

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Thursday, February 20, 2020 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; Mike Koetting (Substitute Member); and David Ernesto Munar (3)

Directors Mary Driscoll, RN, MPH and Ada Mary Gugenheim

Telephonically

Present: Board Chair M. Hill Hammock (Ex-Officio Member)

Absent: Director Mary B. Richardson-Lowry (1)

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer  
Debra D. Carey – Interim Chief Executive Officer  
Claudia Fegan, MD – Chief Medical Officer  
Charles Jones – Chief Procurement Officer

Jeff McCutchan – General Counsel  
Deborah Santana – Secretary to the Board

## **II. Public Speakers**

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

The Secretary called upon the following registered public speaker:

1. Iqbal Shariff Chief Executive Officer, Best Home Healthcare Network

Following the presentation of public testimony by Mr. Shariff, regarding receiving reimbursements on CountyCare claims, Chair Reiter indicated that the administration would follow-up on Mr. Shariff's questions.

## **III. Action Items**

### **A. Minutes of the Finance Committee Meeting, January 23, 2020**

Director Munar, seconded by Director Koetting, moved to accept the Minutes of the Finance Committee Meeting of January 23, 2020. THE MOTION CARRIED UNANIMOUSLY.

### **III. Action Items (continued)**

#### **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. It was noted that request number 5 is being withdrawn, and the not-to-exceed dollar amount for request number 3 is being reduced to \$1,000,000.00.

During the discussion of request number 3, with regard to the decrease in the amount requested, Chair Reiter stated that he was concerned that approving the full amount outside of more consideration of meeting budget by the end of the year wouldn't be appropriate; therefore, he asked Mr. Jones to amend the request to meet the current obligations and will revisit the matter in March; by that time, more data will be available to thoroughly discuss.

Director Munar, seconded by Director Koetting, moved to approve request numbers 1, 2, 3 as amended, 4 and 6 through 16, with the exception of request number 5, 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. Report of emergency purchases**

Mr. Jones provided an overview of the M/WBE Report and one (1) Report of Emergency Purchase presented for the Committee's information. The Committee reviewed and discussed the information.

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

#### **• Metrics**

Ekerete Akpan, Chief Financial Officer, provided an overview of the Report from the Chief Financial Officer. The Committee reviewed and discussed the information.

The Report from the Chief Financial Officer included information on the following subjects:

- January 2020 Leading Indicators – Revenue Cycles Metrics, Gross Charges and Uncompensated Care vs. DSH/BIPA Preliminary Cash Flow Projections
- Revenue Cycle Metrics as of January 2020
- Observations on Revenue Cycle Metrics
- FYTD 2020 – Gross Charges as of end January 2020
- FYTD 2020 – Charity Care and Self-Pay Cost vs. DSH/BIPA funding as of end January 2020
- FY2020 - CCH Hospitals and Clinics – Preliminary Cash Flow Projections as of end January 2020

**V. Report from the Chief Financial Officer (continued)**

- FY2020 – Correctional Health/CCDPH Preliminary Cash Flow Projections as of end January 2020
- FY2020 – Health Plans Preliminary Cash Flow Projections as of end January 2020
- FY2020 System-wide Accrual Basis Financials, Observations as of end December 2019
- Accrual Basis Income Statement for the One Month ending December 2019
- Observations on Accrual Basis Financials
- Provider of Care Services – Financial and Operational Statistics
- CCH Provider – Accrual Basis Income Statement for one month ending December 2019
- Clinical Activity Observations
- Stroger Operations Overview – ending December 2019
- Provident Operations Overview – ending December 2019
- ACHN Operations Overview – ending December 2019
- CountyCare Health Plan – Financial and Operational Statistics
- Correctional Health Services – Financial and Operational Statistics
- Cook County Department of Public Health – Financial and Operational Statistics
- CCH Administration – Financial Statements
- Appendix – FY2020 System-wide Volumes/Statistics

During the review of slide 4 of the presentation, regarding FYTD 2020 Revenue Cycle Metrics, the Committee held an extensive discussion on the subject of claims initial denials. Debra D. Carey, Interim Chief Executive Officer, stated that the administration is in the process of looking at the process changes and staff tasks and functions; some of it is very different from what they have been doing in the past, and some of it will require training of staff and managers. In order to get the full benefit of the new system that will be implemented, these processes have to be in place. The results will not be seen immediately, but the administration will be able to monitor very early on how well the system is being used, and adjust accordingly if needed.

Director Munar inquired regarding the total actual collection rate for claims, looking at a 4-6 month window. He also inquired regarding the monetary value of the claims that are not collected. Regarding self-pay collections, he would like to see metrics on work by the vendor doing the reapplications – he wants to understand their success rate, their collections, and what is not collected. Chair Reiter indicated that he would like to have that information going into the Board Meeting next week. Mr. Akpan responded that he will see if he can turn the information around in time for the Board Meeting; additionally, he stated that he will re-circulate the presentation on Uncompensated Care that was presented several months ago.

Chair Reiter suggested that a joint meeting of the Finance and Managed Care Committees be held, or a special committee of the Board can meet, to have a thorough discussion on drivers of the financial gaps. Board Chair Hammock concurred; he recommended that a special session be held to focus on this. He stated that he will work with Chair Reiter to put together an agenda of three (3) or four (4) topics that can be dealt with in a reasonable period of time that would take the Board to a deeper level; he suggested that the recently engaged financial consultant can perhaps be involved in this, too. Chair Reiter asked Commissioner Deer to see if any of his fellow commissioners would want to be engaged in that process, as well. Chair Reiter referenced consulting groups who do pro-bono work in this area, as it might be worth pursuing outside assistance. Ms. Carey asked that the Board allow the administration to first see how they can provide that information internally, before discussing bringing in outside assistance.

Chair Reiter stated that he would like to start working on doing a better job of socializing the differences between CCH's accrual-based finances and the modified cash accrual-based finances that the Commissioners are looking at. All of this Board's documents get shared with the President's Office, Commissioners, and their staff, but they are looking at them through a different lens; this organization needs to do a better job at providing analytics that speak to the way they are looking at CCH's finances.

**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  
Robert G. Reiter, Jr., Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Follow-up / Requests:

- Follow-up:      The administration will follow-up on the public speaker's questions regarding receiving reimbursements for CountyCare claims. Page 1
- Request:        Regarding initial claims denials, request for information: total actual collection rate, in looking at a 4-6 month window; monetary value of the claims that are not collected. Page 3
- Request:        Regarding self-pay collections, request for metrics on the contracted work done on reapplications: understanding their success rate, their collections, and what is not collected. Page 3

Cook County Health and Hospitals System  
Finance Committee Meeting  
February 20, 2020

ATTACHMENT #1

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
ITEM III(B)  
FEBRUARY 20, 2020 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 #
<b>Accept Grant Award Renewals</b>							
1	Illinois Department of Public Health	Service - comprehensive health protection	Grant renewal amount: \$6,457,966.00	n/a	n/a	CCDPH	3
2	Cook County Health Foundation	Service - providing Medication-Assisted Treatment (MAT) for opioid use disorder in the Cook County Jail	Grant renewal amount: \$94,786.00	n/a	n/a	System	4
<b>Amend and Increase Contract</b>							
3	Kore SAE, LLC (formerly STW Healthcare)	Service - temporary staffing for Radiology, Pharmacy, Laboratory, Employee Health Services and various departments	\$2,812,620.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2017/9 responses	System	5
<b>Extend and Increase Contract</b>							
4	Texture Health, LLC	Service - care coordination system for CountyCare	\$1,200,000.00	This request - noncompetitive process leveraging existing contract	Original contract - Emergency Purchase in 2017	Managed Care	6
5	Saldemar Solutions, LLC	Service - professional consulting services (SCM-AP-IT)	\$600,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive Comparable Government Procurement	System	7
<b>Execute Contracts</b>							
6	Zimmer US, Inc.	Product - orthopedic supplies and implants	\$2,875,000.00	RFP	6	System	8

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
ITEM III(B)  
FEBRUARY 20, 2020 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 #
<b>Execute Contracts (continued)</b>							
7	Stryker Orthopedics, a part of Howmedica Osteonics Corporation	Product - orthopedic supplies and implants	\$2,562,000.00	RFP	6	System	9
8	Acumed, LLC	Product - orthopedic supplies and implants	\$1,900,000.00	RFP	6	System	10
9	DePuy Synthes Sales, Inc.	Product - orthopedic supplies and implants	\$1,758,000.00	RFP	6	System	11
10	Suburban Primary Health Care Council	Service - funding for Access to Care Program	\$1,500,000.00	Sole Source	n/a	System	12
11	Board of Trustees of the University of Illinois	Service - qualitative research project, establish a system to monitor real-time opioid events	\$525,513.00 (grant funded)	Sub Grant	n/a	CCDPH	13
12	Wright Medical Technology, Inc.	Product - orthopedic supplies and implants	\$488,000.00	RFP	6	System	14
13	Treatment Alternatives for Safe Communities (TASC)	Service - convene three (3) area task forces in suburban Cook County	\$450,000.00 (grant funded)	Sub Grant	n/a	CCDPH	15
14	Arthrex Inc.	Product - orthopedic supplies and implants	\$378,000.00	RFP	6	System	16
15	Fresenius USA Marketing, Inc. d/b/a Fresenius Medical Care - North America	Product - hemodialysis equipment	\$200,242.00	Value Analysis		PHCC	17
16	CDW Government	Product - information technology hardware and equipment	\$161,398.29	GPO	3	System	18

# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Service -Comprehensive Health Protection	
<b>TYPE OF REQUEST:</b> Accept Grant Renewal		<b>VENDOR / SUPPLIER:</b> Illinois Department of Public Health, Springfield, Illinois	
<b>FISCAL IMPACT / ACCOUNT:</b> N/A		<b>GRANT FUNDED AMOUNT:</b> \$6,457,966.00	
<b>CONTRACT PERIOD:</b> 07/01/2019 thru 06/30/2021		<b>CONTRACT #:</b> 05080017H	
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

### PRIOR CONTRACT HISTORY:

In past years the IDPH awarded individual grants aimed toward Health Protection. For 2018-2019 the awards were consolidated to form a Comprehensive Health Protection Grant. On 04/26/2019 the Cook County Health Board approved a twelve (12) month grant award for the period from 07/01/2018 thru 06/30/2019 as follows: Body Art Program, Ground Water Program, Local Health Protection, Lead Poisoning Prevention and Response Program, Tanning Program and Vector Surveillance and Control Program. Total amount was \$3,295,620.50.

### NEW PROPOSAL JUSTIFICATION:

As a state certified health department in the State of Illinois, the Cook County Department of Public Health (CCDPH) is mandated to provide health protection services including, but not limited to, infectious diseases, food protection, potable (drinking) water, and sewage disposal in suburban Cook County areas under the jurisdiction of the CCDPH.

The grant award for FY2020-2021 is for a twenty-four (24) month period and includes the following grants: Body Art Program in the amount of \$96,450; Ground Water Program in the amount of \$36,000.00; Local Health Protection Grant in the amount of \$4,479,102.00; \*Local Health Protection-Narcotic Distribution Grant in the amount of \$40,000.00; Lead Poisoning Prevention and Response Program in the amount of \$927,200.00; \*the Perinatal Hepatitis B Prevention through Case Management Grant in the amount of \$108,000; \*Safe Drinking Water Grant in the amount of \$42,600.00; Tanning Program in the amount of \$22,400.00 and the Vector Surveillance and Control Program in the amount of \$706,214.00.

\*Grants added to this contract, not on prior year.

\*\*The cost of the early termination of this grant is estimated at \$1,045,755.00.

### TERMS OF REQUEST:

This is a request to accept grant contract number 05080017H in an amount not to exceed \$6,457,966.00 as needed, for a period of twenty-four (24) months from 07/01/2019 thru 06/30/2021.

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer

**APPROVED**

FEB 28 2020

BY BOARD OF  
DIRECTORS OF COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM

Request #

1

• 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.  
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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Linda Follenwelder, Chief Operating Officer of Correctional Health Services	
<b>DATE:</b> 02/13/2020	<b>PRODUCT / SERVICE:</b> Service – Providing MAT for Opioid Use Disorder in the Cook County Jail		
<b>TYPE OF REQUEST:</b> Accept Grant Renewal	<b>VENDOR / SUPPLIER:</b> Cook County Health Foundation (CCHF), Chicago, IL		
<b>ACCOUNT:</b> N/A	<b>FISCAL IMPACT NOT TO EXCEED:</b>	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> \$94,786.00	
<b>CONTRACT PERIOD:</b> 01/01/2020 thru 06/30/2020			<b>CONTRACT NUMBER:</b> N/A
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A			
<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> N/A			

**PRIOR CONTRACT HISTORY:**

On 04/28/2019 the (CCH) Board of Directors approved a subgrant agreement with (CCHF) in the amount of \$189,571.13 for a twelve (12) month period from 01/01/2019 thru 12/31/2019 to provide Medication Assisted Treatment (MAT) within the Cook County Jail.

**NEW PROPOSAL JUSTIFICATION:**

This is a subgrant agreement renewal between CCH and the Cook County Health Foundation. Under this grant agreement funds are received by CCHF from the Public Health Institute of Metropolitan Chicago (PHIMC), for the Chicago Department of Public Health's Expansion and Enhancement of Medication-Assisted Treatment for Opioid Use Disorder. CCH will continue to expand medication-assisted treatment access for opioid use disorder within the Cook County Jail.

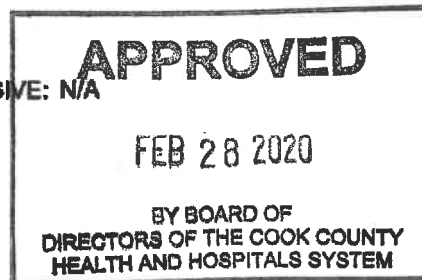
**TERMS OF REQUEST:**

This is a request to accept a grant renewal in an amount not to exceed \$94,786.00 as needed, for a period of six (6) months from 01/01/2020 thru 06/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer



Request #  
2

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# Cook County Health

## AS AMENDED BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Jarrod G. Johnson, Chief Operating Officer Stroger Hospital and Central Campus	
<b>DATE:</b> 02/13/2020	<b>PRODUCT / SERVICE:</b> Services – Temporary Staffing for Radiology, Pharmacy, Laboratory, Employee Health Services & Various Departments		
<b>TYPE OF REQUEST:</b> Amend and Increase Contract	<b>VENDOR / SUPPLIER:</b> Kore SAE, LLC, (Formerly STW Healthcare) Frankfort, IL		
<b>ACCOUNT:</b>	<b>FISCAL IMPACT NOT TO EXCEED:</b> FY2020 <del>\$2,812,620.00</del> \$1,000,000.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> 12/01/2017 thru 11/30/2020		<b>CONTRACT NUMBER:</b> H18-25-114	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> RFP (2017-9)			

**PRIOR CONTRACT HISTORY:**

On 12/15/2017 the Cook County Health (CCH) Board approved contract number H18-25-114 for a period of thirty-six (36) months from 12/01/2017 thru 11/30/2020 in the amount of \$3,785,430.00. An amendment was executed on 10/18/2018 by the Office of Supply Chain Management to update the scope of work to include dental billing specialists. On 01/25/2019 the CCH Board approved a request to increase the contract by \$525,000.00 for additional services. On 04/26/2019 the CCH Board approved a request to increase the contract by \$1,500,000.00.

**NEW PROPOSAL JUSTIFICATION:**

This is a request to provide Interim staffing for various (Radiology, Pharmacy, Sterile Processing, Endoscopy, Dialysis Ambulatory Services, Facilities, Laboratory, Revenue Cycle and CCDPH) departments within CCH, until vacancies can be filled. Vendor is a certified County MWBE.

**TERMS OF REQUEST:**

This is a request to increase contract number H18-25-114 in an amount not to exceed ~~\$2,812,620.00~~ <sup>\$1,000,000.00</sup>, as needed, for the remainder of the contract period thru 11/30/2020.

**CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:** Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer

**APPROVED**

FEB 28 2020

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

**Request #**

3

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b>		<b>EXECUTIVE SPONSOR:</b> Mary Sajdak, Chief Operating Officer, Integrated Care Management	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Service – Care Coordination System for CountyCare	
<b>TYPE OF REQUEST:</b> Extend and Increase Contract		<b>VENDOR / SUPPLIER:</b> Texture Health, LLC, Chicago, IL	
<b>ACCOUNT:</b> 53164	<b>FISCAL IMPACT NOT TO EXCEED:</b> FY2020 \$800,000.00 FY2021 \$400,000.00 Total \$1,200,000.00		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> 03/17/2017 thru 03/16/2020		<b>REVISED CONTRACT PERIOD:</b> 03/17/2020 thru 03/31/2021	<b>CONTRACT NUMBER:</b> H17-25-056
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Emergency Purchase (03/17/2017)			

**PRIOR CONTRACT HISTORY:**

On 03/17/2017 an emergency purchase for contract number H17-25-056 was made to in the amount of \$3,070,000 for a period of thirty-six (36) months from 03/17/2017 thru 03/16/2020.

**NEW PROPOSAL JUSTIFICATION:**

This request is to increase and extend the contract to allow for continuance of services until the Cook County Health's care management internally developed system is fully functional. CCH provides care coordination services for more than 50% of CountyCare's membership, support Blue Cross managed care, and Carelink activities.

**TERMS OF REQUEST:**

This is a request to extend and increase contract number H17-25-056 in an amount not to exceed \$1,200,000.00, as needed, for a period of twelve and one half (12.5) months from 3/17/2020 thru 03/31/2021.

**CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:** Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer

**APPROVED**

FEB 28 2020

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

**Request #**

4

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Charles A. Jones, Chief Procurement Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Service – Professional Consulting Services, SCM-AP-IT	
<b>TYPE OF REQUEST:</b> Extend and Increase Contract		<b>VENDOR / SUPPLIER:</b> Saldemar Solutions, LLC, Chicago, IL	
<b>ACCOUNT</b>	<b>FISCAL IMPACT NOT TO EXCEED:</b> FY2020 \$600,000.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> 06/01/2018 thru 05/31/2020		<b>REVISD CONTRACT PERIOD</b> 06/01/2020 thru 12/31/2020	
		<b>CONTRACT NUMBER:</b> H18-25-049	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Comparable Government Procurement			

**PRIOR CONTRACT HISTORY:**

On 04/27/2018 the Cook County Health (CCH) Board of Directors approved contract number H18-25-049 in the amount of \$577,800.00 for a period of twenty-four (24) months from 06/01/2018 thru 05/31/2020 for the provision of system integration and support resource for Supply Chain Management (SCM). On 10/16/2018 the Office of Supply Chain Management executed an Amendment to increase the contract value by \$140,800.00 for the provision of resources in support of Oracle. On 02/28/2019 the CCH Board of Directors approved a request to increase contract in the amount of \$536,400.00. On 007/26/2019 the CCH Board of Directors approved a request to increase contract in the amount of \$606,280.00.

**NEW PROPOSAL JUSTIFICATION:**

This request is for the continued provision of key resources on a temporary basis to support systems, data and inventory management for Supply Chain Management and Material Management. Positions are being actively recruited. Vendor is a certified County MWBE.

**TERMS OF REQUEST:**

This is a request to extend and increase contract number H18-25-049 in an amount not to exceed \$600,000.00, as needed for an additional seven (7) month period through 12/31/2020.

**CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:** Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:

Debra D. Carey, Interim Chief Executive Officer

**WITHDRAWN**

**Request #**

**5**

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# Cook County Health

## AS AMENDED BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D. Chair, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D. Chief Medical Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – Orthopedic Supplies and Implants	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Zimmer US, Inc., Warsaw IN	
<b>ACCOUNT:</b> 530785	<b>FISCAL IMPACT NOT TO EXCEED:</b>		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
	FY2020	\$718,750.00	
	FY2021	\$958,333.33	
	FY2022	\$958,333.33	
	FY2023	\$239,583.34	
Total		\$2,875,000.00	
<b>CONTRACT PERIOD:</b> <del>03/01/2020 thru 02/28/2023</del> 09/01/2020 thru 08/23/2023			<b>CONTRACT NUMBER:</b> H20-25-044
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award		
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

**PRIOR CONTRACT HISTORY:**

On various occasions, the Cook County Health (CCH) Board of Directors approved various contracts for Orthopedic Supplies and Implants with a host of Contractors. The contracts covered a thirty-six (36) month period with a total not-to-exceed value of \$11,446,000.00.

**NEW PROPOSAL JUSTIFICATION:**

This request is one (1) of six (6) for a vendor to provide orthopedic supplies and biologics to be used for patient care with surgeries focused on the treatment of joint replacement and orthopedic reconstruction.

During the RFP process physicians were able to provide detailed information pertaining to the top fifty-two (52) constructs/case types that would best fit the products required for the best clinical results and cost savings.

**TERMS OF REQUEST:**

This is a request to execute contract H20-25-044 in an amount not to exceed \$2,875,000.00 as needed, for a period of thirty-six (36) months from ~~03/01/2020 thru 02/28/2023~~ 09/01/2020 thru 08/23/2023

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer

APPROVED

FEB 28 2020

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

Request #

6

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •  
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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D. Chair, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D. Chief Medical Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – Orthopedic Supplies and Implants	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Stryker Orthopedics a part of Howmedica Osteonics Corporation, Mahwah, NJ	
<b>ACCOUNT:</b> 530785	<b>FISCAL IMPACT NOT TO EXCEED:</b>		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
	FY2020 \$640,500.00		
	FY2021 \$854,000.00		
	FY2022 \$854,000.00		
	FY2023 \$213,500.00		
Total \$2,562,000.00			
<b>CONTRACT PERIOD:</b> 03/01/2020 thru 02/28/2023			<b>CONTRACT NUMBER:</b> H20-25-046
<b>X</b>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award		
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

**PRIOR CONTRACT HISTORY:**

On various occasions, the Cook County Health (CCH) Board of Directors approved various contracts for Orthopedic Supplies and Implants with a host of Contractors. The contracts covered a thirty-six (36) month period with a total not-to-exceed value of \$11,446,000.00.

**NEW PROPOSAL JUSTIFICATION:**

This request is one (1) of six (6) for a vendor to provide orthopedic supplies and implants for a variety of types of surgeries, such as: hand, wrist, elbow, foot and ankle, trauma and extremities and joint replacement.

During the RFP process physicians were able to provide detailed information pertaining to the top fifty-two (52) constructs/case types that would best fit the products required for the best clinical results and cost savings.

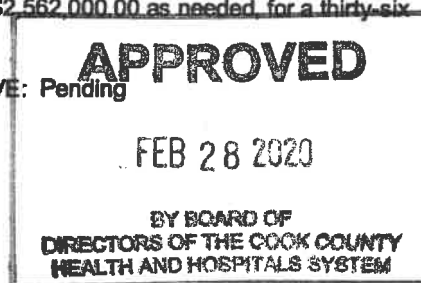
**TERMS OF REQUEST:**

This request to execute contract H20-25-046 in an amount not to exceed \$2,562,000.00 as needed for a thirty-six (36) period from 03/01/2020 thru 02/28/2023.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer



Request #

7

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D. Chair, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D. Chief Medical Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – Orthopedic Supplies and Implants	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Acumed, LLC, Hillsboro OR	
<b>ACCOUNT:</b> 530785	<b>FISCAL IMPACT NOT TO EXCEED:</b>		<b>GRANT FUNDED / RENEWAL AMOUNT:</b>
	FY2020	\$474,500.00	N/A
	FY2021	\$633,333.33	
	FY2022	\$633,333.33	
	FY2023	\$158,833.34	
	Total	\$1,900,000.00	
<b>CONTRACT PERIOD</b> 03/01/2020 thru 02/28/2023			<b>CONTRACT NUMBER:</b> H20-25-042
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award		
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

**PRIOR CONTRACT HISTORY:**

On various occasions, the Cook County Health (CCH) Board of Directors approved various contracts for Orthopedic Supplies and Implants with a host of Contractors. The contracts covered a thirty-six (36) month period with a total not-to-exceed value of \$11,446,000.00.

**NEW PROPOSAL JUSTIFICATION:**

This request is one (1) of six (6) for a vendor to provide orthopedic supplies and biologics to be used for patient care with surgeries focused on hand & wrist, elbows, hips and pelvis and foot and ankle.

During the RFP process physicians were able to provide detailed information pertaining to the top fifty-two (52) constructs/case types that would best fit the products required for the best clinical results and cost savings.

**TERMS OF REQUEST:**

This is a request to execute contract H20-25-042 in an amount not to exceed \$1,900,000.00 as needed, for a period of thirty-six (36) months from 03/01/2020 thru 02/28/2023.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer

**APPROVED**

FEB 28 2020

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

Request #

8

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D. Chair, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D. Chief Medical Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – Orthopedic Supplies and Implants	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> DePuy Synthes Sales Inc., West Chester, PA	
<b>ACCOUNT:</b> 530785	<b>FISCAL IMPACT NOT TO EXCEED:</b>		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
	FY2020	\$439,500.00	
	FY2021	\$586,000.00	
	FY2022	\$586,000.00	
	FY2023	\$147,000.00	
<b>Total</b>		<b>\$1,758,000.00</b>	
<b>CONTRACT PERIOD:</b> 03/01/2020 thru 02/28/2023			<b>CONTRACT NUMBER:</b> H20-25-043
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award		
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

**PRIOR CONTRACT HISTORY:**

On various occasions, the Cook County Health (CCH) Board of Directors approved various contracts for Orthopedic Supplies and Implants with a host of Contractors. The contracts covered a thirty-six (36) month period with a total not-to-exceed value of \$11,446,000.00.

**NEW PROPOSAL JUSTIFICATION:**

This request is one (1) of six (6) for a vendor to provide orthopedic supplies and implants for a variety of types of surgeries, such as: hand, wrist, elbow, foot and ankle, trauma and extremities and joint replacement.

During the RFP process physicians were able to provide detailed information pertaining to the top fifty-two (52) constructs/case types that would best fit the products required for the best clinical results and cost savings.

