	18	Respiratory Care	Universal Hospital Services	Service - Rental of Bi-Pap Non-Invasive Ventilation Devices	GPO	0%	\$226,800.00	0%	0%	<p>The contract-specific goal set on this contract was zero based on information such as the scope of work, the estimated project cost, the current availability of certified M/WBEs in the marketplace to provide the goods necessary to fulfill the contract requirements and with the consultation of the User Agency.</p>

Purchased Under the Authority of the Chief Executive Officer

Contracts Under \$150K - 4th QTR 2019 September, October, November

Vendor	Contract Number	Product/Service	Purpose	Value	Contract Term
Alcon Vision, LLC	H19-76-0068	Equipment; Led Qvue	Capital PO	149,690.00	One-Time Purchase
Alcon Vision, LLC	H19-76-0067	Equipment; Constellation LXT	Capital PO	115,085.00	36 months
Alpha-Tec Systems, Inc.	H19-25-0125	Services; Reagents	GBPA	86,263.00	40 months
American College of Obstetricians and Gynecologist	H19-25-0075	Services; Voluntary Review of Quality Care	BPA	65,000.00	12 months
B & H Photo	H19-25-0006	Supplies; Photo Equipment	Original PO	43,659.73	13 months
Beckman Coulter	H19-25-0132	Services; Maintenance, Repair for Flow Cryometers	BPA	10,247.43	3 months
Cardinal Health 200, LLC	H19-76-0131	Equipment; Printmate AS 450 Cassette	Capital PO	44,258.38	One-Time Purchase
CDW Government , LLC	H19-25-0153	Services; Easy Lobby	BPA	29,542.12	12 months
CDW Government LLC	H19-25-0060	Equipment; Headsets	Original PO	50,448.05	One-Time Purchase
CDW Government, LLC	H19-25-0061	Services; Tableau Lic, Support and Maintenance	Original PO	87,872.00	12 months
CDW Government, LLC	H19-25-0150	Services; Adobe Captivate License	BPA	37,661.40	One Time Purchase
CDW Government, LLC	H19-25-0163	Supplies; Technology/Computers for Public Health - Environmental	Original PO	58,347.00	4 months
CDW Government, LLC	H19-25-0159	Supplies; Technology/Computers for Public Health - Nurse Case Management	Original PO	37,076.00	4 months
CDW Government, LLC	H19-25-0162	Supplies; Technology/Computers for Public Health- Analysis	Original PO	37,076.00	4 months
CDW Government, LLC	H20-76-0008	Equipment; HIS- Infoblox Security	Capital PO	57,384.23	12 months
CDW Government, LLC	H19-25-0165	Supplies; HIS-Infusion Center	BPA	32,118.78	12 months
Community Medicine Consultants, LLC	H19-25-0137	Services; Physician Consultant Agreement	BPA	50,000.00	12 months
Elekta Inc.	H19-25-0086	Services; Software Licenses and Support for Metriq Cancer Registry Program	BPA	52,893.00	36 months
GE Healthcare, Inc.	H20-25-0018	Services; Portable Upgrades X3 Optima	Original PO	149,700.00	1 month
Henricksen & Company, Inc.	H19-76-0104	Equipment; Supplement Furniture for PB 8th Floor	Capital PO	42,105.34	6 months
ICF Marco, Inc.	H19-25-0151	Services; Behavior Survey	Original PO	105,017.00	10 months
Iheart Media	H19-25-0106	Services; Social Media Campaign	BPA	128,520.00	12 months
Kelsey Moore	H19-25-0113	Services; Consultant/Justice and Mental Health Collaborative Coordinator	BPA	70,000.00	12 months
Laborie Medical Technologies	H19-76-0101	Equipment; Aquarius CT Urodynamic and Sonesta Procedure Table	Capital PO	43,996.00	One-Time Purchase
Markey Life Safety LLC	H19-25-0122	Services; Life Safety	BPA	58,500.00	12 months
Micro Focus (US) Inc.	H19-25-0152	Services; Business Support	BPA	22,776.20	24 months
Midwest Salt, LLC	H19-25-0009	Supplies; Salt for JHSH and OFHC	BPA	29,942.50	12 months
Nuhsbaum, Inc.	H19-76-0090	Equipment; Microscopes	Capital PO	38,697.30	One-Time Purchase
Pace Systems, Inc.	H19-25-0145	Services; Installation of Security Cameras	BPA	32,633.45	36 months
QuantiMed Solutions, Inc.	H19-76-0093	Equipment; Visano Exam Light	Capital PO	81,855.00	One-Time Purchase
Standard Textile, Co. Inc.	H19-25-0138	Supplies; Cubicle Curtain	Original PO	125,885.00	6 months
The Baker Company, Inc.	H19-76-0066	Equipment; Pharmacy Flow Hoods JSH	Capital PO	46,917.46	One-Time Purchase
University of Chicago, Chicago Leadership Academy	H19-25-0041	Services; Evaluation, Data Collection on SAMHSA	BPA	140,334.00	36 months
University of Illinois Medical Ctr	H19-25-0078	Services; Program Addendum	BPA	120,064.00	12 months

Cook County Health and Hospitals System
Finance Committee Meeting
December 13, 2019

ATTACHMENT #3

CCH Finance Committee Meeting December 2019

Ekerete Akpan, Chief Financial Officer

December 13, 2019



**COOK COUNTY
HEALTH**

Agenda

1. System-wide Financials & Stats
 - a. Financials and Observations
 - b. Financial / Revenue Cycle metrics
2. Strategic Planning Revenue Cycle Improvement
 - a. Strategic Imperative
 - b. Revenue Cycle Journey to Excellence
 - c. Financial Counseling
3. Self Pay - Current Situation
 - a. Who is Self-Pay? Flow chart
 - b. Strategic considerations
4. CCH Provider Service Financials
 - a. Operational Statistics and Observations
5. CountyCare Financials & Stats
6. Correctional Health services Financials & Stats
7. Cook County Department of Public Health Financials & Stats
8. Administration Financials
9. Appendix - System-wide volumes/stats





Systems-wide Financials, Observations, and Revenue Cycle Metrics



COOK COUNTY
HEALTH

Observations on Financials

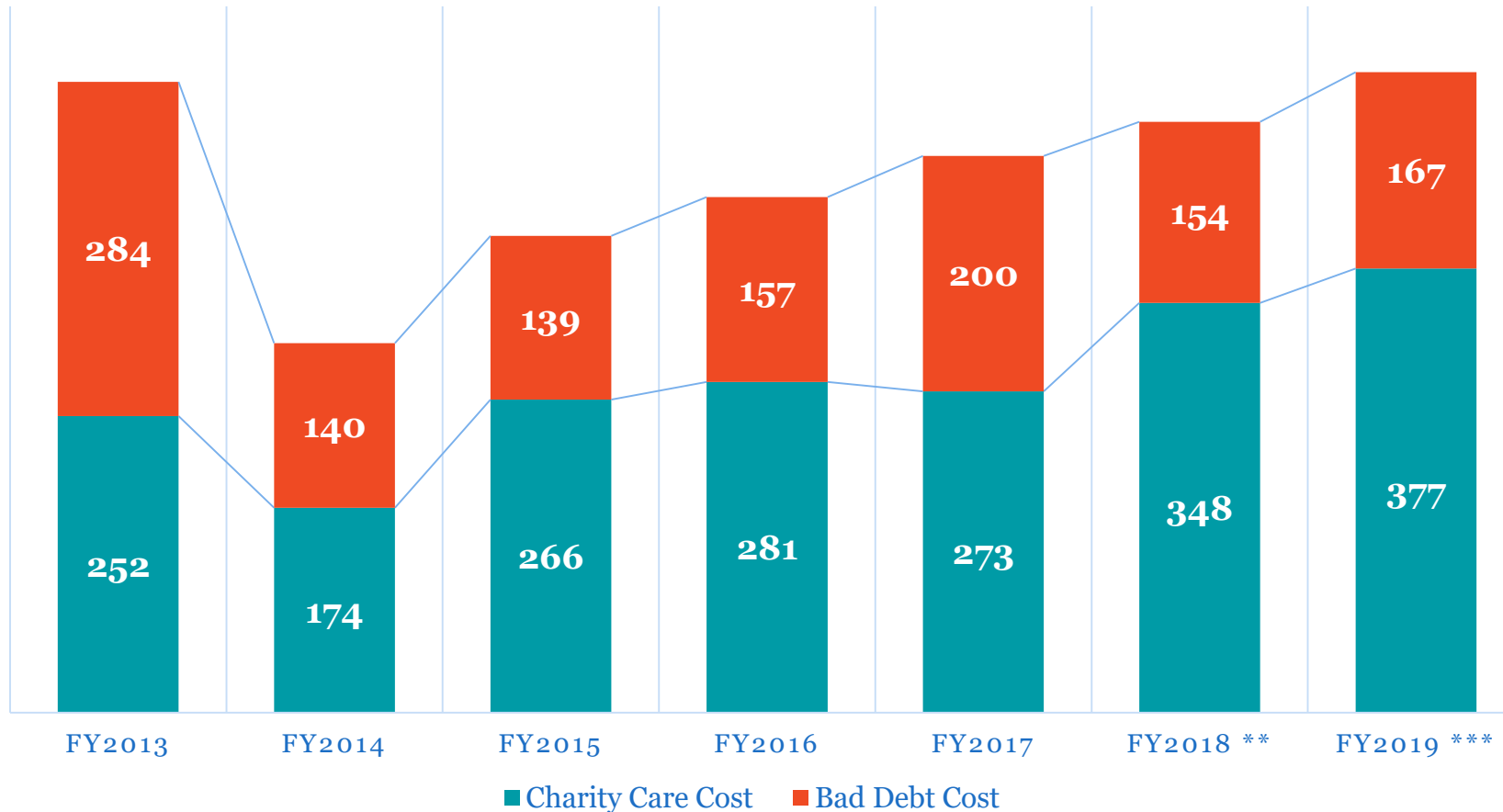
Revenues

- Net Patient Service Revenues - \$625M, 5% unfavorable to target due to increasing and unsustainable growth in charity care, some lower clinical activity and lower revenue cycle activity
 - System-wide uninsured numbers
 - Captured by Visits, held at 45%
 - Captured by Charges, held at 40%
- CountyCare Capitation Revenues - \$1.6B, 5% unfavorable to target due to lower than budgeted enrollment as a result of lower State/County MCO enrollment
- Other Revenues - \$14M , trending to exceed FY2019 target

Expenses

- Cost of Pharma - \$76M, unfavorable by 3% compared to budget and closely monitored/managed to get to target

CCH Uncompensated Care*(in \$millions)



* Uncompensated Care is Charity Care + Bad Debt at cost

** FY2018 Actual from Audited Financials

***FY2019 projected



Income Statement for the Eleven Months ending October 2019 (in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<u>Operating Revenue</u>				
Net Patient Service Revenue	625,241	658,205	(32,964)	-5%
County Care Access Payments	379,540	-	379,540	n/a
CountyCare Capitation Revenue	1,594,936	1,669,937	(75,001)	-4%
Cook County Access Payments	59,545	59,545	-	0%
Other Revenue	13,538	11,917	1,621	14%
Total Operating Rev	2,672,800	2,399,604	273,196	11%
<u>Operating Expenses</u>				
Salaries & Benefits	614,203	653,710	39,506	6%
Overtime	44,361	32,818	(11,542)	-35%
Contracted Labor	61,721	31,277	(30,444)	-97%
Pension*	100,768	300,082	199,315	66%
Supplies & Materials	47,817	68,775	20,958	30%
Pharmaceutical Supplies	76,466	74,092	(2,373)	-3%
Purch. Svs., Rental, Oth.	236,984	306,973	69,988	23%
External Claims Expense	1,408,118	1,298,522	(109,596)	-8%
County Care Access Expense	379,540	-	(379,540)	n/a
Insurance Expense	24,458	26,983	2,525	9%
Depreciation	31,812	31,812	-	0%
Utilities	9,114	9,062	(52)	-1%
Total Operating Exp	3,035,359	2,834,105	(201,254)	-7%
Operating Margin	(362,559)	(434,501)	71,942	17%
Operating Margin %	-14%	-18%	5%	25%
Non Operating Revenue	181,953	238,170	(56,216)	-24%
Net Income/(Loss)	(180,606)	(196,332)	15,726	8%

*Year to Date (11 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates



COOK COUNTY
HEALTH

Unaudited Financial Statement

Balance Sheet for the Eleven Months ending October 2019 (in thousands)

CCH - Balance Sheet Summary	Oct. 2019	Oct. 2018	Variance
Current Assets			
Cash and Cash equivalents	6,787	228,504	(221,717)
Property Taxes Receivable	68,480	74,449	(5,969)
Receivables	486,848	601,681	(114,833)
Inventory	18,650	16,903	1,746
Total Current Assets	580,765	921,537	(340,773)
Refundable Deposit	55,000	22,427	32,573
Intangible Assets	18,888	6,345	12,543
Capital Assets	481,166	439,046	42,121
Total Assets	1,135,820	1,389,355	(253,535)
Deferred Outflow			
Deferred Outflow	372,465	630,938	(258,473)
Total Deferred Outflow	372,465	630,938	(258,473)

Year to Date (11 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates

Cook County Health reflects a refundable deposit asset of \$50 million. The actual balance of this deposit may vary due to claims payment timing, however, replenishment of the deposit is reflected in Claims Payable on the balance sheet.

Unaudited Financial Statement



**COOK COUNTY
HEALTH**

Balance Sheet for the Eleven Months ending October 2019 (in thousands)

CCH - Balance Sheet Summary	Oct. 2019	Oct. 2018	Variance
<u>Current Liabilities</u>			
Cash Due to Treasurer	87,854	-	87,854
Accounts Payable	156,266	281,794	(125,528)
Accrued Salaries, wages and other liabilities	8,468	25,263	(16,795)
Claims payable	334,936	545,718	(210,782)
Compensated Absences	6,676	6,654	22
Pension Contribution Payable	66,386	51,274	15,113
Unearned revenue	15,726	15,985	(259)
Due to State of Illinois	-	-	-
Due to other county governmental funds	43	43	-
Due to others	6,994	-	6,994
Self-insurance claims payable	41,897	32,765	9,132
Total Current Liabilities	725,246	959,496	(234,250)
Compensated Absences	37,829	37,705	124
Self-insurance claims payable	137,913	138,832	(919)
Reserve for tax objection suits	12,342	13,003	(661)
Net pension liability	4,780,922	4,504,508	276,414
Total Liabilities	5,694,251	5,653,543	40,709
<u>Deferred Inflow</u>			
Deferred Inflow	757,108	561,886	195,222
Total Deferred Inflow	757,108	561,886	195,222
<u>Net position</u>			
Contributed Capital	500,687	445,806	54,881
Unrestricted	(5,443,762)	(4,590,941)	(852,820)
Total net position	(4,943,074)	(4,145,136)	(797,939)

Year to Date (11 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates

Cook County Health reflects a refundable deposit asset of \$50 million. The actual balance of this deposit may vary due to claims payment timing, however, replenishment of the deposit is reflected in Claims Payable on the balance sheet.

Unaudited Financial Statement

Financial Metrics

Metric	As of end Oct.-18/YTD	As of end Oct.-19/YTD	CCH Target	Rating Agency Target
Days Cash On Hand*	30	1	60	204.7
Operating Margin**	-4.8%	-11.4%	-5.4%	2.7%
Overtime as Percentage of Gross Salary***	7.4%	7.7%	5.0%	2.0%
Average Age of Plant (Years)****	24.4	23.2	20	11.2

*Days Cash in Hand – Point in time i.e. as of end of each month. Note State owed CCH **\$220M** in payments as of end October 2019. This represents an **additional 29 Days** of Cash in Hand

Excludes Pension Expense-Target based on compare group consisting of ‘like’ health systems : Alameda Health System, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health. (Best Practice Target**)-Moody’s report, August 2017 2.7%

***Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2% Report, August 2017

**** Average age of plant (years) (**Best Practice Target**)-Moody’s report, August 2017 11.2 years



Revenue Cycle Metrics

Metric	Average FYTD 2019	Sept.-19	Oct.-19	Nov.-19	CCH Benchmark /Target	Target
Average Days in Accounts Receivable <i>(lower is better)</i>	97	96	91	87	45.85 – 54.9*	47.8**
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	12	13	10	7	5*
Claims Initial Denials Percentage <i>(lower is better)</i>	20%	21%	22%	21%	20%	5-10%***

Definitions:

Average Days in Accounts Receivable: Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days: Total charges of discharge not finally billed over average daily revenue

Claims Initial Denials Percentage: Percentage of claims denied initially compared to total claims submitted.

* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014

** *(Best Practice Target)*-Moody's report, August 2017 47.8 days

****(Best Practice Target)*-American Academy of Family Physicians, 5-10% industry average



Strategic Plan - 2020 - 2022

Select Financial and Revenue Objectives



COOK COUNTY
HEALTH

Revenue Cycle - Journey to Excellence

Building on the gains of Impact 2020

- Systems wide assessment conducted in summer 2017
 - Clinical documentation Improvements ongoing
 - New coding software in place
 - Denials management software, ongoing training
 - Third party billing supplemental staffing and technologies
 - Cerner Patient Accounting – Ongoing end-to-end process improvements
- Outcomes
 - Consistent year-over-year growth in gross charges capture
 - Consistent year-over-year growth in cash collections
 - Sustained growth in Case Mix Index

Strategic Imperative – Impact 2020 - 2022

NAME OF STRATEGY	OBJECTIVE	HIGHLIGHTED STRATEGIES	EXPECTED OUTCOMES
Increase Domestic Spend	2.1 Establish CCH as a provider of choice.	2.1 I Generate sufficient revenues to ensure continuation of CCH's historical mission.	Increased service line revenues, including CountyCare domestic spend.
Advocate for Care for the Uninsured	2.1 Establish CCH as a provider of choice.	2.1 I Generate sufficient revenues to ensure continuation of CCH's historical mission.	Advocate for strategies to care for the uninsured.
Protect Current Revenue Streams	2.1 Establish CCH as a provider of choice.	2.1 I Generate sufficient revenues to ensure continuation of CCH's historical mission.	Protection of existing revenue streams. Advocate for strategies to care for the uninsured.
MCO Revenue	3.1 Optimize CCH revenue.	3.1 A Maximize reimbursements from payors by continuing to improve operations, including revenue cycle improvements.	Increase MCO revenue by 10% each year from FY2019 baseline. Achieve 60% Pay for Performance (P4P) targets and benchmarks; Increase provider empanelment for MCOs to 80% of Medical Group Management Association (MGMA) or the FQHC benchmark. Reduce claims denials for managed care organizations by 80% from current levels and reduce accounts receivable. Improve authorization process for inpatient/observation care by Inpatient Care Coordination team for CountyCare members.

Strategic Imperative – Impact 2020 - 2022

NAME OF STRATEGY	OBJECTIVE	HIGHLIGHTED STRATEGIES	EXPECTED OUTCOMES
Patient Accounting System	3.1 Optimize CCH revenue.	3.1 H Optimize information technology infrastructure to improve revenue capture and financial reporting.	Successful implementation of patient accounting system, online bill payment, online financial counseling and routine financial reporting.
Documentation	3.1 Optimize CCH revenue.	3.1 C Continually improve documentation through ongoing provider feedback and provider education to support timely, complete and accurate billing.	Write and implement a three-year plan to improve documentation.
Unfunded Mandates	3.1 Optimize CCH revenue.	3.1 G Advocate for local government financial support of unfunded mandates such as correctional health and public health services.	Public and Correctional Health expenses continue to be covered by local taxpayer support.
Pharmacy	3.3 Manage Pharmaceutical Expenses and Optimize Revenue	3.3 A Optimize pharmacy economics.	Revenue optimize: Identify contractual opportunities to increase pharmacy reimbursement for current formulary products. Insource specialty pharmaceuticals creating opportunity to generate revenue. Minimize Expenses: Maximize use of programs available that will reduce medication expense (such as 340B program) or that will allow eligible patients to obtain required medications through external programs (such as insurance Medication Assistance Programs). Reduce practice variation, especially around chronic disease management, to ensure prescriptions are evidence-based, decreasing variation of drug uses among expense classes.



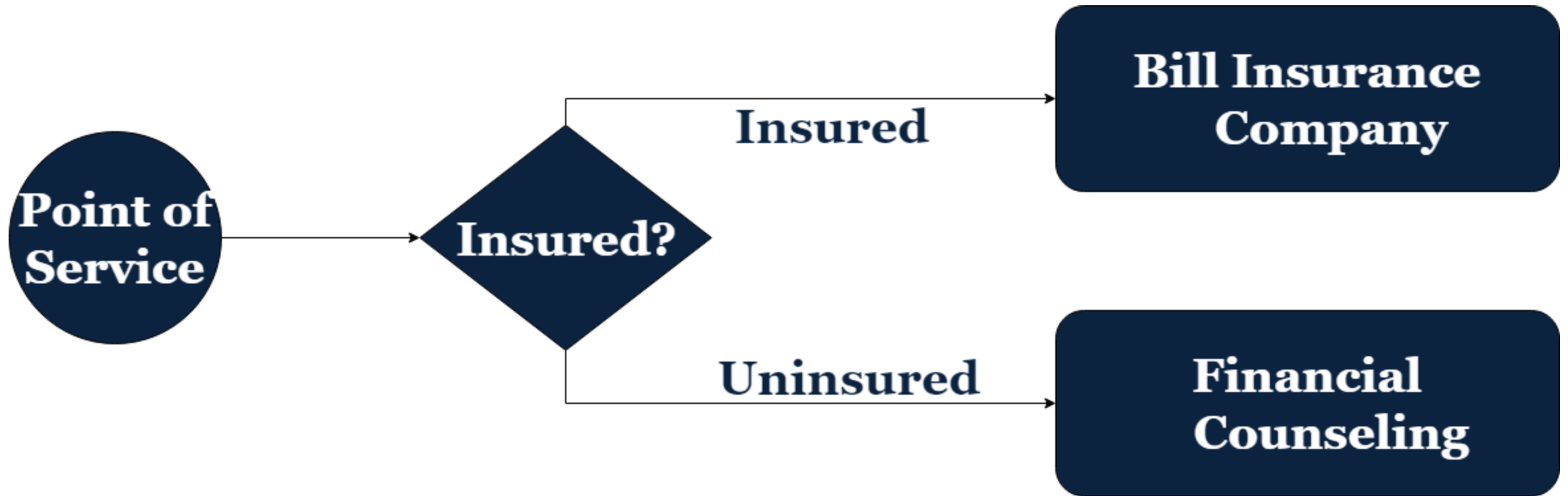


Self Pay – Current Situation

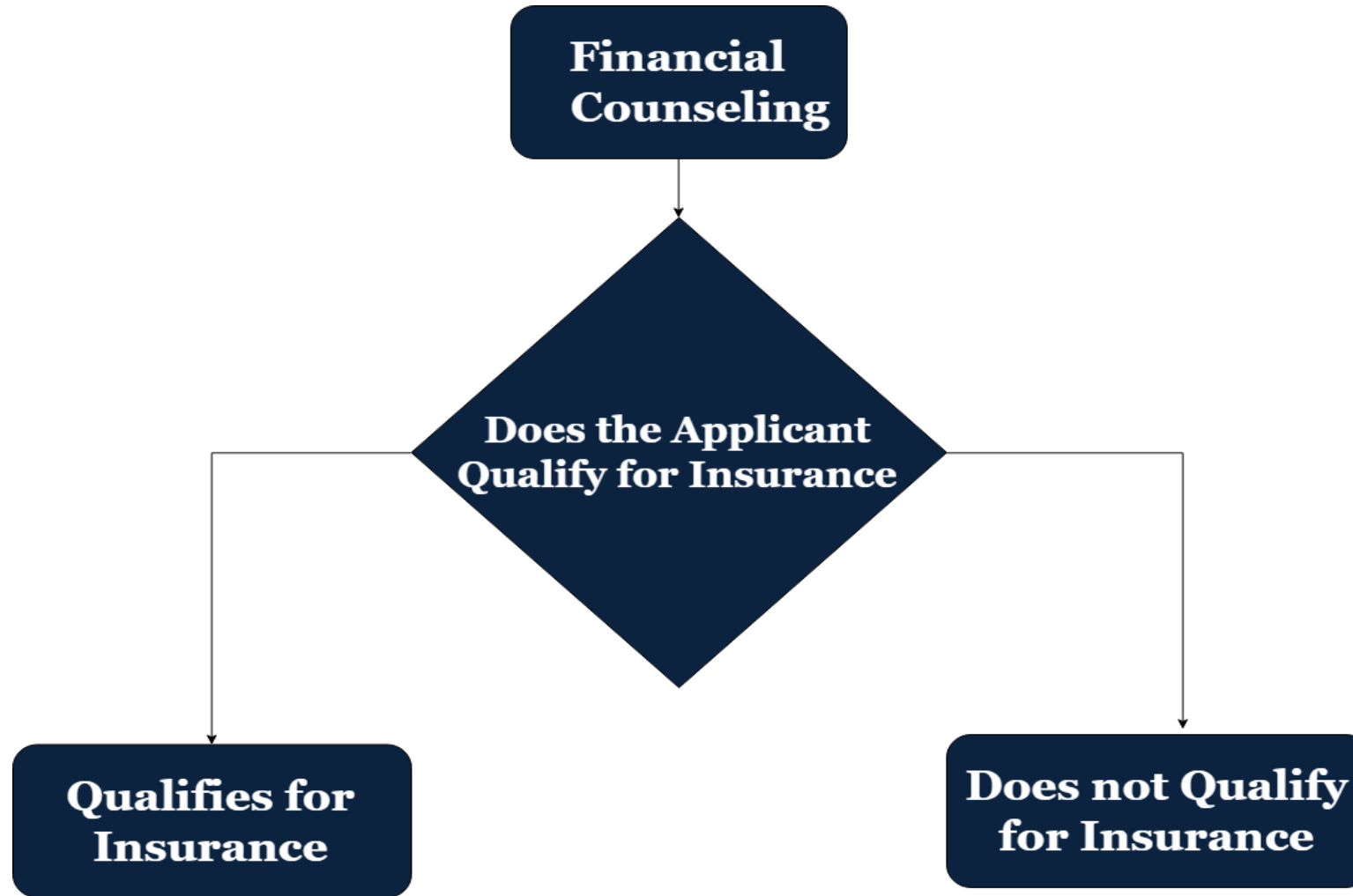


COOK COUNTY
HEALTH

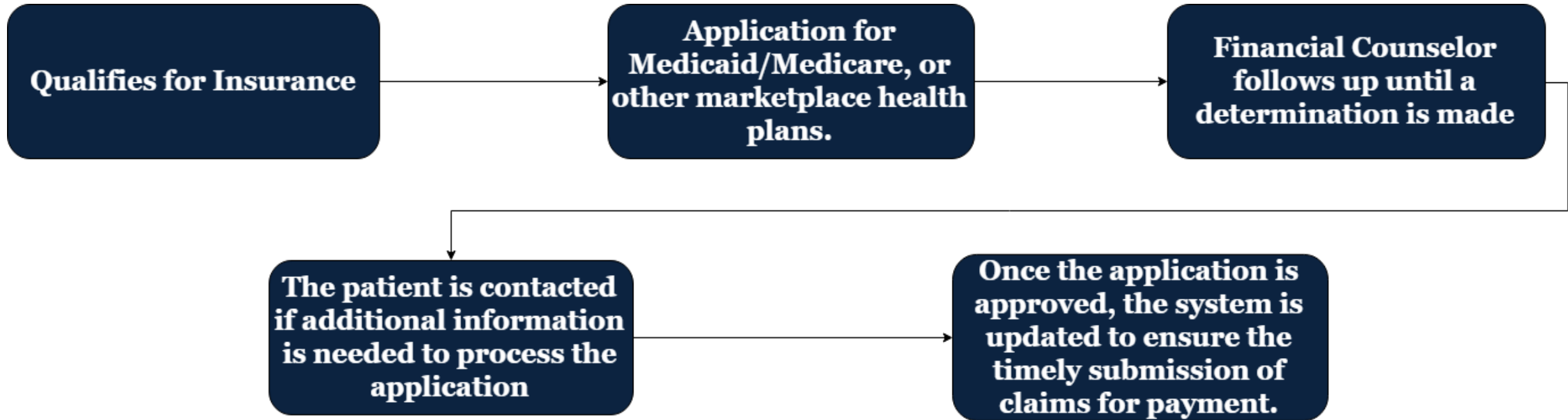
Financial Counseling Process (Flow Chart)



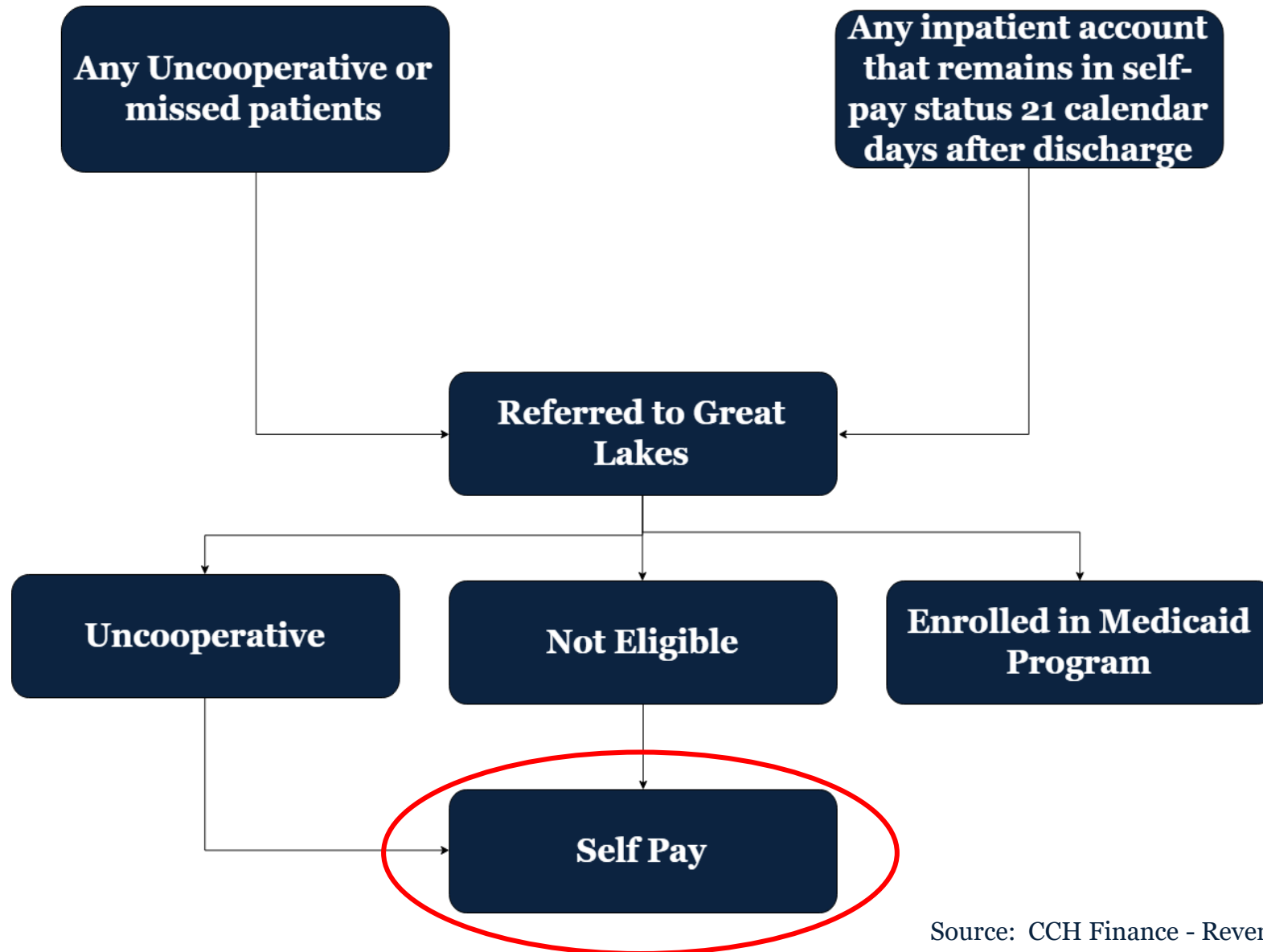
Financial Counseling Process (Flow Chart)