**TERMS OF REQUEST:**

This is a request to execute contract number H20-25-043 in an amount not to exceed \$1,758,000.00 as needed, for a thirty-six (36) period from 03/01/2020 thru 02/28/2023.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:

Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:

Debra D. Carey, Interim Chief Executive Officer

**APPROVED**

FEB 28 2020

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

**Request #**

**9**

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b>		<b>EXECUTIVE SPONSOR:</b> Iliana A. Mora, Chief Operating Officer, Ambulatory Services	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Service – Funding for Access to Care Program	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Suburban Primary Health Care Council, Westchester, IL	
<b>ACCOUNT:</b> 521005	<b>FISCAL IMPACT NOT TO EXCEED:</b> FY2020 \$1,500,000.00	<b>GRANT FUNDED /RENEWAL AMOUNT:</b> N/A	
<b>ORIGINAL CONTRACT PERIOD:</b> 12/1/2019 thru 11/30/2020			<b>CONTRACT NUMBER:</b> H20-25-050
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sole Source			

**PRIOR CONTRACT HISTORY:**

On 02/28/2019 contract number H19-25-018 was approved by the Cook County Health Board of Directors for a twelve (12) month period from 12/01/2018 thru 11/30/2019 in the amount of \$1,500,000.00.

**NEW PROPOSAL JUSTIFICATION:**

Suburban Primary Health Care Council provides health care services to low-income and uninsured residents of Cook County through Access to Care Program funded by Cook County Health (CCH). This request provides continued uninterrupted healthcare services. Residents will be linked to a primary care physician who will provide routine medical exams, diagnostic laboratory test and x-rays and prescribe medications. FY2020 funding is provided by the Cook County Board of Commissioners and represent the final year of Cook County supported funding.

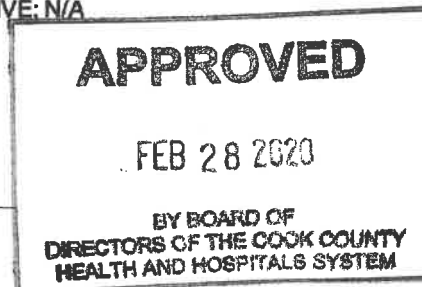
**TERMS OF REQUEST:**

This request is to execute contract number H20-25-050 in an amount not to exceed \$1,500,000.00, as needed for twelve (12) month period from 12/1/2019 thru 11/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer



**Request #**  
**10**

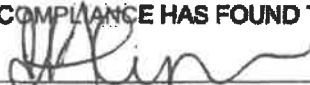
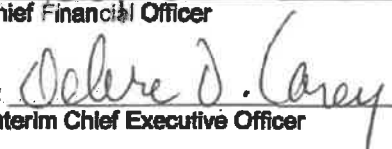
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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b>		<b>EXECUTIVE SPONSOR:</b> Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health	
<b>DATE:</b> 02/13/2020	<b>PRODUCT / SERVICE:</b> Service – Qualitative Research Project, Establish a system to monitor real time opioid events		
<b>TYPE OF REQUEST:</b> Execute Contract	<b>VENDOR / SUPPLIER:</b> Board of Trustees of the University of Illinois, Chicago, IL		
<b>ACCOUNT:</b> N/A	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$525,513.00 (Grant Funded)	<b>GRANT FUNDED / RENEWAL AMOUNT:</b>	
<b>CONTRACT PERIOD:</b> 09/01/2019 thru 08/30/2022		<b>CONTRACT NUMBER:</b> H20-25-051	
<b>COMPETITIVE SELECTION METHODOLOGY:</b>			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sub-Grant			
<b>PRIOR CONTRACT HISTORY:</b> No prior contract History			
<b>NEW PROPOSAL JUSTIFICATION:</b> <p>This is a request to execute a contract with University of Illinois at Chicago's (UIC) School of Public Health. The Community Outreach Intervention Projects (COIP) group will conduct a qualitative assessment of individuals using opioids across Cook County, focusing on those at increased risk of experiencing an overdose. The findings will build a local understanding of context, barriers, and stigma related to opioid use disorder and overdose, and inform messaging and activities to prevent overdose.</p> <p>The UIC School of Public Health will analyze barriers to treatment and integrate hospital, emergency response, and other data sets to develop a system to monitor real-time opioid events to ensure timely completion of grant deliverables. This work will support deliverables required under the Chicago Department of Public Health's Opioid to Data Action Program's sub grant awarded to the Cook County Department of Public Health.</p>			
<b>TERMS OF REQUEST:</b> <p>This is a request to execute contract number H20-25-051 in an amount not to exceed \$525,513.00, as needed, for a period of thirty-six (36) months from 09/01/ 2019 thru 08/30/2022.</p>			
<b>CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:</b> Pending <div style="float: right; border: 2px solid black; padding: 10px; text-align: center;"> <b>APPROVED</b>   <b>FEB 28 2020</b>   <small>BY BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM</small> </div>			
<b>CCH CFO:</b>  Ekerete Akpan, Chief Financial Officer			
<b>CCH Interim CEO:</b>  Debra D. Carey, Interim Chief Executive Officer			
<b>Request #</b> <b>11</b>			

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D. Chair, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D. Chief Medical Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – Orthopedic Supplies and Implants	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Wright Medical Technology, Inc., Memphis TN.	
<b>ACCOUNT:</b> 530785	<b>FISCAL IMPACT NOT TO EXCEED:</b>		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
	FY2020	\$122,000.25	
	FY2021	\$162,667.00	
	FY2022	\$162,667.00	
	FY2023	\$40,666.75	
	Total	\$488,000.00	
<b>CONTRACT PERIOD:</b> 03/01/2020 thru 02/28/2023			<b>CONTRACT NUMBER:</b> H20-25-045
<b>X</b>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award		
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

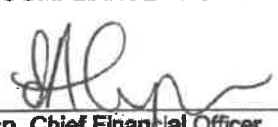
**PRIOR CONTRACT HISTORY:**  
On various occasions, the Cook County Health (CCH) Board of Directors approved various contracts for Orthopedic Supplies and Implants with a host of Contractors. The contracts covered a thirty-six (36) month period with a total not-to-exceed value of \$11,446,000.00.

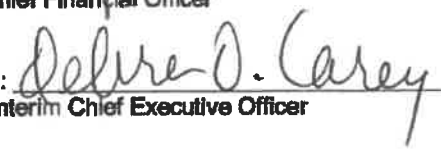
**NEW PROPOSAL JUSTIFICATION:**  
This request is one (1) of six (6) for a vendor to provide orthopedics and implants focused on Extremities and Biologics surgical solutions for the upper extremities and lower extremities, (i.e., hand, wrist, elbow, foot and ankle).

During the RFP process physicians were able to provide detailed information pertaining to the top fifty-two (52) constructs/case types that would best fit the products required for the best clinical results and cost savings.

**TERMS OF REQUEST:**  
This is a request to execute contract number H20-25-045 in an amount not to exceed \$488,000.00 as needed, for a period of thirty-six (36) months from 03/01/2020 thru 02/28/2023.

**CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:** Pending

**CCH CFO:**   
Ekerete Akpan, Chief Financial Officer

**CCH Interim CEO:**   
Debra D. Carey, Interim Chief Executive Officer

**Request #**  
**12**

APPROVED

FEB 28 2020

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

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health (CCDPH)	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Service – Convene three area task forces in suburban Cook County.	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Treatment Alternatives for Safe Communities (TASC) Chicago, IL	
<b>ACCOUNT:</b> N/A		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$450,000.00 (Grant Funded)	<b>GRANT FUNDED / RENEWAL AMOUNT:</b>
<b>CONTRACT PERIOD:</b> 10/01/2019 thru 08/31/2022			<b>CONTRACT NUMBER:</b> H20-25-035
<b>COMPETITIVE SELECTION METHODOLOGY:</b> N/A			
<input checked="" type="checkbox"/> <b>NON-COMPETITIVE SELECTION METHODOLOGY:</b> Sub-Grant			

**PRIOR CONTRACT HISTORY:**

No prior contract history.

**NEW PROPOSAL JUSTIFICATION:**

The Center for Disease Control (CDC) awarded a grant to the City of Chicago with the Cook County Department of Public Health as a sub-grantee. Treatment Alternatives for Safe Communities (TASC) has seven years' experience in working with law enforcement agencies and community partners. TASC is uniquely positioned to convene law enforcement and other stakeholders in assessing, planning, and implementing diversion programs with a wide range of law enforcement agencies, a critical need due to the complex and varied nature of suburban Cook County municipal law enforcement agencies.

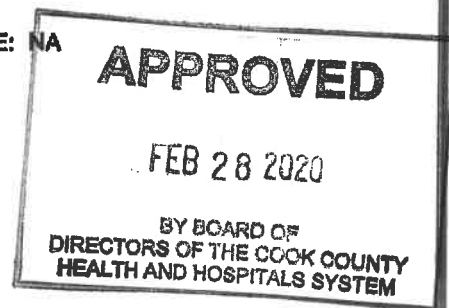
**TERMS OF REQUEST:**

This is a request to execute contract number H20-25-035 in an amount not to exceed \$450,000.00, as needed, for a period of thirty-four (34) months from 10/01/2019 thru 8/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: NA

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer



**Request #**  
**13**

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# Cook County Health

## AS AMENDED BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Richard Keen, M.D. Chair, Department of Surgery		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D. Chief Medical Officer					
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – Orthopedic Supplies and Implants					
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> Arthrex Inc., Naples, FL.					
<b>ACCOUNT:</b> 530785	<b>FISCAL IMPACT NOT TO EXCEED:</b>		<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A				
	FY2020 \$94,500.00						
	FY2021 \$126,000.00						
	FY2022 \$126,000.00						
	FY2023 \$31,500.00						
	Total \$378,000.00						
<b>CONTRACT PERIOD:</b> 03/01/2020 thru 02/28/2023 09/01/2020 thru 08/31/2023			<b>CONTRACT NUMBER:</b> H20-25-047				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%; text-align: center;"><b>X</b></td> <td><b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award</td> </tr> <tr> <td></td> <td><b>NON-COMPETITIVE SELECTION METHODOLOGY:</b></td> </tr> </table>				<b>X</b>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award		<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>
<b>X</b>	<b>COMPETITIVE SELECTION METHODOLOGY</b> RFP (6) Multiple Award						
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>						

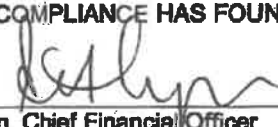
**PRIOR CONTRACT HISTORY:**  
On various occasions, the Cook County Health (CCH) Board of Directors approved various contracts for Orthopedic Supplies and Implants with a host of Contractors. The contracts covered a thirty-six (36) month period with a total not-to-exceed value of \$11,446,000.00.

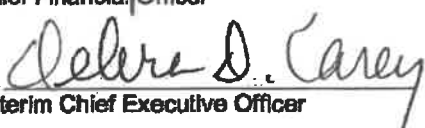
**NEW PROPOSAL JUSTIFICATION:**  
This request is one (1) of six (6) for a vendor to provide orthopedic supplies and implants for a variety of types of surgeries, such as: Anterior Cruciate Ligament, Distal Biceps Repair, Arthroscopic Labral Repair, Arthroscopic Rotator Cuff Repair, Elbow Ligament Repair, Pectoral Major Repair, Ulna Collateral Ligament Repair/Recon, and Wrist Arthroscopy.

During the RFP process physicians were able to provide detailed information pertaining to the top fifty-two (52) constructs/case types that would best fit the products required for the best clinical results and cost savings

**TERMS OF REQUEST:**  
This is a request to execute contract H20-25-047 in an amount not to exceed \$378,000.00 for a period of thirty-six (36) months from 03/01/2020 thru 02/28/2023- 09/01/2020 thru 08/31/2023

**CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:** Pending

**CCH CFO:**   
Ekerete Akpan, Chief Financial Officer

**CCH Interim CEO:**   
Debra D. Carey, Interim Chief Executive Officer

APPROVED

FEB 28 2020

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

**Request #**  
**14**

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> Peter Hart, M.D., Chair, Division of Nephrology and Hypertension		<b>EXECUTIVE SPONSOR:</b> Claudia M. Fegan, M.D., Chief Medical Officer	
<b>DATE:</b> 02/13/2020	<b>PRODUCT / SERVICE:</b> Product – Hemodialysis Equipment		
<b>TYPE OF REQUEST:</b> Execute Contract	<b>VENDOR / SUPPLIER:</b> Fresenius USA Marketing, Inc. D/B/A: Fresenius Medical Care – North America, Waltham MA		
<b>ACCOUNT:</b>	<b>FISCAL IMPACT NOT TO EXCEED:</b> \$200,242.00	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A	
<b>CONTRACT PERIOD:</b> One Time Capital Purchase		<b>CONTRACT NUMBER:</b> H20-76-048	
<input checked="" type="checkbox"/>	<b>COMPETITIVE SELECTION METHODOLOGY</b> Value Analysis		
<input type="checkbox"/>	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

**PRIOR CONTRACT HISTORY:**  
No Contract Prior History

**NEW PROPOSAL JUSTIFICATION:**

This request for Dialysis Hemodialysis Equipment, Disposable Products and Service is entailed for the growth plan and opening of the new Dialysis Center located at Provident Hospital. With the purchase of the new dialysis equipment from vendor, it will assist Cook County Health (CCH) Clinical staff to streamline the treatment process for our patients and provide chairside access to patient information. SCM Value Analysis worked with end users and clinical staff to evaluate vendor options via product demonstrations and clinical training. The choice to move forward with vendor was justified by current state of technology, service level, discussions with other hospitals in the Medical District and that CCH has existing Fresenius devices being utilized internally.

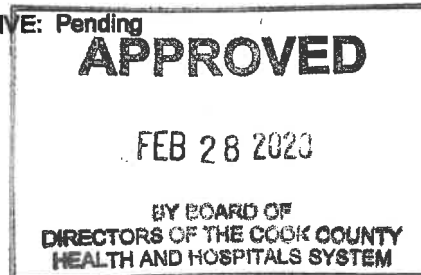
**TERMS OF REQUEST:**

This is a request to execute contract number H20-76-048 in an amount not to exceed \$200,242.00 as needed, for a one-time capital purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCH CFO:   
Ekerete Akpan, Chief Financial Officer

CCH Interim CEO:   
Debra D. Carey, Interim Chief Executive Officer



Request #  
15

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# Cook County Health

## BOARD APPROVAL REQUEST

<b>SPONSOR:</b> N/A		<b>EXECUTIVE SPONSOR:</b> Robert Sumter, PhD, Chief Information Officer	
<b>DATE:</b> 02/13/2020		<b>PRODUCT / SERVICE:</b> Product – I/T Hardware and Equipment	
<b>TYPE OF REQUEST:</b> Execute Contract		<b>VENDOR / SUPPLIER:</b> CDW Government, Vernon Hills IL	
<b>ACCOUNT:</b>		<b>FISCAL IMPACT NOT TO EXCEED:</b> \$161,398.29	<b>GRANT FUNDED / RENEWAL AMOUNT:</b> N/A
<b>CONTRACT PERIOD:</b> One Time Capital Purchase – Capital Equipment			<b>CONTRACT NUMBER:</b> H20-76-049
<b>X</b>	<b>COMPETITIVE SELECTION METHODOLOGY</b> GPO – (3)		
	<b>NON-COMPETITIVE SELECTION METHODOLOGY:</b>		

**PRIOR CONTRACT HISTORY:**

No Contract Prior History

**NEW PROPOSAL JUSTIFICATION:**

This is a request to purchase needed IT Hardware and Equipment for installation at the new Provident Lifestyles Center. Equipment will be leased via our lease line of credit.

**TERMS OF REQUEST:**

This is a request to execute contract number H20-76-049 in an amount not to exceed \$161,398.29 as needed, for a one-time capital purchase.

**CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE:** Pending

**CCH CFO:**   
Ekerete Akpan, Chief Financial Officer

**CCH Interim CEO:**   
Debra D. Carey, Interim Chief Executive Officer

**APPROVED**

FEB 28 2020

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

**Request #**  
**16**

• 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  
February 20, 2020

ATTACHMENT #2



MWBE METRICS - FY 2019				
Contracts \$150,000.00 and Over for September, October, and November 2019				
Month	Friday, September 27, 2019	Friday, October 25, 2019	Friday, November 22, 2019	TOTAL
Number of Contracts Awarded	16	12	13	41
Total Award Value	\$134,929,978	\$119,616,022	\$25,489,304	\$280,035,304
Number of Contracts with Goals	7	7	6	20
Value	\$121,353,009	\$115,396,022	\$18,181,528	\$254,930,559
% Total Award	90%	96%	71%	91%
Number of Contracts with MWBE as Prime	1	3	0	4
Prime Award Value	\$150,000	\$3,791,509	\$0	\$3,941,509
% Contract w/goal	0.12%	3%	0%	2%
Number of Contracts with MWBE as Subcontractor	3	2	6	11
Sub Award Value	\$915,968	\$38,571,032	\$2,309,953	\$41,796,953
% Contract w/goal	1%	33%	13%	16%
Number of Contracts with Full Waivers	3	2	0	5
Waiver Value	\$25,128,355	\$1,637,500	\$0	\$26,765,855
% Contract w/goal	20.71%	1.42%	0%	10%