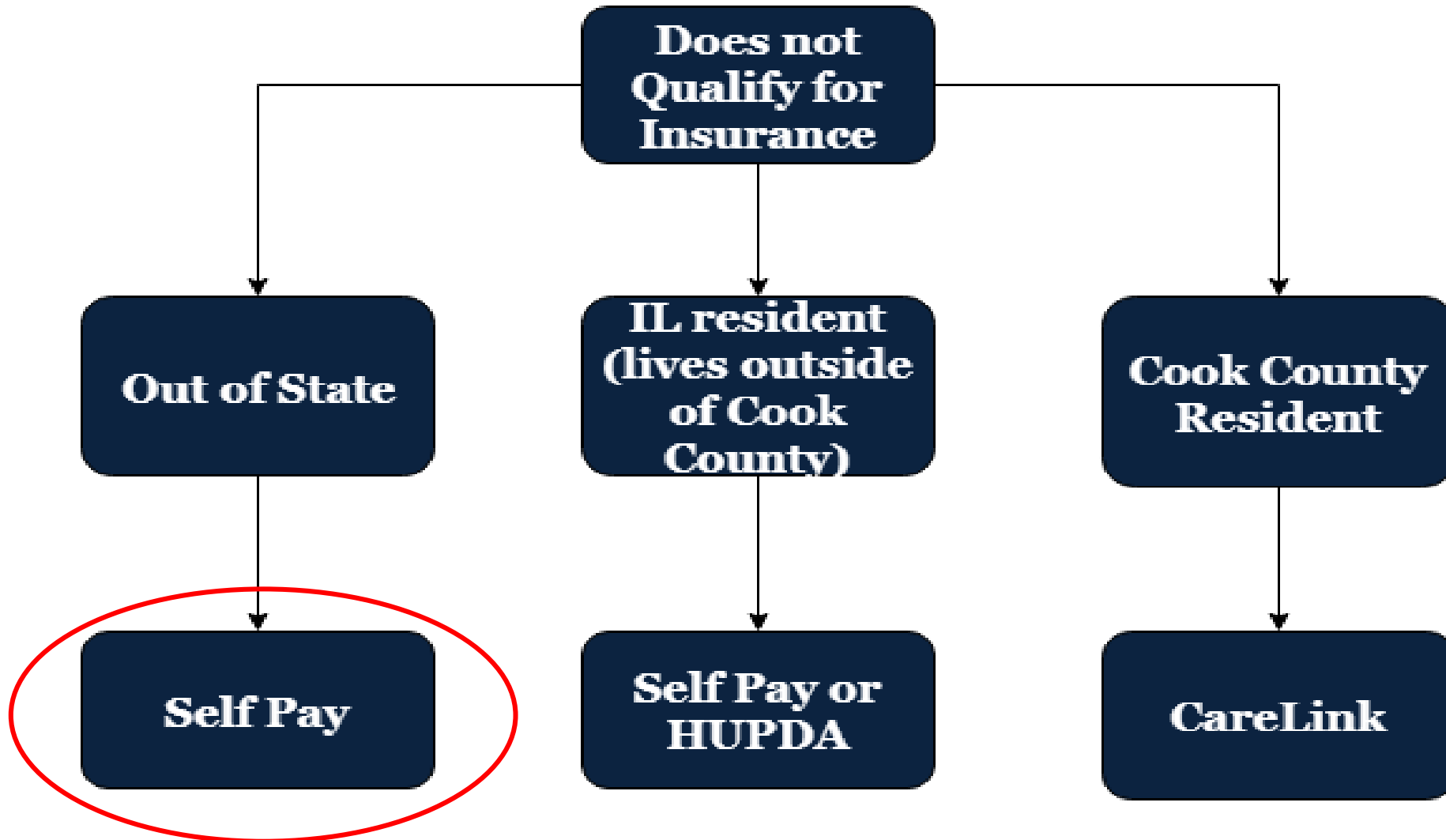
Financial Counseling Process (Flow Chart)



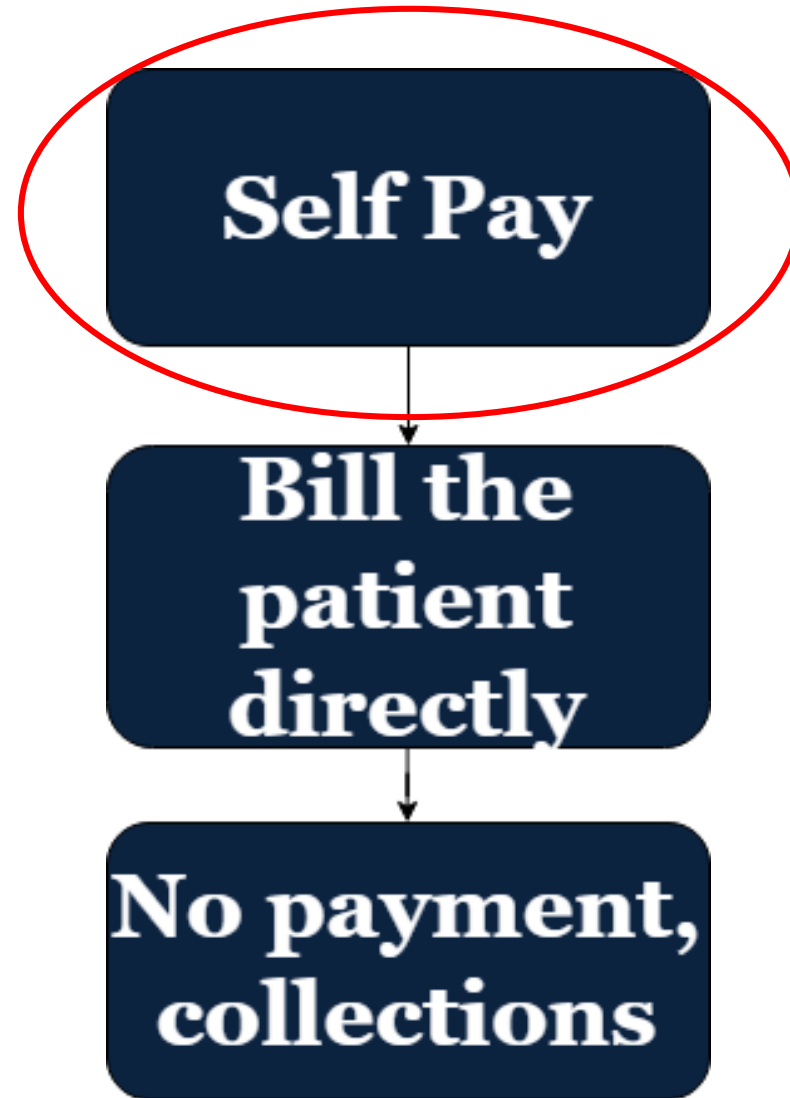
Financial Counseling Process (Flow Chart)



Financial Counseling Process (Flow Chart)



Financial Counseling Process (Flow Chart)



Non Emergent “Self Pay” Gross Charges vs. Payments (in \$millions)

- 17% year-over-year increase in charges
- Declining year-over-year payments

	FY2018	FY2019	2019 vs. 2018
Gross Charges	\$158.53	\$185.35	\$26.81
Total Payments	\$1.96	\$0.76	\$-1.20
%tage Payments	1.2%	0.4%	

Where are non-emergent Self-Pay Charges incurred?

- 17% year-over-year increase in gross charges
- Declining year-over-year payments

	FY2018			FY2019			2019 vs. 2018
	Total Charges	Total Pmts	%tage Pmts	Total Charges	Total Pmts	%tage Pmts	Charges
AMBULATORY SURGERY	\$ 23.37	\$ 0.13	0.6%	\$ 25.48	\$ 0.04	0.2%	9.0%
MEDICINE	\$ 15.85	\$ 0.18	1.1%	\$ 17.39	\$ 0.09	0.5%	9.7%
GEN MEDICINE	\$ 34.34	\$ 0.20	0.6%	\$ 41.75	\$ 0.10	0.2%	21.6%
FAMILY PRACTICE	\$ 7.13	\$ 0.13	1.8%	\$ 10.76	\$ 0.05	0.5%	50.9%
SURGERY	\$ 5.90	\$ 0.02	0.4%	\$ 7.63	\$ 0.01	0.1%	29.3%
GYNECOLOGY	\$ 4.21	\$ 0.03	0.7%	\$ 5.59	\$ 0.01	0.2%	32.7%
RADIATION THERAPY	\$ 2.93	\$ 0.30	10.1%	\$ 5.13	\$ 0.03	0.5%	75.1%
All Other Services	\$ 64.80	\$ 0.98	1.5%	\$ 71.63	\$ 0.43	0.6%	10.5%
Total	\$ 158.53	\$ 1.97	1.2%	\$ 185.35	\$ 0.75	0.4%	16.9%

Strategic Considerations - What do others do?

- Continuous improvement in upstream revenue cycle process
- Refine and update self-pay policies to include co-pays for insured or payments for others
- Refine and update policies on taking self-pay transfers from other healthcare facilities as appropriate
- Build-out of point of service collections /payment capacity including;
 - Online payments as part of patient portal improvements
 - Kiosks with payment options
 - Industry standard job functions and training of staff to collect /swipe Cash or credit/debit cards

Provider of Care Services Financial and Operational Statistics



COOK COUNTY
HEALTH

CCH Provider - Income Statement for the Eleven Months ending October 2019 (in thousands)

CCH Providers	Year-To-Date		Variance	
	Actual	Budget	\$	%
<u>Operating Revenue</u>				
Net Patient Service Revenue	625,241	658,205	(32,964)	-5%
Cook County Access Payments	59,545	59,545	-	0%
Other Revenue	12,281	10,248	2,033	20%
Total Operating Rev	697,067	727,998	(30,931)	-4%
<u>Operating Expenses</u>				
Salaries & Benefits	511,835	516,202	4,367	1%
Overtime	37,500	27,971	(9,529)	-34%
Contracted Labor	55,045	28,885	(26,160)	-91%
Pension*	82,547	251,486	168,939	67%
Supplies & Materials	46,890	64,687	17,797	28%
Pharmaceutical Supplies	83,294	64,923	(18,370)	-28%
Purch. Svs., Rental, Oth.	157,771	191,866	34,096	18%
Insurance Expense	23,810	-	(23,810)	n/a
Depreciation	19,715	19,715	-	0%
Utilities	9,109	8,919	(191)	-2%
Total Operating Exp	1,027,515	1,174,655	147,139	13%
Operating Margin	(330,448)	(446,656)	116,208	26%
Operating Margin %	-47%	-61%	14%	23%
Non Operating Revenue	82,927	131,942	(49,014)	-37%
Net Income/(Loss)	(247,521)	(314,715)	67,195	21%

*Year to Date (11 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates



CCH as a Provider - Revenue Statement for the Eleven Months ending October 2019 (in thousands)

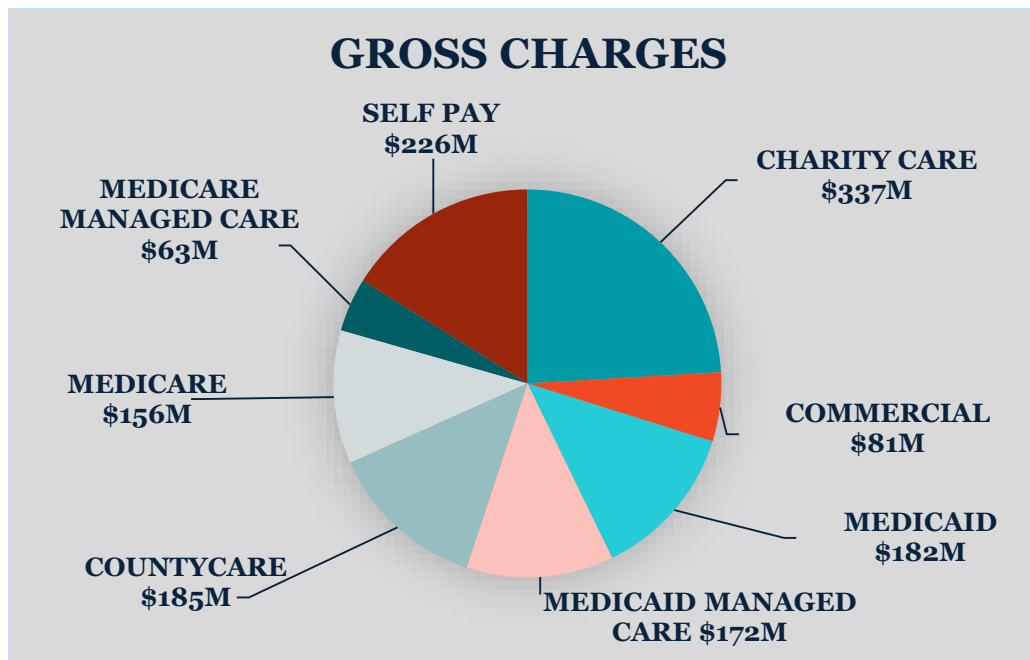
CCHHS Providers	Year-To-Date <i>Actual</i>
Gross Revenue	1,589,124
<u>Adjustments</u>	
Contractual Adjustments	(502,170)
Charity Adjustments	(469,101)
Total Adjustment	(971,271)
Gross NPSR	617,853
Bad Debt Allowance	(354,181)
Adjusted NPSR	263,671
GME	96,619
DSH	143,642
BIPA	121,309
Adjusted NPSR plus GME, DSH, and BIPA	625,241
Adjusted NPSR plus GME, DSH, and BIPA as a % of Gross Revenue	39%



Clinical Activity Observations

- Primary Care visits are up by 11% versus FY18, and up 5% versus FY19 target
- Specialty Care visits are up by 8% versus FY18 up 3% versus FY19 target
- Surgical Cases are down by 4% versus FY18, and down 10% versus FY19 target
- Inpatient Discharges are down 3% versus FY18
- Length of Stay is up 2% versus FY18, and up 2% versus FY19 target
- Emergency Department visits are down 1% versus FY18
- Deliveries are up by 4% versus FY18, and down 6% versus FY19 target
- Case Mix Index is up by 6% versus FY2018

Stroger Operations Overview for the Eleven Months ending Oct. 2019



Comments:

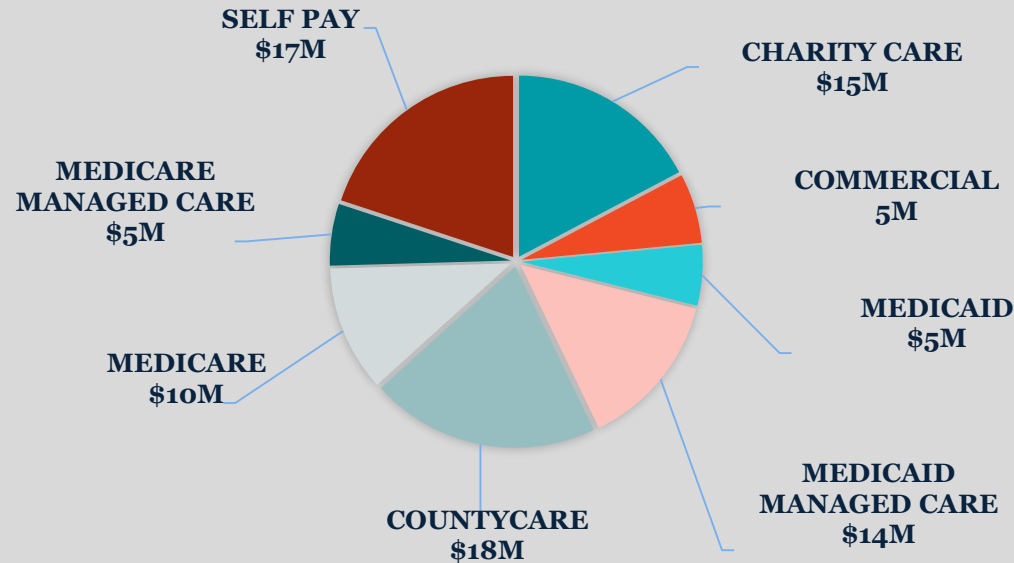
- Sustained growth primary and specialty care provider visits on track to exceed FY2019 targets
- Targeted efforts to improve surgical volumes is ongoing, focused on improving throughput and expediting equipment purchases
- Focused efforts on reviewing observation days
- Focused efforts on reviewing long stay admissions

Inpatient/Observation-FYTD			
Measure	FY2019	FYTD Target	FY2018
Inpatient Discharges	15,820	16,126	16,292
- Long Stay Admissions	3,363	3,267	3,279
- One Day Admissions	893	913	909
Inpatient Days	81,779	79,156	80,473
Observation Discharges	9,580	9,427	9,490
Observation Days (Observation Discharge)	18,810	17,226	18,304
Avg LOS (Inpatient Discharge)	5.7	5.5	5.5
Average Daily Census (Inpatient & Observation)	300.3	3,240	294.9
Surgical Cases	11,269	11,891	11,377
Radiology Tests	39,170	38,707	38,707
Deliveries	958	1,001	919
Emergency- FYTD			
Measure	FY2019	FYTD Target	FY2018
Emergency Visits (includes LWBS & Trauma)	109,560	108,749	110,666
Adult Emergency Visits	90,922	91,904	92,266
Peds Emergency Visits	6,290	6,293	6,374
Trauma Visits	6,406	6,153	6,221
LWBS	5,942	4,399	5,805
Radiology Tests	91,823	92,812	92,812
Outpatient Clinic- FYTD			
Measure	FY2019	FYTD Target	FY2018
Total Registrations*	540,737	515,196	500,431
Total Provider Visits*	331,469	314,809	308,685
Specialty/Diagnostic/Procedure Provider Visits			
Austin (AH)	4995	5,203	5,053
Core Specialty	8,952	9,592	9,227
Hospital - Based	18,922	18,909	18,886
Specialty Care / Professional Bldg	231,789	220,704	217,339
Total	264,658	254,408	250,505
Primary Care Provider Visits			
Core	12,445	12,672	12,157
Core Peds	519	539	516
GMC	48,581	43,065	41,549
Peds	4,531	4,125	3,958
Total	66,076	60,401	58,180



Provident Operations Overview for the Eleven Months ending October 2019

GROSS CHARGES



Comments:

- Sustained growth in primary care and specialty care provider visits on track to exceed FY2019 targets
- Leadership reviewing left without being seen in Emergency Dept.
- Leadership reviewing observation stays.
- Sustained growth of ambulatory activity at Sengstacke



COOK COUNTY
HEALTH

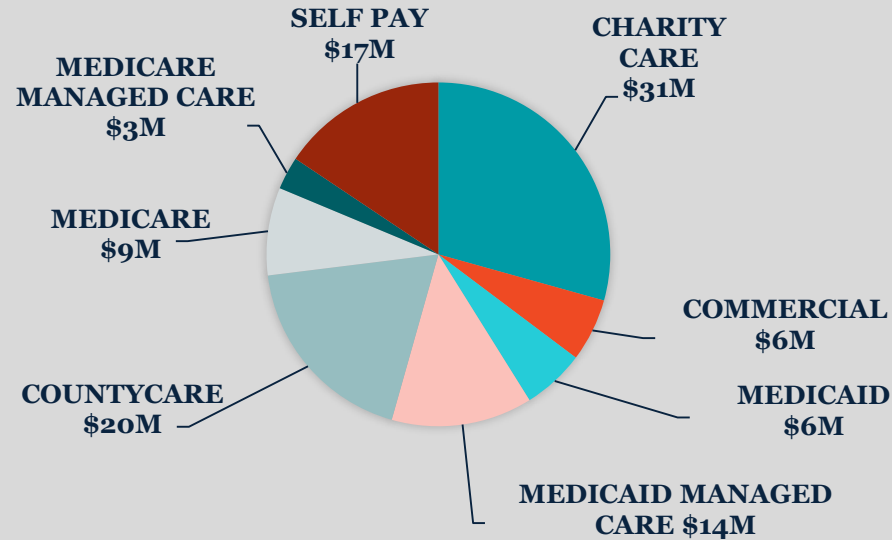
*OR Closure at Provident

Inpatient/Observation-FYTD			
Measure	FY2019	Monthly Target	FY2018
Inpatient Discharges	507	539	527
- Long Stay Admissions	104	110	109
- One Day Admissions	35	33	34
Inpatient Days	3,109	2,750	2,841
Observation Discharges	677	572	602
Observation Days (Observation Discharge)	1,471	1,133	1,245
Avg LOS (Inpatient Discharge)	5.8	5.7	5.7
Average Daily Census (Inpatient & Observation)	13.7	12	12.2
Surgical Cases *	2,094	3,333	2,545
Radiology Tests	397	284	284
Emergency- FYTD			
Measure	FY2019	Monthly Target	FY2018
Emergency Visits (including LWBS)	27,670	29,282	28,643
Adult Emergency Visits	24,503	26,455	25,163
Peds Emergency Visits	1,345	1,628	1,571
LWBS	1,822	1,199	1,909
Radiology Tests	14,926	15,184	15,184
Outpatient Clinic- FYTD			
Measure	FY2019	Monthly Target	FY2018
Total Registrations	82,687	81,928	78,485
Amb of Prov - Specialty/Diagnostic/Procedure Provider Visits	1,458	2,231	2,183
Sengstacke - Specialty/Diagnostic/Procedure Provider Visits	33,965	30,630	29,799
Sengstacke Primary	15,803	15,345	14,629
Sengstacke Primary Peds	879	693	626
Radiology Tests	9,470	10,416	10,416

Source: Charge Report & Business Intelligence

ACHN Operations Overview for the Eleven Months ending October 2019

GROSS CHARGES



Comments :

- Sustained growth trends in Primary care and Specialty care provider visits on track to exceed FY2019 targets
- Leadership continues to focus on initiatives including patient access and increasing specialty care availability at clinics

CCHC Total- FYTD			
Measure	FY2019	FYTD Target	FY2018
Total Registrations	267,885	241,153	231,448
Total Provider Visits	172,748	163,185	157,127
CCHC Primary- FYTD			
Measure	FY2019	FYTD Target	FY2018
Arlington Heights (AR)/Vista (VH)	12,322	10,791	10,581
Austin (AH)	12,470	12,452	11,935
Child Advocacy	451	517	499
Cicero (CH)	10,435	10,527	10,157
Cottage Grove (CG)	9,476	9,174	8,891
Englewood (EH)	13,524	11,583	11,005
Logan Square (LS)	14,242	13,233	12,682
Morton East (ME)	844	858	818
Near South (NS)	14,123	13,893	13,503
OFHC (OF)	15,539	14,311	13,897
Prieto (PH)	18,146	16,093	15,418
Robbins (RH)	10,413	9,559	9,210
Woodlawn (WH)	10,839	9,768	9,344
Total Primary Care Provider Visits	142,824	132,759	127,940
CCHC Specialty/Diagnostic/Procedure - FYTD			
Measure	FY2019	FYTD Target	FY2018
Austin (AH)	389	429	423
Cicero (CH)	742	946	919
Logan Square (LS)	594	891	860
Morton East (ME)	109	99	93
OFHC (OF)	27,295	27,984	26,845
Oral Health (OH)	10,241	4,851	4,720
Total Specialty Care Provider Visits	39,370	35,200	33,860

*excludes Stroger Specialty Care, CORE, Stroger-Hospital Based Clinics, Sengstacke GMC & Psych, Austin Behavioral Health, and assuming all registrations are provider visits



CountyCare Health Plan Financial and Operational Statistics



COOK COUNTY
HEALTH

Income Statement for the Eleven Months ending October 2019 (in thousands)

	Year to Date		Variance	
	Actual	Budget	\$	%
Member Months	3,518	3,795	(277)	-7%
Revenue				
PMPM	1,624,914	1,706,510	(81,595)	-5%
Hospital Supplemental Access Payments	379,540	345,710	33,830	10%
Total Revenue	2,004,454	2,052,219	(47,765)	-2%
Expense				
Total Admin Expenses	72,534	76,368	3,835	5%
CCH Clinical Expenses				
Claims	109,324	221,802	112,478	51%
Pharmacy Claims	15,317	33,638	18,321	54%
Care Management	10,855	-	(10,855)	n/a
Total CCH Clinical Expenses	135,495	255,440	119,945	47%
External Clinical Expenses				
Claims	1,031,559	871,542	(160,017)	-18%
Hospital Supplemental Access Pmt	379,540	345,710	(33,830)	-10%
Pharmacy Claims	275,511	298,208	22,696	8%
Care Management	37,225	72,209	34,985	48%
Care Management Analytics	6,568	10,450	3,882	37%
Dental Claims	34,091	38,196	4,105	11%
Transportation Claims	13,883	35,629	21,747	61%
Optical Claims	6,138	4,419	(1,719)	-39%
Member Incentives	3,143	3,355	212	6%
Total External Clinical Expenses	1,787,657	1,679,717	(107,940)	-6%
Total Clinical Expenses	1,923,153	1,935,157	12,005	1%
Total Expenses	1,995,686	2,011,526	15,840	1%
Net Income Before Rate Adjustment	8,768	40,693	(31,925)	-78%
Medical Loss Ratio (MLR)	96%	96%	0%	0%
Net Income Before Prior Period Adj/IGT	8,768	40,693	(31,925)	-78%
IGT	29,978	36,573	(6,595)	-18%
Amortization	8,504	8,504	-	0%
Net Income After IGT And Amortization	(29,714)	(4,384)	(25,331)	578%
Total CCH Impact	144,263	296,133	(151,870)	-51%

*Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates

**Cook County Health reflects a refundable deposit asset of \$50 million. The actual balance of this deposit may vary due to claims payment timing, however, replenishment of the deposit is reflected in Claims Payable on the balance sheet.



CountyCare – Observations and CCH Reimbursement Rates

Comments:

- CountyCare contributes \$144M to CCH through internal capture of CountyCare business at CCH
- CountyCare Medical Loss Ratio is better than State contract requirements
- Total membership was 319,899 as of October 2019
- Working with CCH leadership to increase CountyCare members access to clinical services at CCH facilities

Correctional Health Services Financial and Operational Statistics



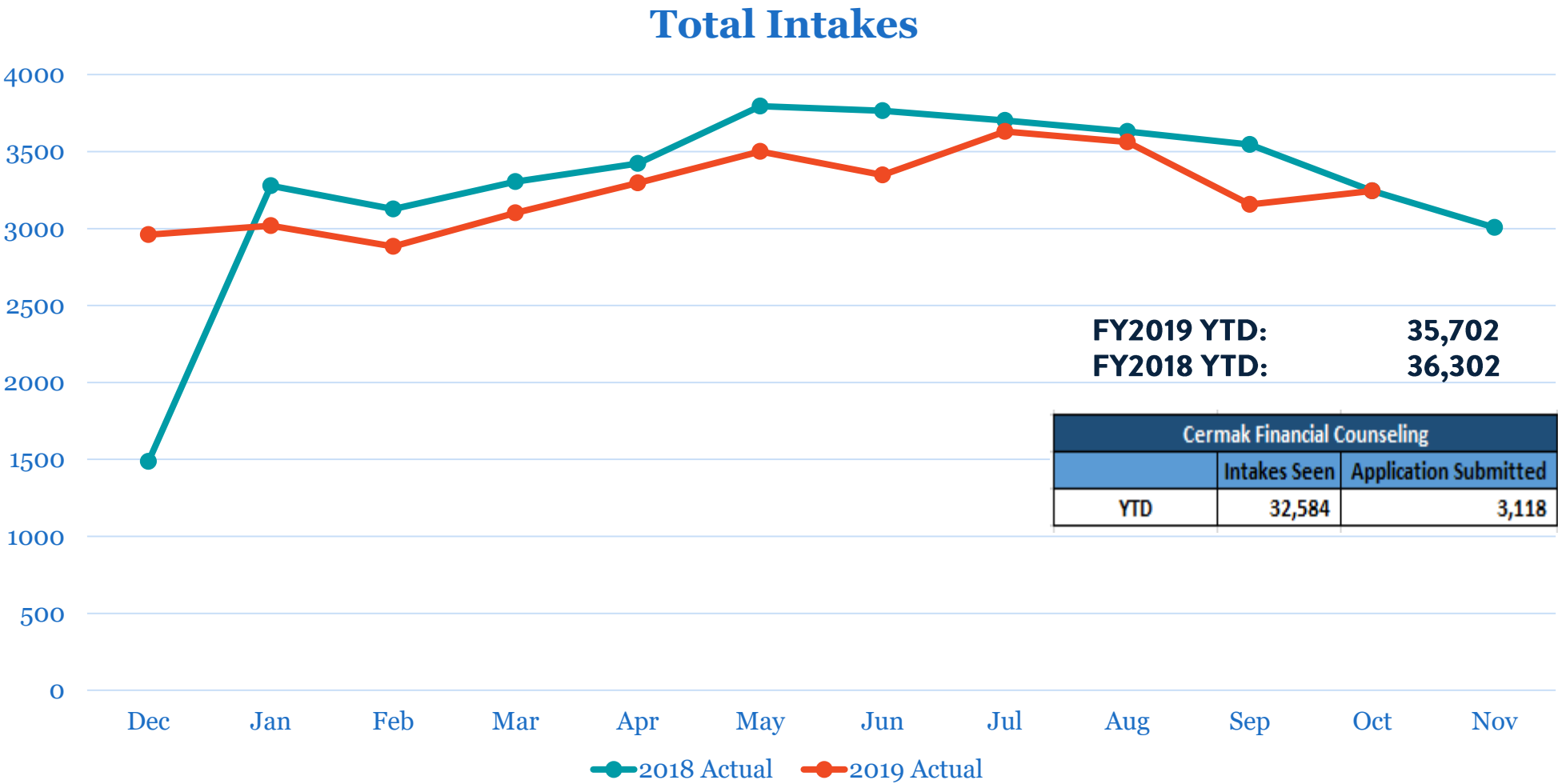
COOK COUNTY
HEALTH

Income Statement for the Eleven Months ending October 2019 (in thousands)

Correctional Health Services	Year-To-Date		Variance	
	Actual	Budget	\$	%
Total Operating Rev	154	-	154	n/a
<u>Operating Expenses</u>				
Salaries & Benefits	57,046	62,453	5,407	9%
Overtime	6,227	4,431	(1,796)	-41%
Contracted Labor	121	64	(57)	-90%
Pension*	9,154	21,995	12,841	58%
Supplies & Materials	735	834	99	12%
Pharmaceutical Supplies	8,489	9,167	678	7%
Purch. Svs., Rental, Oth.	9,509	10,358	848	8%
Insurance Expense	340	-	(340)	n/a
Depreciation	95	95	-	0%
Total Operating Exp	91,716	109,397	17,680	16%
Operating Margin	(91,562)	(109,397)	17,835	16%
Operating Margin %	na	na	na	na
Non Operating Revenue	89,960	92,312	(2,352)	-3%
Net Income/(Loss)	(1,602)	(17,084)	15,482	91%



Correctional Health Operation Overview for the Eleven Months ending October 2019



Comments:

- 91% of intakes are screened by financial counselling to ensure continuity of coverage

Cook County Dept. of Public Health Financial and Operational Statistics



COOK COUNTY
HEALTH

Income Statement for the Eleven Months ending October 2019 (in thousands)

COOK COUNTY PUBLIC HEALTH	Year-To-Date		Variance	
	Actual	Budget	\$	%
Total Operating Rev	1,102	1,668	(566)	-34%
<u>Operating Expenses</u>				
Salaries & Benefits	8,449	9,478	1,028	11%
Overtime	30	6	(23)	-369%
Contracted Labor	311	19	(293)	-1577%
Pension*	1,326	3,059	1,733	57%
Supplies & Materials	13	107	93	88%
Purch. Svs., Rental, Oth.	353	2,230	1,877	84%
Insurance Expense	58	-	(58)	n/a
Depreciation	2	2	-	0%
Utilities	-	92	92	100%
Total Operating Exp	10,543	14,992	4,449	30%
Operating Margin	(9,440)	(13,324)	3,883	29%
Operating Margin %	na	na	na	na
Non Operating Revenue	1,326	1,600	(274)	-17%
Net Income/(Loss)	(8,114)	(11,723)	3,609	31%



CCDPH Operation Overview for the Eleven Months ending October 2019

	Program Title	Metric	YTD Thru Oct. 19	FY19 Target
Public Health	Integrated Health	Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	93%	85%
	Administration	Cost per county residents served	\$5.71	\$5.71
	Environmental Health	Cost per Inspection Efficiency	\$208.56	\$208.56
		Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint	100%	100%
	Communicable Diseases	Time from receipt of Chlamydia or gonorrhea report to field (days)	7	5
Lead Poisoning Prevention	Program Title			
	Lead Poisoning Prevention	Percentage of cases with elevated blood levels visited within the timeline provided in protocols	65%	90%
		Percentage of cases with elevated blood lead levels who receive joint nursing visit and environmental risk assessment visit	70%	95%
TB Program	Program Title	Metric	YTD Thru Oct. 19	FY19 Target
	TB Program	Number of completed Direct Observation Treatments (DOT)	94%	91%

CCH Administration Financial Statements



COOK COUNTY
HEALTH

Income Statement for the Eleven Months ending October 2019 (in thousands)

<u>Administration</u>	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	<i>\$</i>	<i>%</i>
<u>Operating Expenses</u>				
Salaries & Benefits	32,688	34,931	2,243	6%
Overtime	256	156	(100)	-64%
Contracted Labor	6,244	2,310	(3,934)	-170%
Pension*	5,131	17,023	11,892	70%
Supplies & Materials	179	571	393	69%
Purch. Svs., Rental, Oth.	1,351	11,333	9,982	88%
Insurance Expense	250	-	(250)	n/a
Depreciation	3,496	3,496	-	0%
Total Operating Exp	49,594	69,820	20,226	29%
Operating Margin	(49,594)	(69,820)	20,226	29%
Non Operating Revenue	5,131	8,905	3,774	42%
Net Income/(Loss)	(44,463)	(60,914)	16,452	27%