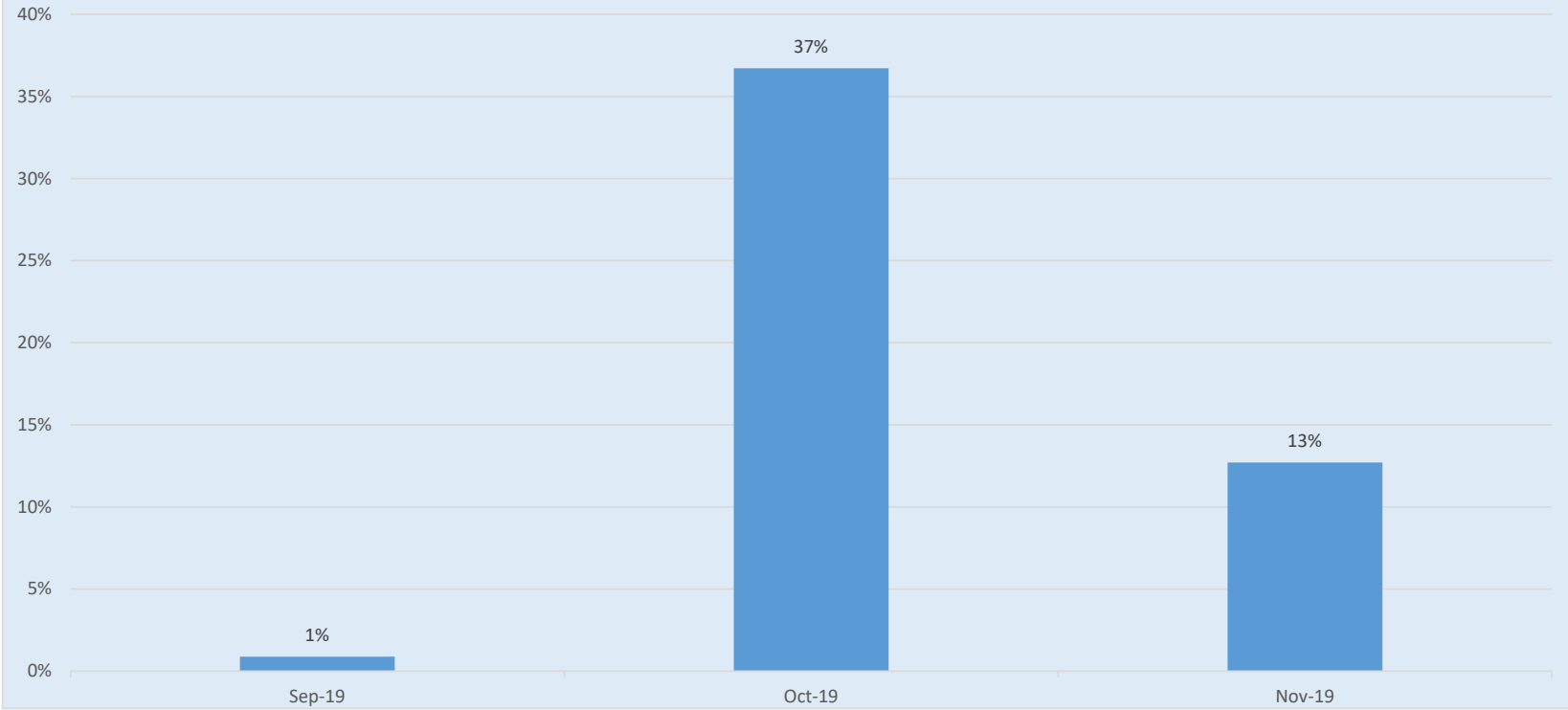
**NOTE:** The difference between Number of Contract Awarded and Number of Contracts with Goals = Contracts assigned a Contract specific goal of zero.  
This means that there were no certified MWBEs to provide the specific Good, Service or Equipment.

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.

October reflects two full waivers; the vendor did achieve some indirect participation for one of the waivers but it is only considered a good faith effort.

See next page for MWBE Participation Bar Chart

**Percent (%) of Dollars Awarded to M/WBEs**



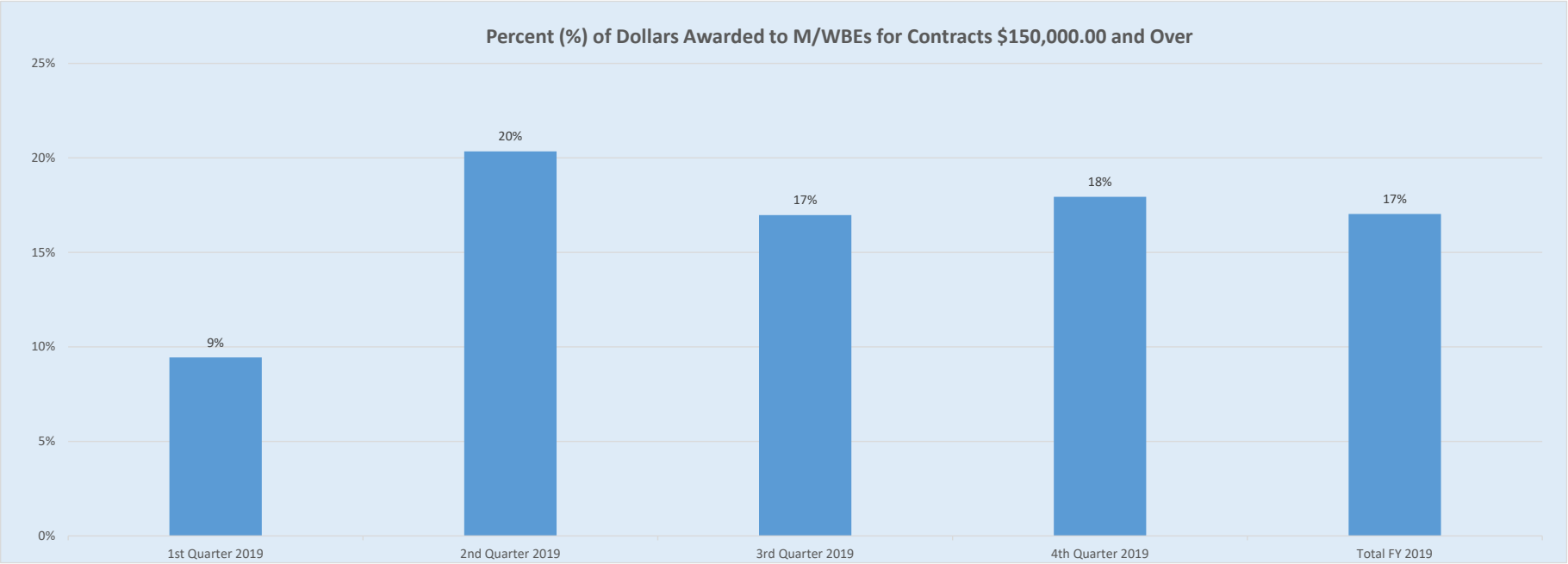
MWBE METRICS - FY 2019					
Contracts \$150,000.00 and Over for Fiscal Year 2019					
Month	Dec 2018, Jan and Feb 2019 1st Quarter	March, April and May 2019 2nd Quarter	June, July and August 2019 3rd Quarter	Sep, Oct, and Nov 2019 4th Quarter	TOTAL
Number of Contracts Awarded	41	41	48	41	171
Total Award Value	\$1,058,339,863	\$75,044,785	\$89,893,879	\$280,035,304	\$1,503,313,831
Number of Contracts with Goals	17	23	21	20	81
Value	\$57,759,194	\$64,213,659	\$74,366,745	\$254,930,559	\$451,270,157
% Total Award	5%	86%	83%	91%	30%
Number of Contracts with MWBE as Prime	3	2	4	4	13
Prime Award Value	\$1,303,118	\$1,704,506	\$2,657,620	\$3,941,509	\$9,606,753
% Contract w/goal	2%	3%	4%	2%	2%
Number of Contracts with MWBE as Subcontractor	12	12	14	11	49
Sub Award Value	\$4,148,544	\$11,359,921	\$9,962,335	\$41,796,953	\$67,267,753
% Contract w/goal	7%	18%	13%	16%	15%
Number of Contracts with Full Waivers	2	9	3	5	19
Waiver Value	\$7,227,740	\$22,844,947	\$1,105,027	\$26,765,855	\$57,943,569
% Contract w/goal	13%	36%	1%	10%	13%

**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.

The metrics above refelects some waivers where the vendor did achieve some indirect participation, but indirect participation is only considered a good faith effort.