Unaudited Financial Statement

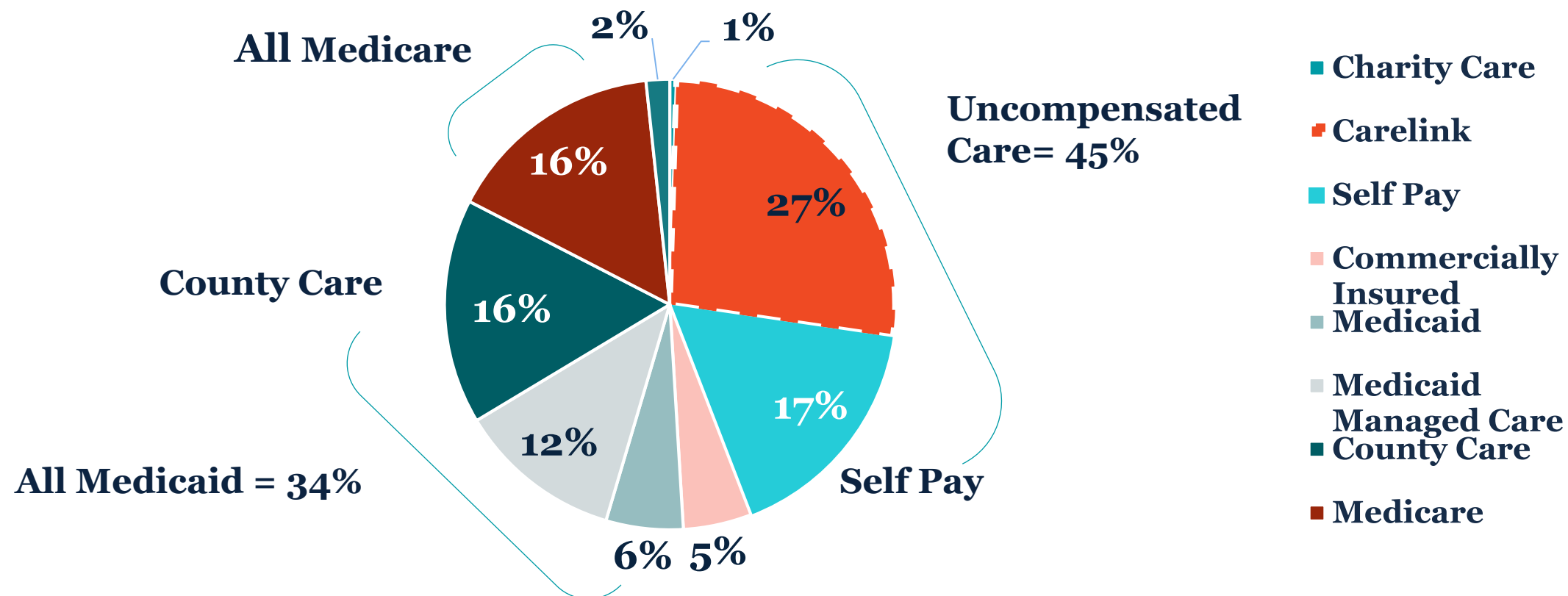


System-wide Volumes / Stats

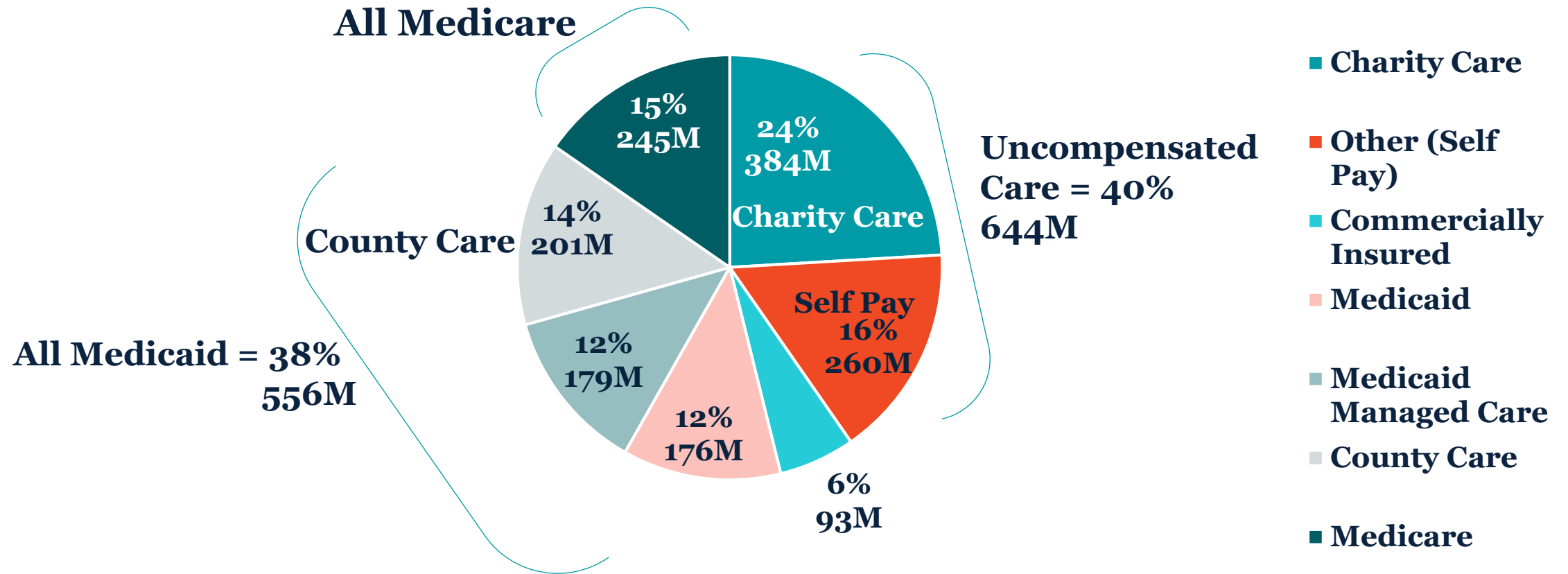


COOK COUNTY
HEALTH

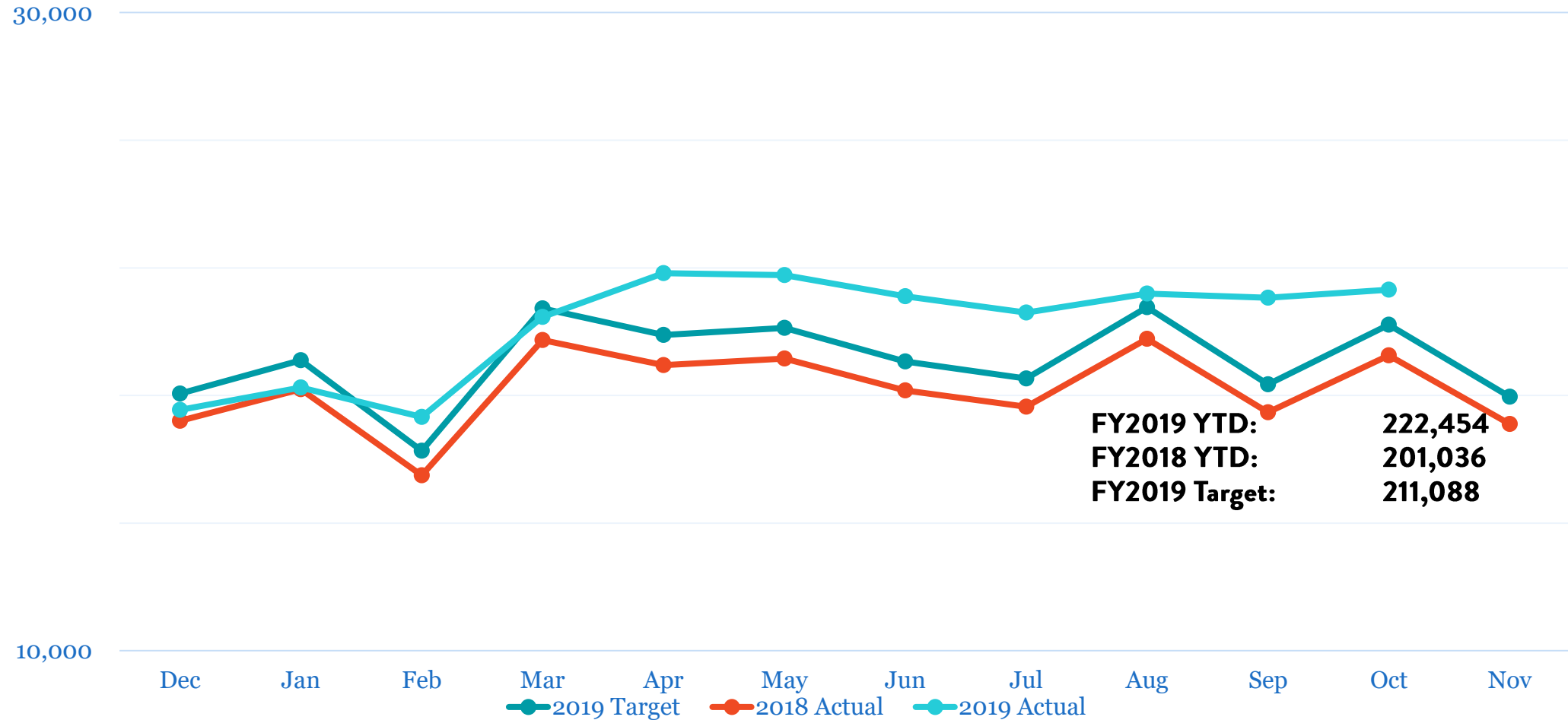
System Payor Mix By Visit as of October 2019



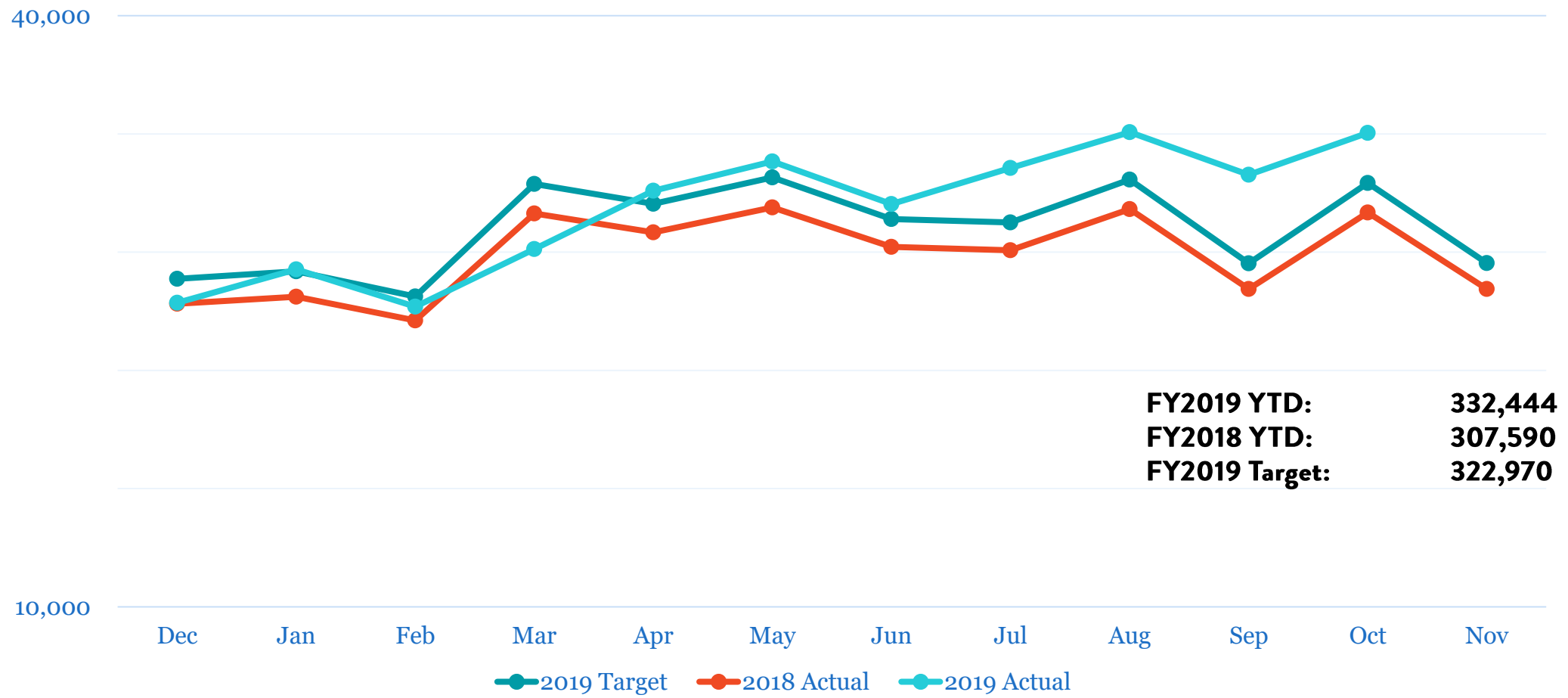
System Payor Mix By Charges as of October 2019



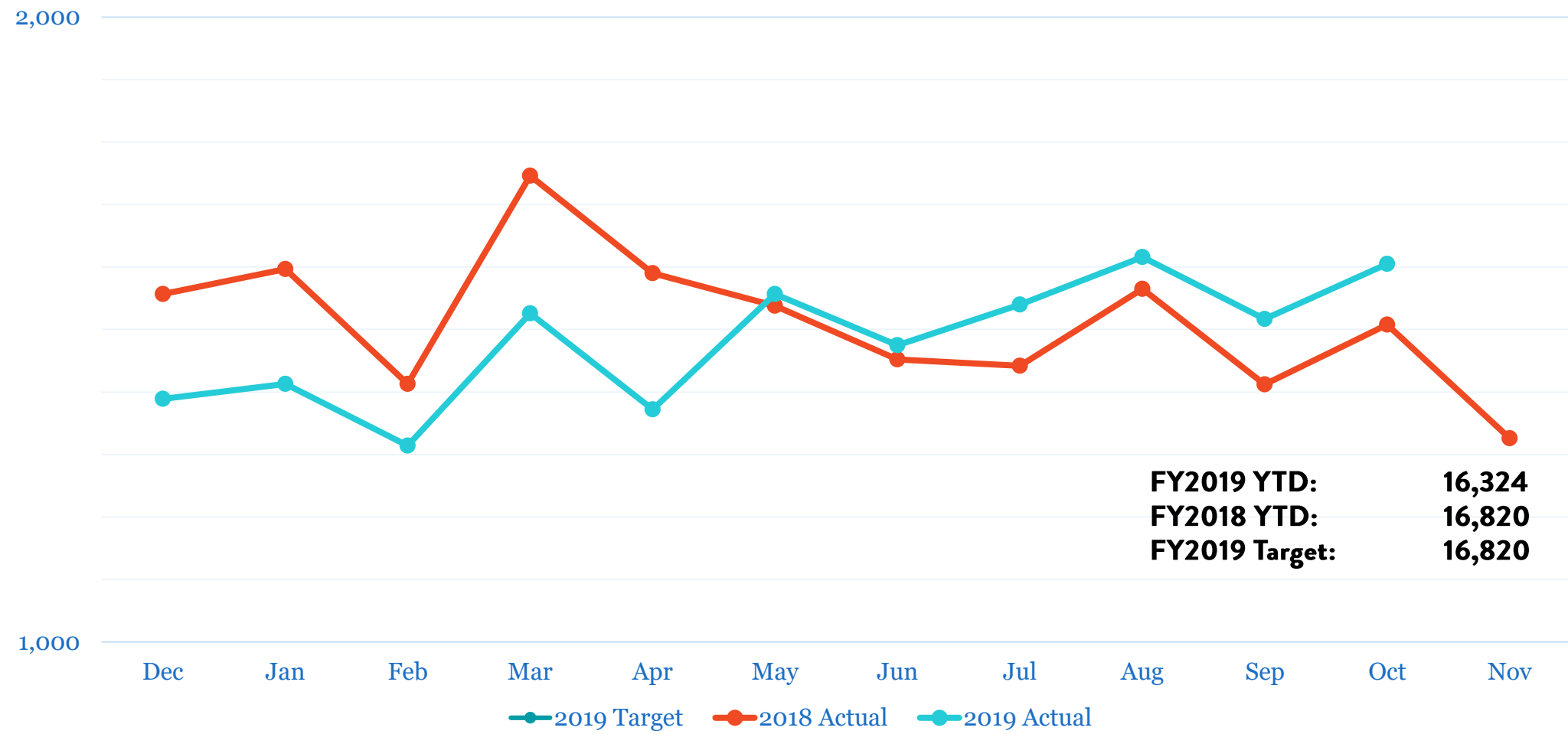
Primary Care Provider Visits



Specialty Care Provider Visits

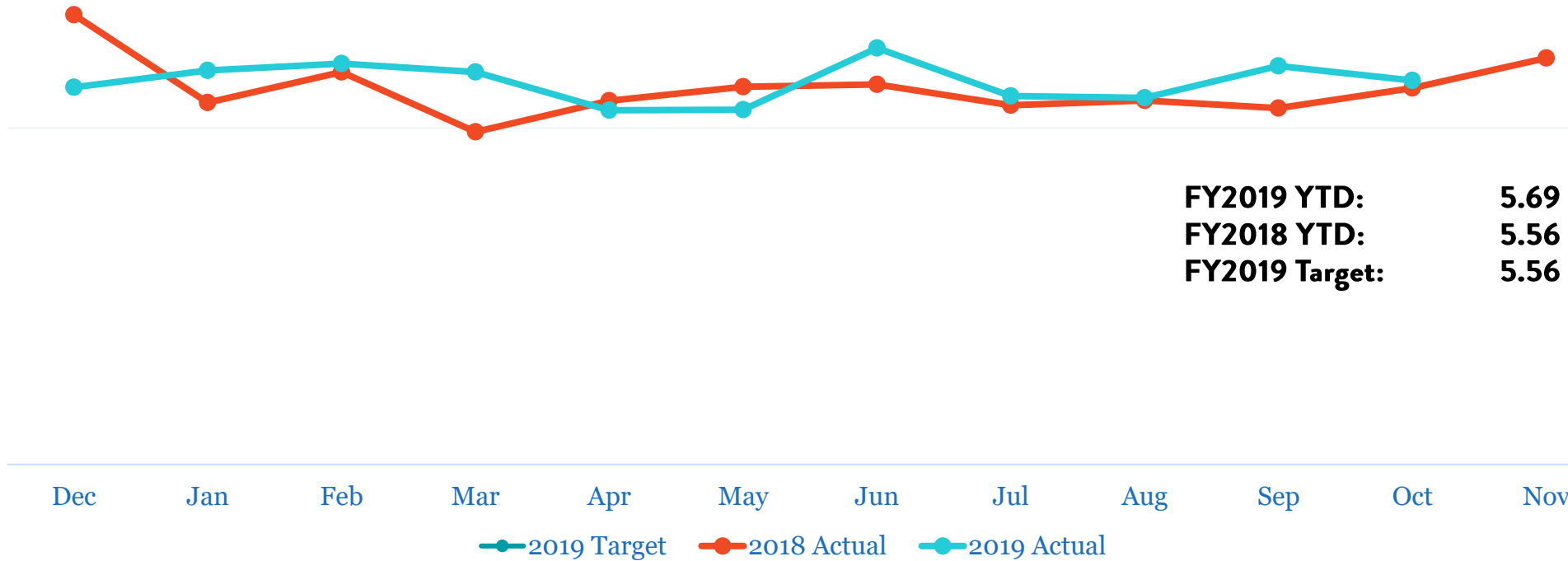


Total Inpatient Discharges

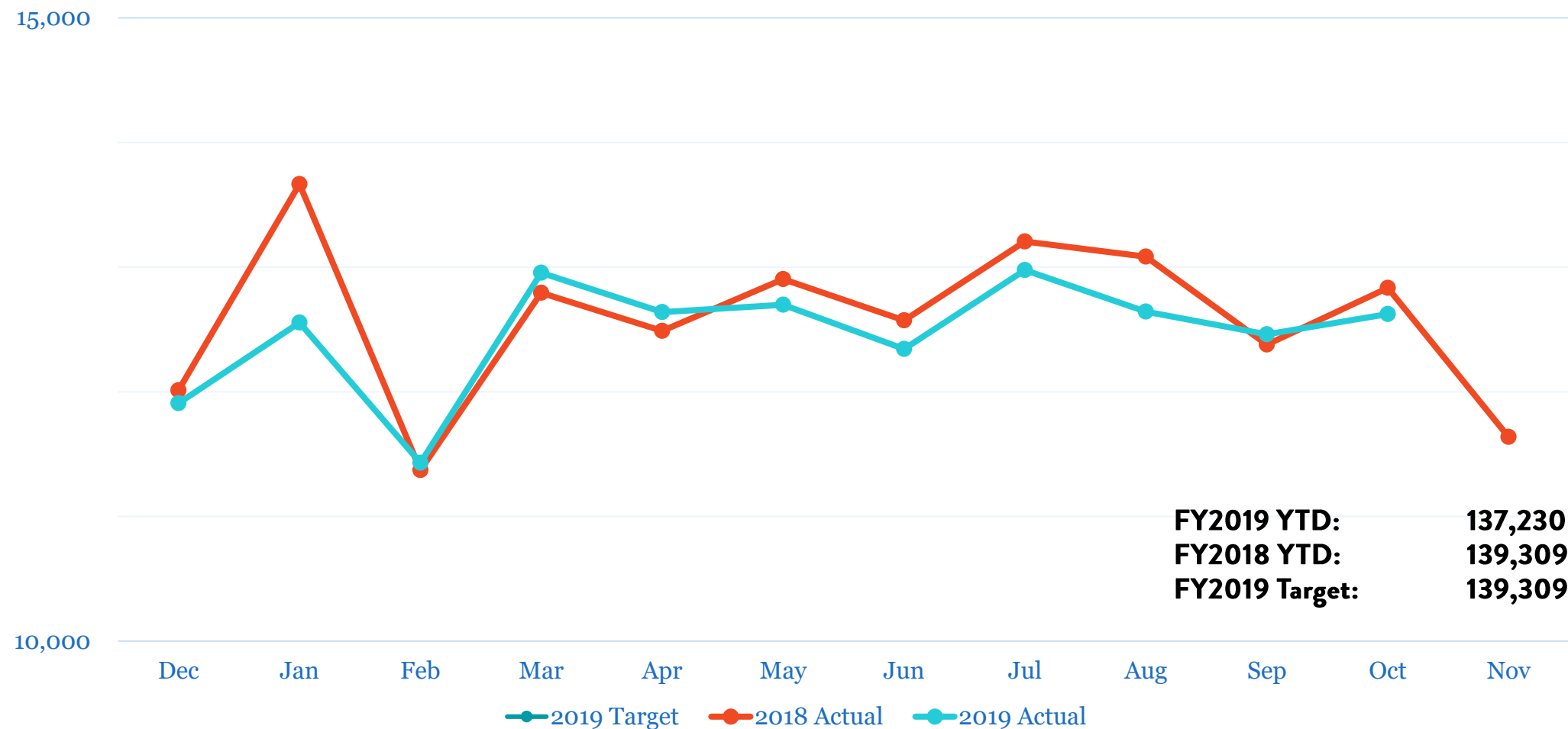


Average Length of Stay

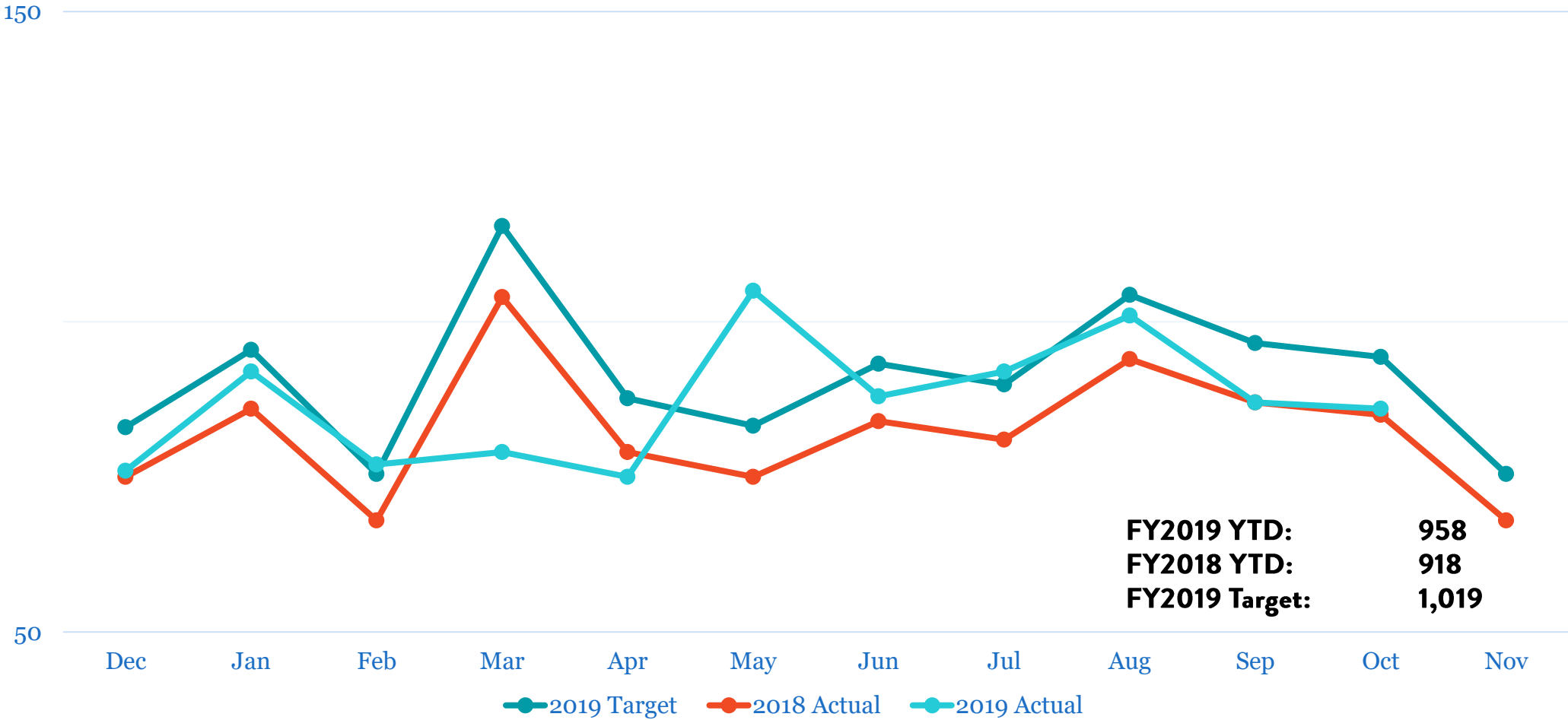
10



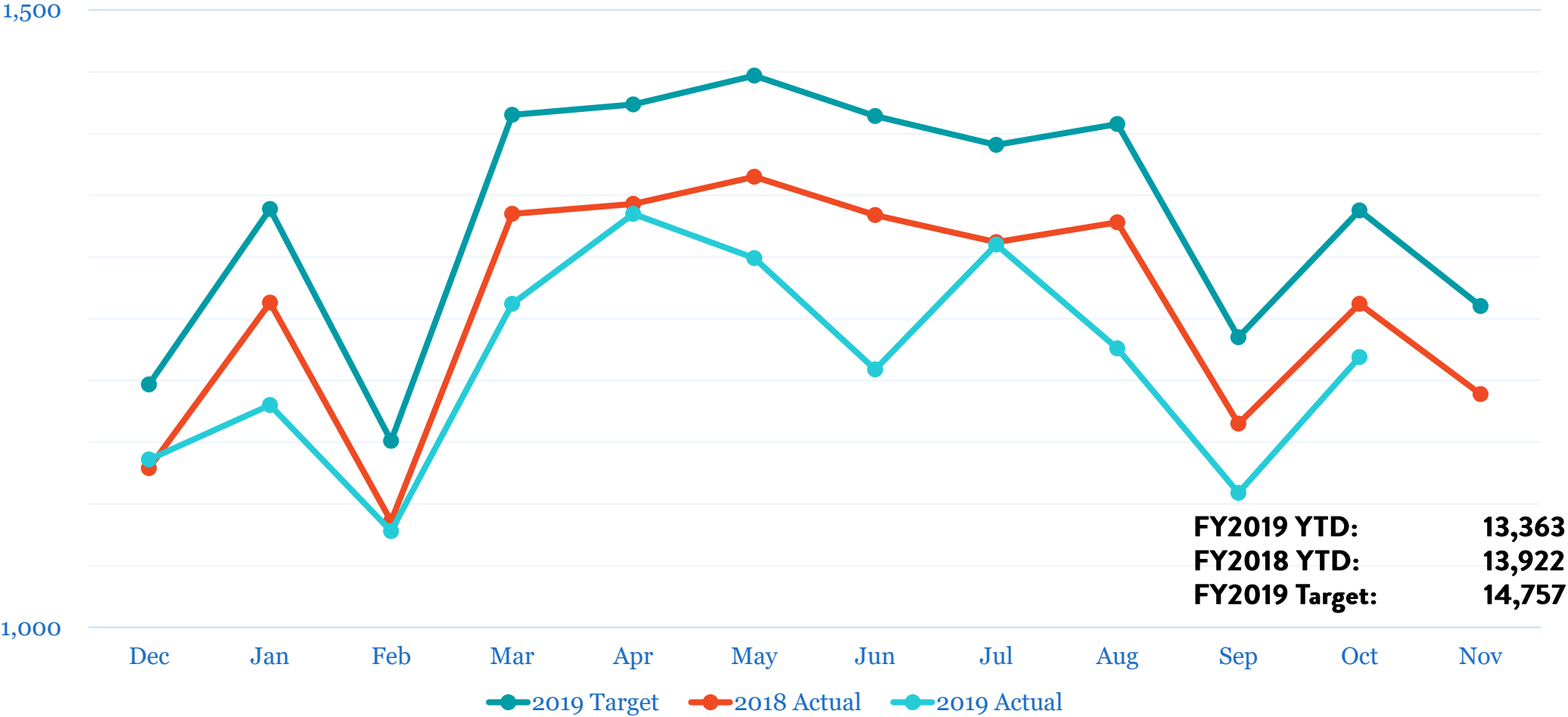
Total Emergency Room Visits



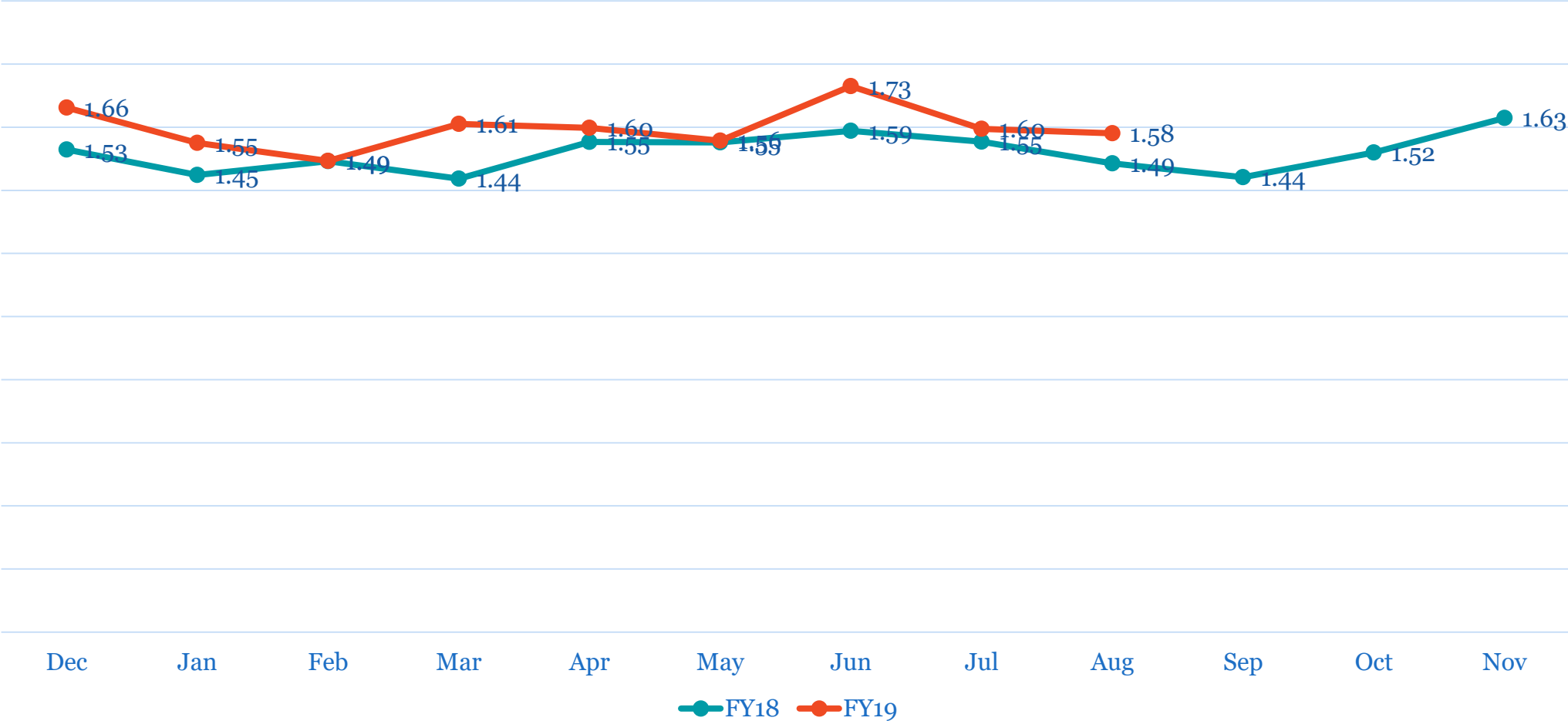
Total Deliveries



Total Surgical Cases



Case Mix Index



Questions?