See next page for MWBE Participation Bar Chart



**CCHHS MBE/WBE Commitment Report for Board Meeting on November 22, 2019**

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H15-25-011	5	System Wide	Cardinal Health	Product - Distribution of Medical and Surgical Supplies	RFP	25% MBE and 10% WBE Participation	\$12,166,667.00	0.622%	0%	<p>This is amendment no. 5. The total contract value is \$139,083,334.00.</p> <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:  ECLA Corporation - MBE(8) - 0.617% Direct or \$858,124.00 for distribution of medical supplies and equipment.  LSL Industries, Inc. - MBE(8) - 0.004% Direct or \$5,825.00 for distribution of medical supplies and equipment.  Action Bag Company -WBE(7)- 0.001% Direct or \$1,262.98 for plastic bags.</p> <p>For a total of 0.622% direct participation</p> <p>Global Capital, Ltd. - WBE(7) - 14.25% Indirect or \$19,820,730.00 for asset management services.</p> <p>Note indirect participation does not count towards meeting the MBE/WBE goals and is only considered a good faith effort.</p>
H16-25-132	6	Surgery	DePuy Synthes Sales, Inc.	Product - Trauma Implants and Orthopedic Supplies	RFP	0%	\$860,000.00	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>

**CCHHS MBE/WBE Commitment Report for Board Meeting on November 22, 2019**

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H17-25-019	7	Health Information Systems	Teletracking Technologies, Inc.	Service - Software Support, Maintenance and Enhancements	Sole Source	35% MWBE Participation	\$510,731.00	4.54%	0%	<p>This is amendment no. 1 for \$510,731.00. The total contract amount is \$1,368,329.00.</p> <p>Partial MBE/WBE waiver is granted due to other relevant factors making it economically infeasible to further utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to utilizing:</p> <p>System Solutions, Inc., MBE(8) for \$62,117.00 or 4.54% direct participation for computer hardware.</p>
H15-25-025	8	Supply Chain Management	Guy Brown Management, LLC	Product and Service - Office Supplies	RFP	25% MBE and 10% WBE Participation	\$426,000.00	19.65%	0%	<p>This is amendment no. 5 for \$426,000.00. The total contract amount is \$2,712,580.47.</p> <p>Partial MBE/WBE waiver is granted due to other relevant factors making it economically infeasible to further utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to utilizing:</p> <p>Delivery &amp; Distribution Solutions, LLC, MBE(6) for \$533,143.92 or 19.65% direct participation for delivery of office supplies.</p>
H12-25-070	9	Finance and Revenue Cycle	Ajilon Professional Staffing	Service - Temporary Staffing	RFP	35% MWBE Participation	\$210,000.00	23.48%	0%	<p>This is amendment no. 7. The total contract value is \$5,994,020.00.</p> <p>Partial MBE/WBE waiver is granted due to other relevant factors making it economically infeasible to further utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to utilizing:</p> <p>Professional Dynamic Network, Inc., MWBE(6) for \$1,325,577.73 or 22.00% direct participation for temporary staffing.</p> <p>Professional Systems, Inc. MBE(6) for \$89,446.15 or 1.48% direct participation for temporary staffing.</p> <p>For a total of 23.48% direct participation</p>

**CCHHS MBE/WBE Commitment Report for Board Meeting on November 22, 2019**

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H16-25-007	10	Laboratory	Beckman Coulter, Inc.	Product and Service - Lab Automation Equipment, Reagents, Services and Software	RFP	25% MBE and 10% WBE Participation	\$4,148,130.00	6%	0%	<p>This is amendment no. 1. The total contract value is \$16,648,130.00.</p> <p>Partial MBE/WBE waiver is granted due to other relevant factors making it economically infeasible to further utilize MBEs and/or WBEs in accordance with the applicable participation.</p> <p>The vendor has committed to:</p> <p>International Quality Contracting, Inc., MWBE(6) for \$999,607.00 or 6% direct participation to provide construction installation of equipment.</p>
H20-25-010	11	Medical Imaging	GE Healthcare IITTS USA Corporation	Service - Maintenance and Repair for the Picture Archiving and Communication System (PACS), including System Upgrades	GPO	0%	\$4,802,292.00	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>
H20-25-013	12 - 1	Provident Hospital	McDonagh Construction	Service -Demolition of Sengstacke Health Center	RFP	24% MBE and 10% WBE Participation	\$720,000.00	24.30%	10.42%	<p>The vendor committed to utilizing:</p> <p>Martinez Frogs, Inc., MBE (9) for \$140,000.00 or 19.44% direct participation to provide trucking services.</p> <p>Nes, Inc., MBE (9) for \$35,000.00 or 4.86% direct participation to provide environmental remediation services.</p> <p>AMS Elite Solutions, Inc., WBE (7) for \$35,000.00 4.86% direct participation to provide trucking services.</p> <p>Comprehensive Construction Solutions, LLC., WBE (7) for \$40,000.00 or 5.56% direct participation to provide HVAC services.</p> <p>For a total of 34.72% direct participation.</p>

**CCHHS MBE/WBE Commitment Report for Board Meeting on November 22, 2019**

Contract No.	Agenda Item No.	User Department	Vendor	Commodity	Contract Type	Contract Goal %	Fiscal Impact	MBE % Committed	WBE % Committed	Details of Participation
H20-25-012	13	Anesthesiology and Pain Management	Medtronic USA, Inc.	Product - Spinal Cord Stimulation Products and Spinal Column Stimulators, Intrathecal Pumps	Sole Source	0%	\$565,000.00	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.
H20-25-014	14	Integrated Care Management	Medical Resource Analytics and Informatics Alliance (MRAIA)	Service - Central Data Repository Administrator for Chicago HIV Interactive Linkage Network	RFP	0%	\$406,000.00	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.
H20-25-011	15	Medical Imaging	Vision RT, Inc.	Service - Comprehensive Service and Support Contract for the Vision RT System, including Service Upgrades	Sole Source	0%	\$209,319.00	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.
H20-25-016	16	Health Information Systems	American Messaging Systems	Service - Pager Services	Sole Source	0%	\$182,400.00	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.
H20-25-009	17	Pathology	Board of Trustees of the University of Illinois	Service - Neuropathologist and Derma Pathology Consulting Services with UIC Department of Pathology	Sole Source	0%	\$282,765.00	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.





# COOK COUNTY HEALTH

## Leadership

Toni Preckwinkle  
President  
Cook County Board of Commissioners

Debra D. Carey  
Interim CEO  
Cook County Health

## Board of Directors

M. Hill Hammock  
Chair of the Board

Mary B. Richardson-Lowry  
Vice Chair of the Board

Hon. Dr. Dennis Deer, LCPC, CCFC  
Mary Driscoll, RN, MPH  
Ada Mary Gugenheim  
Mike Koetting  
David Ernesto Munar

Heather M. Prendergast, MD, MS, MPH  
Robert G. Reiter, Jr.  
Layla P. Suleiman Gonzalez, PhD, JD  
Sidney A. Thomas, MSW

DATE: January 21, 2020

TO: Mr. Hill Hammock  
Chair, CCH Board of Directors  
Robert Reiter  
Chair, CCH Finance Committee

FROM: Ekerete Akpan   
Chief Financial Officer

RE: Emergency Purchase

CCH has placed an emergency order. This memo serves as notification, as required in Section 2.8 of the CCH Procurement Policy adopted by the Board on April 2009. This emergency purchase is for the facilitation of an executive search for a Chief Executive Officer.

CCH Emergency Purchase				
January 2020				
Ref	Vendor	Date of Service	Supply/Service	Amount
1	Heidrick & Struggles	01/15/2020 – 01/14/2021	Executive Search Services	Not-to-Exceed \$189,750.00

Cook County Health and Hospitals System  
Finance Committee Meeting  
February 20, 2020

ATTACHMENT #3

# CCH Finance Committee Meeting February 2020

**Ekerete Akpan, Chief Financial Officer**

February 20, 2020



COOK COUNTY  
**HEALTH**

# Agenda

1. Jan-2020 Leading indicators
  - a. Revenue Cycle metrics and observations as of Jan-2020
  - b. FY 2020 Gross Charges as of Jan-2020
  - c. Charity care and Self pay costs vs. DSH/BIPA as of Jan-2020
  - d. Preliminary Cash Flow projections as of January 2020
2. System wide Dec-2019 Accrual Basis Income Statement and Observations
  - a. CCH Provider Service Financials , Operational Statistics and Observations
  - b. County Care Financials & Stats
  - c. Correctional Health services Financials & Stats
  - d. Cook County Department of Public Health Financials & Stats
  - e. Administration Financials
3. Appendix - FY 2020 System-wide volumes/stats

# January 2020 Leading Indicators Revenue Cycle Metrics, Gross Charges and Uncompensated Care vs. DSH/BIPA Preliminary Cash Flow Projections



COOK COUNTY  
**HEALTH**



# FYTD 2020 - Revenue Cycle Metrics as of end Jan-2020

Metric	Average FYTD 2019	Average FYTD 2020	Dec-19	Jan-20	CCH Benchmark /Targets	Some Industry Targets
Average Days in Accounts Receivable <i>(lower is better)</i>	97	88	88	88	60-65	40*
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	8	8.3	8	5	7*
Claims Initial Denials Percentage <i>(lower is better)</i>	20%	20%	20%	19%	10%	3%*

**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 from Cerner

# Observations on Revenue Cycle Metrics

- Sustained year over year improvements
  - Cash collections for FYTD 2020 up 23% to \$72.8M from \$59.4M for same period in FY2019
  - Case mix index continues to improve by 6% year over year, indicating greater focus on clinical documentation and coding
  - Average days in Accounts Receivables at 88 days, improving with focus on getting to target days in AR
  - Discharged Not Finally Billed (DNFB) at 8 days improving with focus on “coding-ready” encounters especially for high dollar inpatient discharges and concurrent coding for long stay patients prior to discharges
  - Initial Claims Denials – improving to 19% with focus on upstream processes and activities including pre-authorization, pre-certification and accurate registration. Specific activities aligned with patient accounting implementation there is room for continued improvement.