COOK COUNTY
HEALTH

Appendix



COOK COUNTY
HEALTH



Recap - Uninsured Study and Financial Assistance Process



COOK COUNTY
HEALTH

Underinsured and Self-Pay

Underinsured Patients

Patients that have insurance, but the insurance doesn't cover the cost of healthcare. Commonwealth Fund further defines as, "individuals insured in household that spent 10% or more of income on medical care (excluding premiums) or 5% or more if income under 200% poverty"

- **CCH CareLink** defined as a CCH patients covered by a private health insurance plan that has an active contract with CCH as an in-network provider. Patients with an HMO plan contracted with CCH AND who select CCH to serve as their Primary Care Provider, or patients with a PPO plan or traditional "fee-for-service, may apply for CareLink and receive a discount on the out-of-pocket costs associated with these plans, including deductibles and co-insurance. CareLink cost-sharing fees would be applicable.

Self Pay Patients

Patients that have no insurance and pay out of pocket, or patients that owe a balance after insurance payments

Financial Counseling - Benefits Advisory Services

1. Financial Counseling - Benefits Advisors

- ✓ Advise and educate patients on the best benefits and payment options for medical charges incurred during visits.

2. Purpose / Citation -

- ✓ Affordable Care Act (ACA) – The comprehensive health care reform law enacted in March 2010
- ✓ Cook County Ordinance (No. 16-4392,9-14-2016) enhancing CCH Financial Assistance (Direct Access) program

1. <https://www.healthcare.gov/glossary/affordable-care-act/>
2. <http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=3001&ChapterID=21>
3. <https://www.cms.gov/regulations-and-guidance/legislation/emtala/>

Financial Counselling - Benefits Advisory Services

1. Purpose / Citation - cntd.

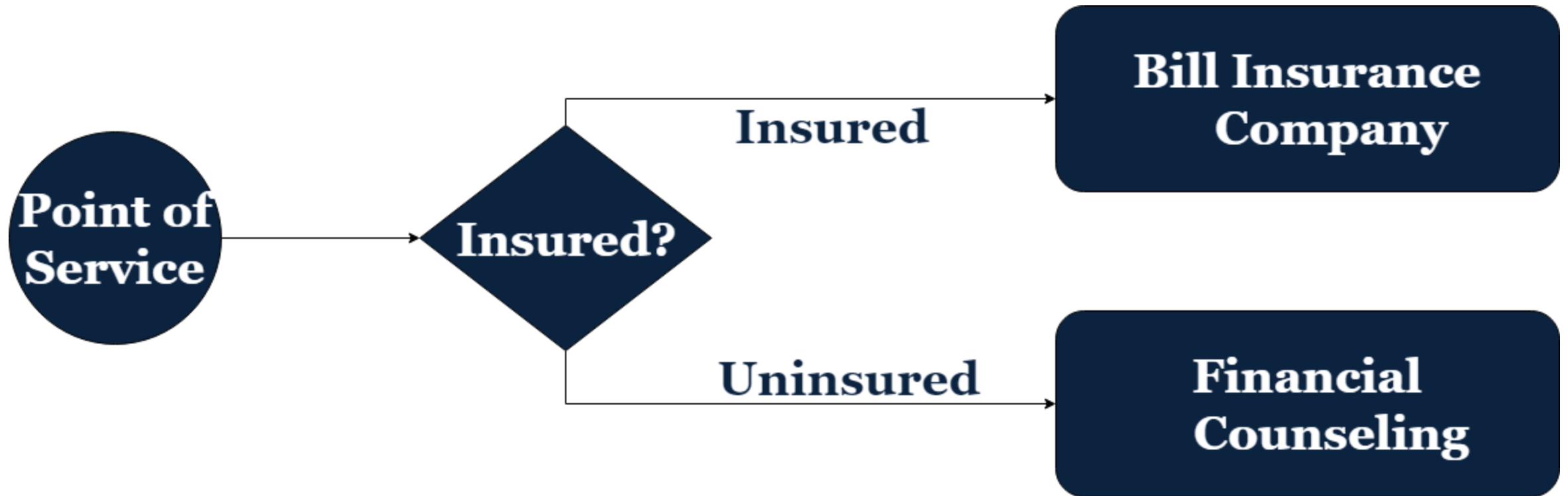
- ✓ **Financial Assistance Policies (FAPs).** Section 501(r)(4) of the Internal Revenue Code (IRC) requires a tax-exempt hospital organization to establish a written financial assistance policy (FAP).
 - ✓ Section 9007(a) of the Patient Protection and Affordable Care Act (PPACA), Public Law 111-148 (124 Stat. 119 (2010)).
 - ✓ TD 9708, 79 FR 78954, Internal Revenue Service, New Requirements for 501(c)(3) Hospitals Under the Affordable Care Act
 - ✓ Internal Revenue Service, Tax Exempt Hospitals: The Community Benefit Standard and Affordable Care Act under IRC Section 501(r), Financial Assistance Policy.
- ✓ **Hospital Uninsured Patient Discount Act of Illinois (HUPDA)** – A discount program established to help residents living in the State of Illinois (but outside of Cook County) who are uninsured to pay for their health care services at CCH. [2]
- ✓ **Emergency Medical Treatment and Active Labor Act (EMTALA)** – To ensure public access to emergency services regardless of ability to pay. [3]

1. <https://www.healthcare.gov/glossary/affordable-care-act/>

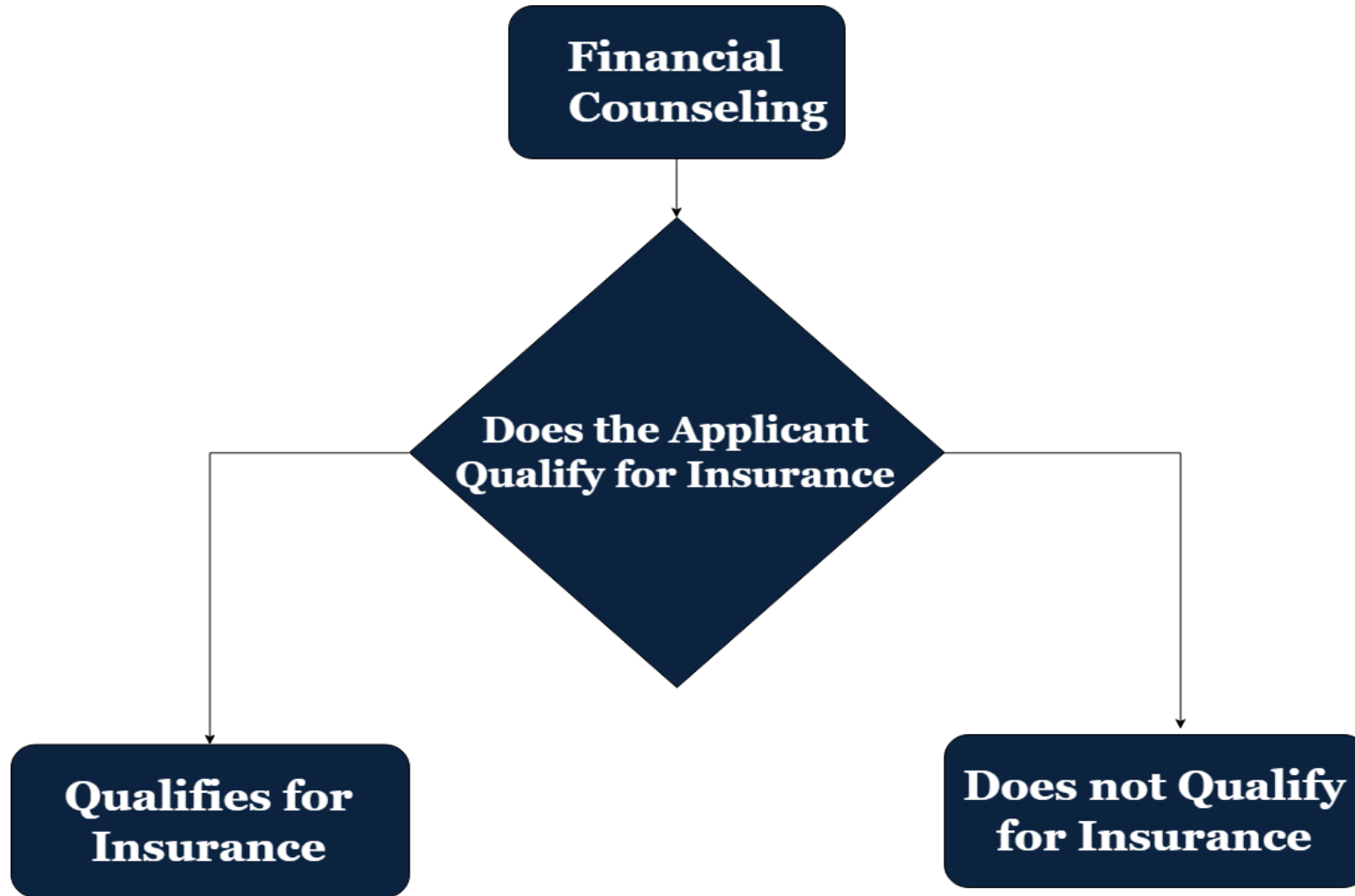
2. <http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=3001&ChapterID=21>

3. <https://www.cms.gov/regulations-and-guidance/legislation/emtala/>

Financial Counseling Process (Flow Chart)

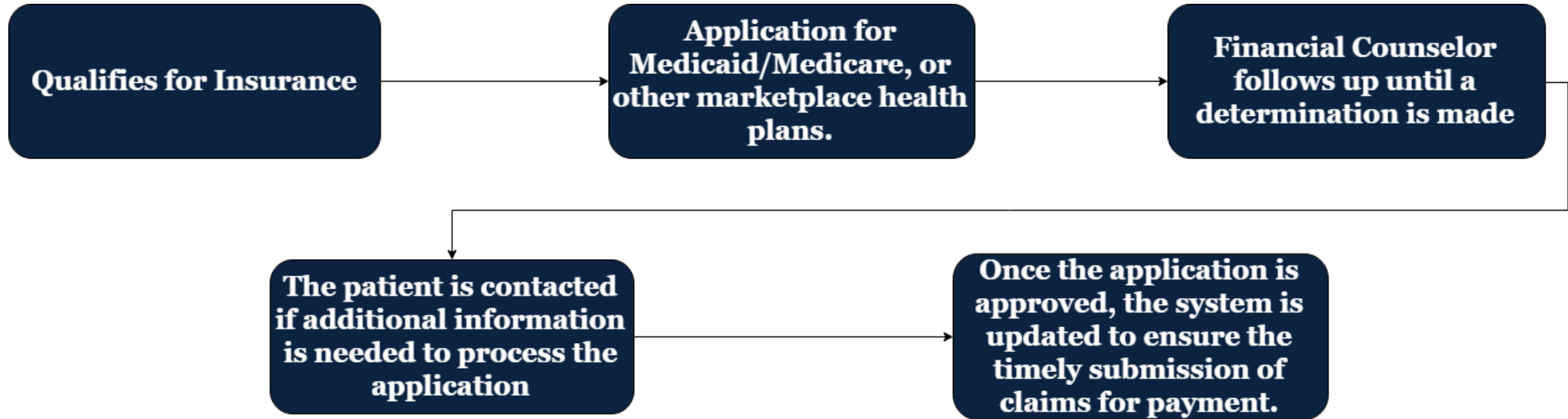


Financial Counseling Process (Flow Chart)

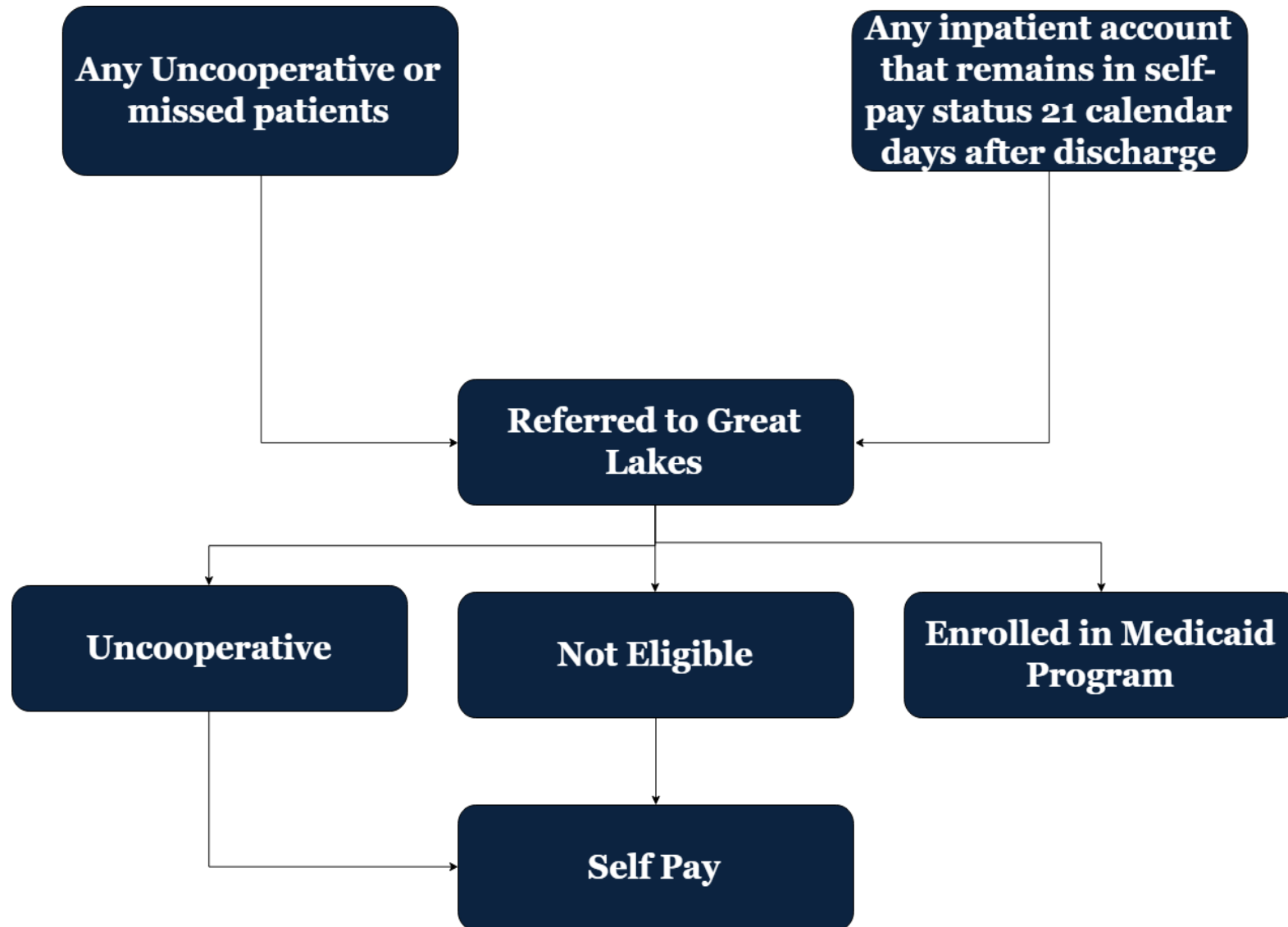


Source: Revenue Cycle

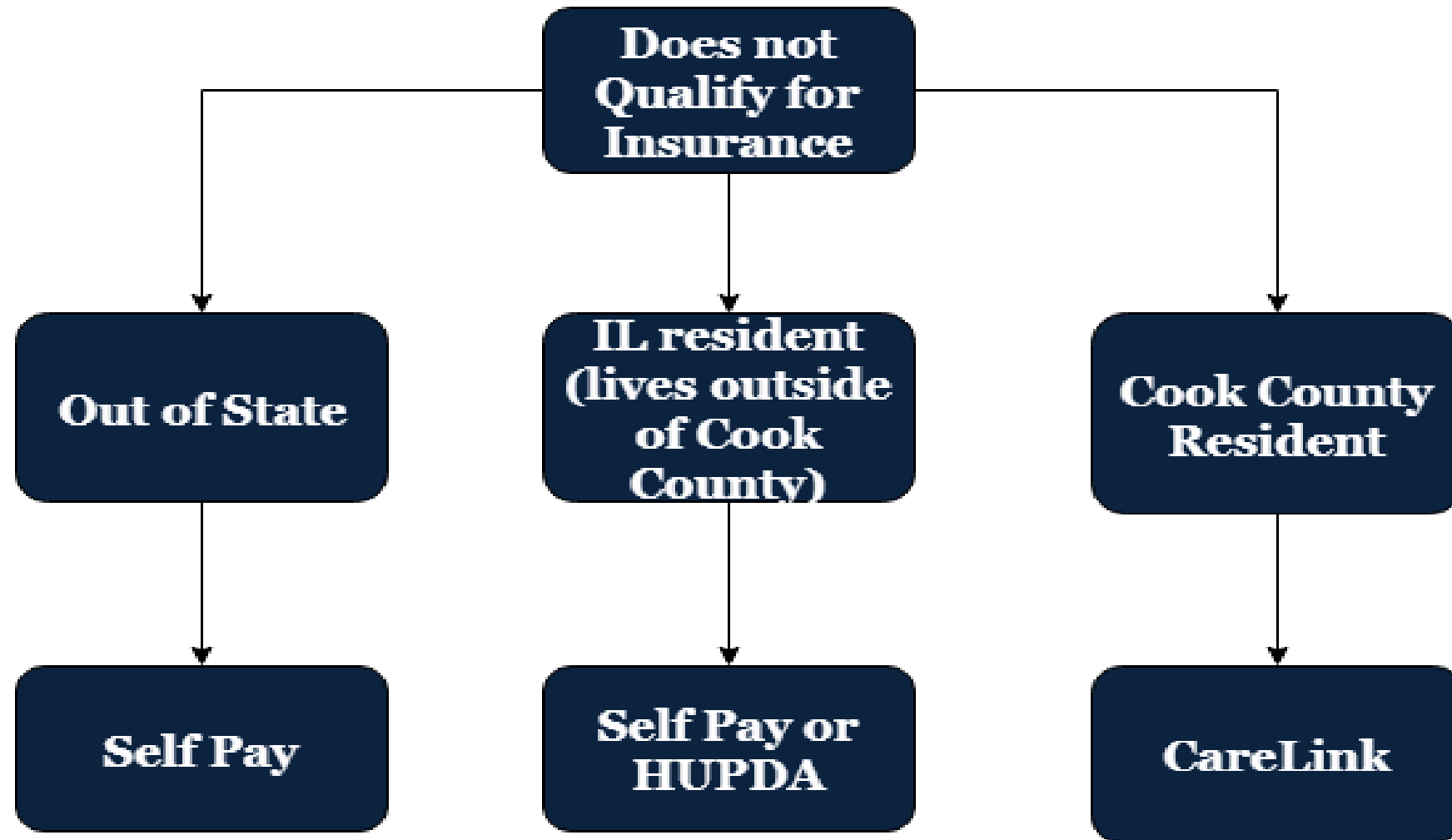
Financial Counseling Process (Flow Chart)



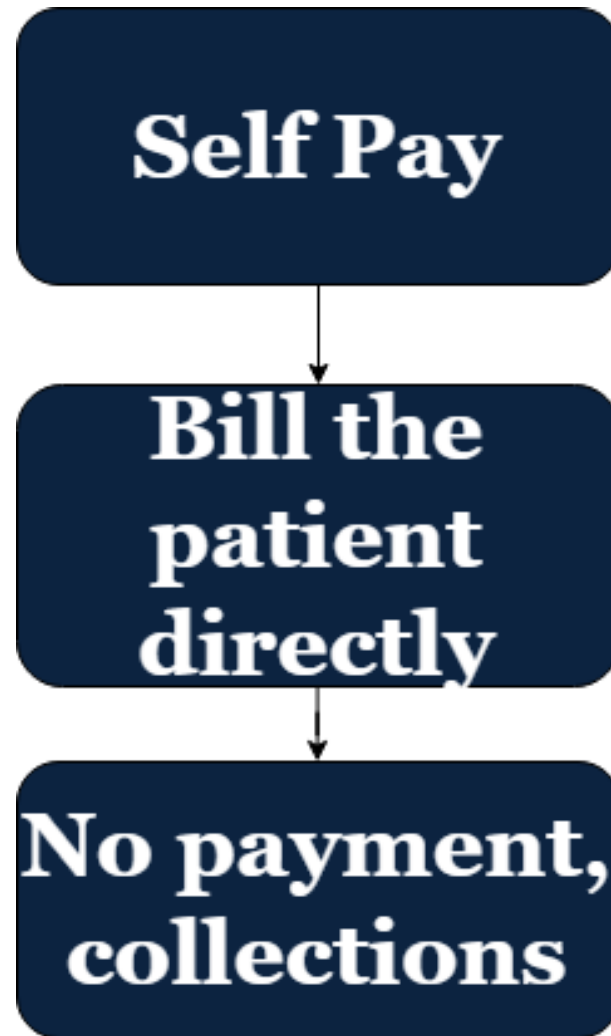
Financial Counseling Process (Flow Chart)



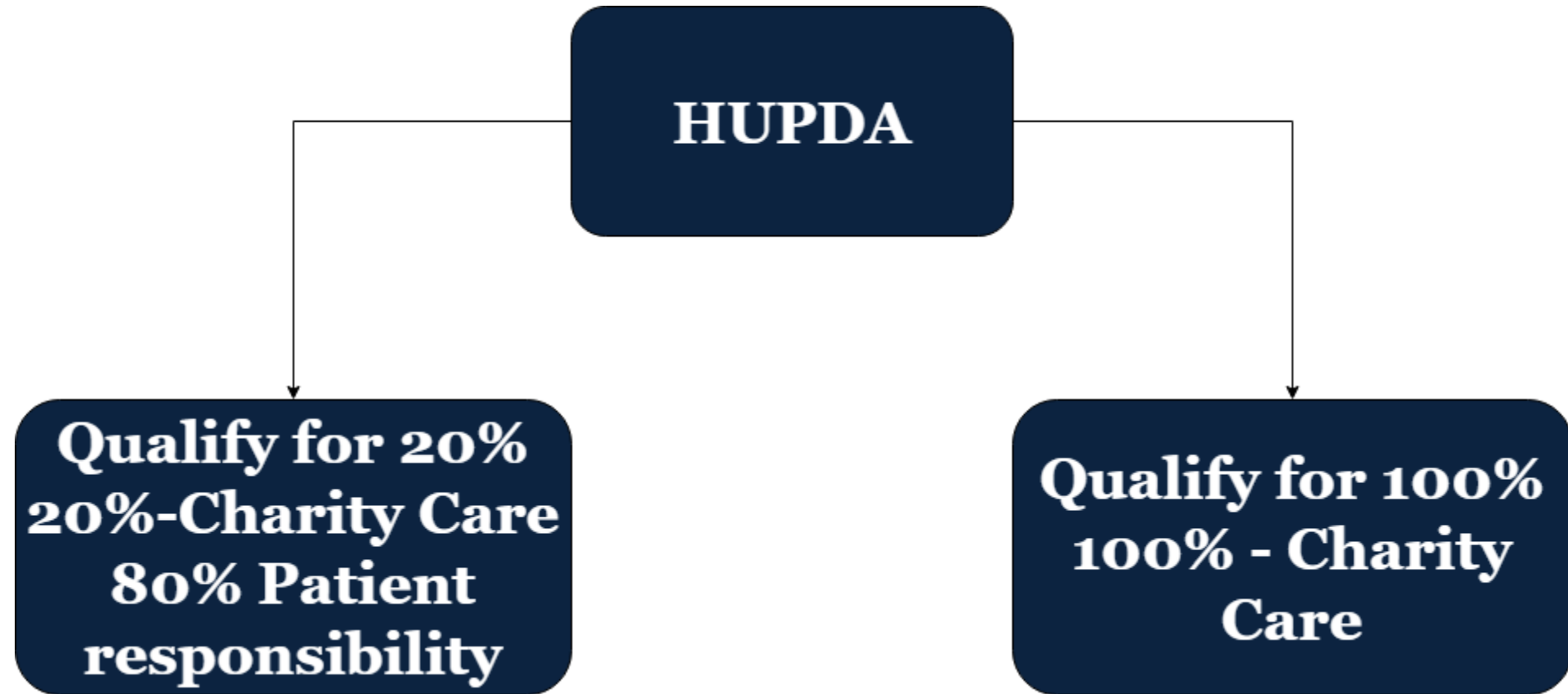
Financial Counseling Process (Flow Chart)



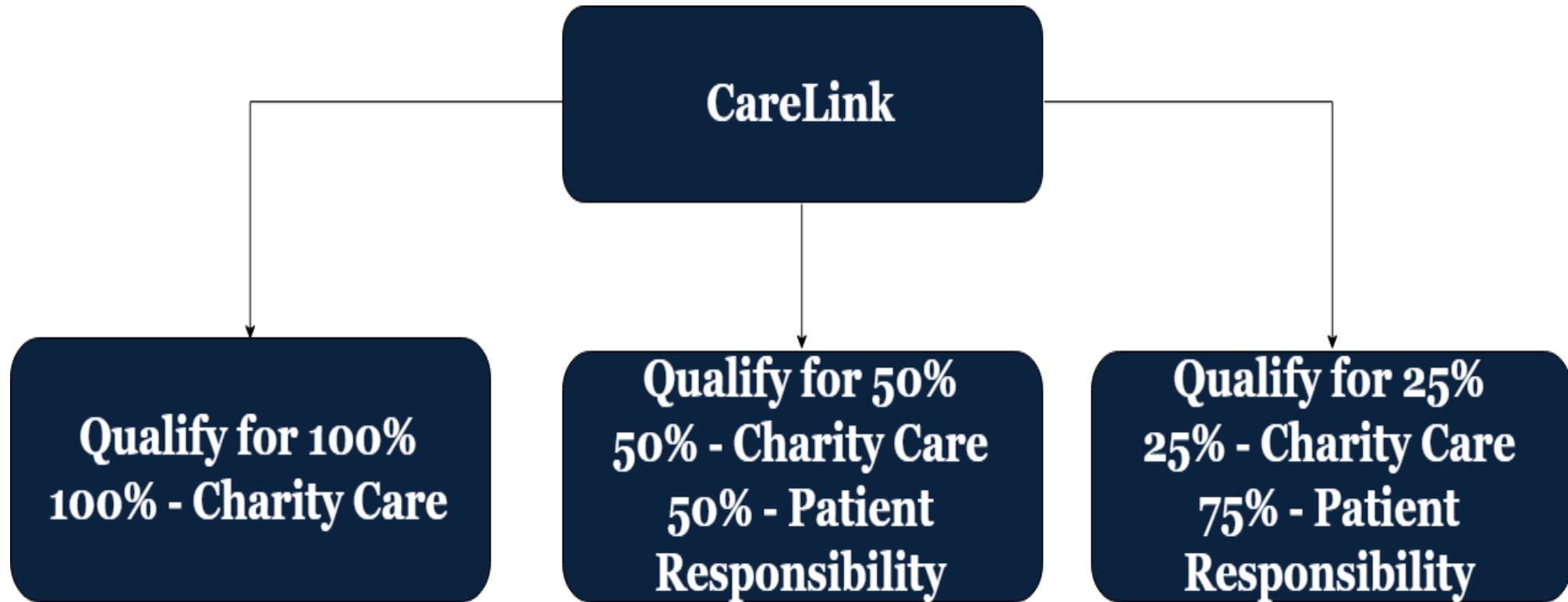
Financial Counseling Process (Flow Chart)



Financial Counseling Process (Flow Chart)



Financial Counseling Process (Flow Chart)





Self Pay Cohort – Uninsured Study



COOK COUNTY
HEALTH

Self Pay Cohort

1. Definition / Process of Study

- ✓ Point in time Cohort Study of Self-Pay patients
- ✓ FY2018 cohort looking back through FY2016
- ✓ FY2016 cohort looking forward through FY2018

2. Results & Observations vs Kaiser Family Foundation Study key Facts

- ✓ Demographics
- ✓ Location
- ✓ Utilization vs Rest of CCH
- ✓ Utilization

Self Pay Cohort – Summary of Results

Observations vs. Kaiser Family Foundation (KFF) Key Facts

How many people are Self-Pay? - **6,990**

Why do people remain Self-Pay? – **To be tested or surveyed**

KFF Research Findings - In 2017, 45% of uninsured adults said that they remained uninsured because

- the cost of coverage was too high.
- many do not have access to coverage through a job
- some eligible for financial assistance under the ACA may not know they can get help,
- and undocumented immigrants are ineligible for Medicaid or Marketplace coverage.

3. Who remains in Self Pay? **Male (52%)**

White (46%)

45-64 years old (47%) non Hispanic/Latino (52%)

Self Pay Cohort - Summary of Results

Observations vs. Kaiser Family Foundation Key Facts

How does not having coverage affect health care access?

7% more Visits, 9% more outpatient visits, about 13% less inpatient stays.

A. People without insurance coverage have worse access to care than people who are insured?

Not apparent in CCH population

B. Studies repeatedly demonstrate that the uninsured are less likely than those with insurance to receive preventive care and services for major health conditions and chronic diseases.

To be further interrogated

What are financial implications for CCH serving the continuously uninsured?

CCH FY2018 - 235K Accounts referred to collections, \$296.8M and \$3.7M or 1% Collected

Per KFF - The uninsured often face unaffordable medical bills when they do seek care. In 2017, uninsured nonelderly adults were over twice as likely as their insured counterparts to have had problems paying medical bills in the past 12 months. These bills can quickly translate into medical debt since most of the uninsured have low or moderate incomes and have little, if any, savings.

Self Pay Charges -Top 15 Services by Charges (in millions \$'s)

Clinical Service		2016		2017		2018		Grand Total
EMERGENCY ADULT	\$	38.95	\$	35.52	\$	48.38	\$	122.85
GEN MED	\$	35.88	\$	34.50	\$	35.63	\$	106.00
AMBULATORY SURG	\$	22.79	\$	20.19	\$	24.92	\$	67.90
MEDICINE	\$	11.97	\$	14.28	\$	16.98	\$	43.23
TRAUMA	\$	10.12	\$	9.86	\$	11.33	\$	31.30
FAMILY PRACTICE	\$	6.41	\$	7.95	\$	7.51	\$	21.87
SURGERY	\$	6.54	\$	4.86	\$	6.18	\$	17.58
OBSTETRICS	\$	3.38	\$	6.92	\$	4.82	\$	15.12
CHEMOTHERAPY	\$	4.55	\$	4.96	\$	4.89	\$	14.40
RADIATION THERAPY	\$	4.73	\$	4.64	\$	4.60	\$	13.97
GYNECOLOGY	\$	3.25	\$	3.09	\$	4.48	\$	10.82
CARDIOTHORACIC								
SURGERY	\$	4.20	\$	3.44	\$	2.75	\$	10.39
OPHTHALMOLOGY	\$	2.77	\$	3.50	\$	4.10	\$	10.38
UROLOGY	\$	2.76	\$	3.14	\$	2.84	\$	8.74
NEUROSURGERY	\$	2.85	\$	2.68	\$	2.32	\$	7.84
All Others								
Grand Total								

Source: Revenue Cycle

Self Pay Demographics

	Self Pay	
Gender	Patients	Percent
Female	3,358	48.0%
Male	3,626	51.9%
Transgender	6	0.1%
Total	6,990	
	Self Pay	
Race	Patients	Percent
African-American/Black	2,450	35.1%
American Indian/Native Alaskan	131	1.9%
Asian	380	5.4%
Native Hawaiian/Pacific Islander	3	0.0%
Other/UTD	783	11.2%
White	3,243	46.4%
	Self Pay	
Ethnicity	Patients	Percent
Hispanic/Latino/Spanish Origin	3,320	47.5%
Non-Hispanic/Latino/Spanish Origin	3,669	52.5%
Unknown	1	0.0%
	Self Pay	
Age Group	Patients	Percent
0 - 18	82	1.2%
19 - 44	2,836	40.6%
45 - 64	3,282	47.0%
65 - 74	568	8.1%
75 +	222	3.2%

Source: Revenue Cycle

Self Pay Location – Widely Distributed

Self Pay			
Zip Code	Patients	Percent	Cumulative
60608	471	6.7%	6.7%
60623	367	5.3%	12.0%
60629	325	4.6%	16.6%
60804	297	4.2%	20.9%
60632	284	4.1%	24.9%
60609	239	3.4%	28.4%
60639	233	3.3%	31.7%
60617	166	2.4%	34.1%
60651	159	2.3%	36.4%
60625	135	1.9%	38.3%
60628	126	1.8%	40.1%
60618	124	1.8%	41.9%
60620	122	1.7%	43.6%
60619	118	1.7%	45.3%
60636	117	1.7%	47.0%
Rest	3,707	53.0%	100.0%

Source: Revenue Cycle

Self Pay Utilization (Total Visits)

Self Pay			
Total Visits	Patients	Percent	Cumulative
1	1,802	25.8%	25.8%
2	1,121	16.0%	41.8%
3	819	11.7%	53.5%
4	649	9.3%	62.8%
5	536	7.7%	70.5%
6	383	5.5%	76.0%
7	300	4.3%	80.3%
8	222	3.2%	83.4%
9	184	2.6%	86.1%
10	151	2.2%	88.2%
> 10	823	11.8%	100.0%

Self Pay			
Number of patients with only 1 visit to Emergency			
ED Visits	Patients	Percent	
1	679	9.7%	

Utilization Rates per 1,000 patients		
Self Pay		Everyone Else
Total Visits	5,018	4,687
Outpatient	4,253	3,886
E.D Discharged	638	641
Total Admissions	110	141
Inpatient	60	89
Observation	50	52

Source: Revenue Cycle