# FYTD 2020 – Gross Charges as of end Jan-2020 (in \$ millions)

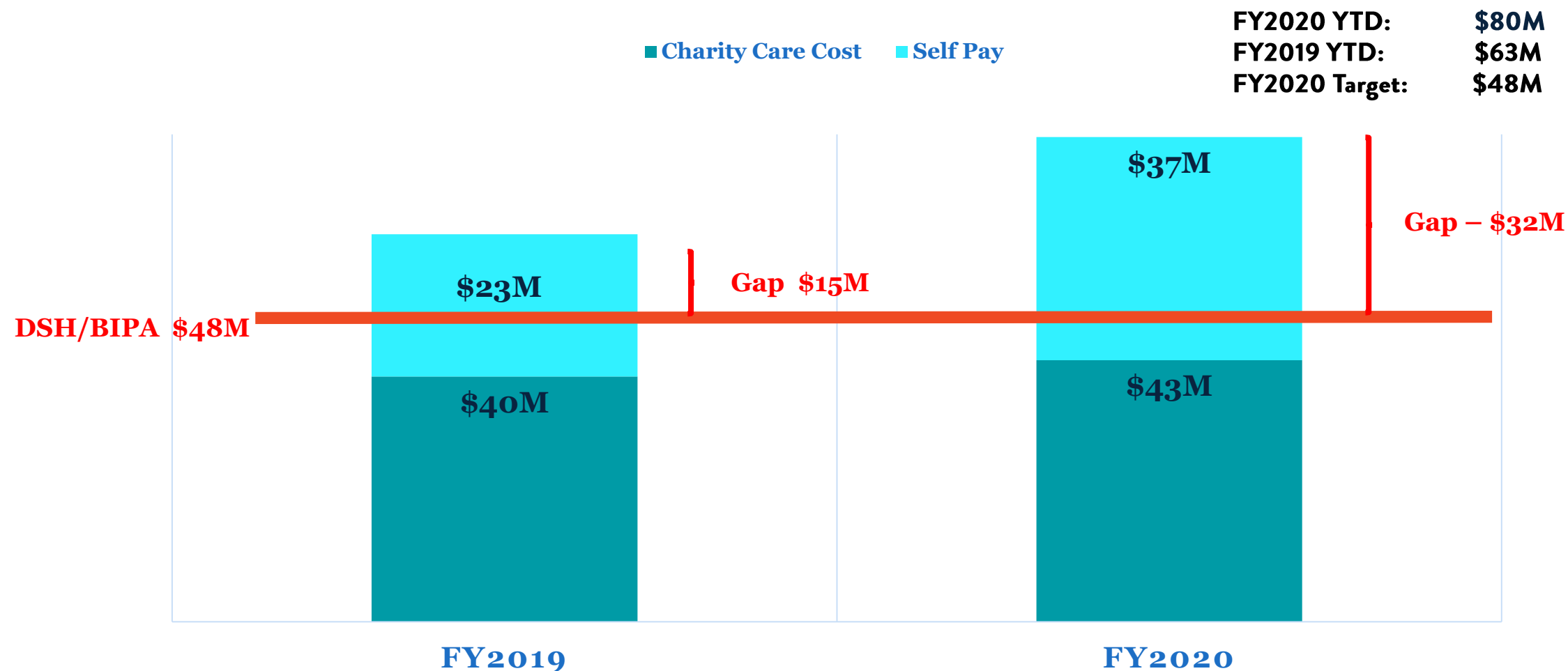
	2019	2020	2019 vs. 2020	2019 vs. 2020 %tage	2020 Budget Target
Charges with Reimbursement Potential	160.11	164.96	4.84	3.0%	
Charges with NO Reimbursement Potential	106.06	131.06	25.00	23.6%	8.5%
<b>Total</b>	<b>266.17</b>	<b>296.01</b>	<b>29.84</b>	<b>11.2%</b>	

	2019	2020	2019vs. 2020	2019v2020 %tage
COMMERCIAL	\$ 16.46	\$ 15.00	\$ (1.46)	-8.9%
COUNTYCARE	\$ 38.82	\$ 42.42	\$ 3.60	9.3%
MEDICAID	\$ 31.89	\$ 23.07	\$ (8.82)	-27.7%
MEDICAID MGD CARE	\$ 30.72	\$ 38.29	\$ 7.57	24.7%
MEDICARE	\$ 30.63	\$ 31.53	\$ 0.90	2.9%
MEDICARE MGD CARE	\$ 11.59	\$ 14.65	\$ 3.06	26.4%
CHARITY CARE	\$ 64.52	\$ 68.82	\$ 4.29	6.7%
SELF PAY	\$ 37.41	\$ 58.69	\$ 21.28	56.9%
Others	\$ 4.12	\$ 3.54	\$ (0.58)	-14.0%
<b>Grand Total</b>	<b>\$266.17</b>	<b>\$296.01</b>	<b>\$ 29.84</b>	<b>11.2%</b>





# FYTD 2020 - Charity Care & Self Pay Cost vs. DSH/BIPA funding as of end Jan-2020



# FY2020 – CCH Hospitals & Clinics - Preliminary Cash Flow Projections as of end Jan-2020 (in millions)

Month	Projected Cash Receipts		Projected Expenses from Health Plans		Projected Earnings	Net Cash Flow
Dec-19	\$	57.10	\$	(124.46)	\$ -	\$ (67.36)
Jan-20		57.10		(124.46)	-	(67.36)
Feb-20		57.10		(94.46)	38.00	0.64
Mar-20		54.25		(84.46)	15.00	(15.21)
Apr-20		54.25		(84.46)	15.00	(15.21)
May-20		54.25		(84.46)	15.00	(15.21)
Jun-20		54.25		(84.46)	15.00	(15.21)
Jul-20		54.25		(84.46)	15.00	(15.21)
Aug-20		150.80		(84.46)	15.00	81.34
Sep-20		54.25		(84.46)	15.00	(15.21)
Oct-20		54.25		(84.46)	15.00	(15.21)
Nov-20		90.92		(84.46)	15.00	21.46
<b>Total</b>	<b>\$</b>	<b>792.73</b>	<b>\$</b>	<b>(1,103.50)</b>	<b>\$ 173.00</b>	<b>\$(137.77)</b>

## Observations

- CCH Hospitals & Clinics as a provider of care, cash flows are positive in August and November due to payments of BIPA.
- Due to increasing and unsustainable growth in charity care, and predominantly government payors, CCH projected expenses exceed its cash flows and will impact CCH ability to meet budget.
- CCH must earn Health plan business of \$173M for FY2020 by serving Countycare/MoreCare members

# FY2020 – Correctional Health / CCDPH Preliminary Cash Flow projections as of end Jan-2020 (in millions)

Month	Projected Property Tax Receipts		Projected Expenses		Net Cash Flow
Dec-19	\$	0.17	\$	(8.46)	\$ (8.29)
Jan-20		4.83		(8.46)	(3.63)
Feb-20		7.19		(8.46)	(1.27)
Mar-20		36.22		(8.46)	27.77
Apr-20		1.29		(8.46)	(7.17)
May-20		0.59		(8.46)	(7.87)
Jun-20		4.45		(8.46)	(4.00)
Jul-20		4.34		(8.46)	(4.12)
Aug-20		22.04		(8.46)	13.58
Sep-20		0.70		(8.46)	(7.75)
Oct-20		0.82		(8.46)	(7.64)
Nov-20		0.35		(8.46)	(8.11)
<b>Total</b>	<b>\$</b>	<b>83.00</b>	<b>\$</b>	<b>(101.50)</b>	<b>\$ (18.50)</b>

## Observations

- Correctional Health /CCDPH cashflow dependent on property tax receipts, cashflow based on FY2019 experience .
- Correctional Health/CCDPH projected expenses exceed its cash flows for Cook County mandated services

Source: Finance Department

# FY2020 – Health Plans Preliminary Cash Flow projections as of end Jan-2020 (in millions)

Month	Projected PMPM Receipts	Projected Claims Expenses	Net Cash Flow to CCH Hospital & Clinics
Dec-19	\$ 48.00	\$ (48.00)	\$ -
Jan-20	66.00	(66.00)	-
Feb-20	450.00	(412.00)	38.00
Mar-20	150.00	(135.00)	15.00
Apr-20	150.00	(135.00)	15.00
May-20	150.00	(135.00)	15.00
Jun-20	150.00	(135.00)	15.00
Jul-20	150.00	(135.00)	15.00
Aug-20	150.00	(135.00)	15.00
Sep-20	150.00	(135.00)	15.00
Oct-20	150.00	(135.00)	15.00
Nov-20	150.00	(135.00)	15.00
<b>Total</b>	<b>\$ 1,914.00</b>	<b>\$ (1,741.00)</b>	<b>\$ 173.00</b>

## Observations

- Health plans cashflows particularly exposed to State payments cycles
- HealthPlan does not make direct to CCH, however, residual PMPM not paid to external providers is retained by CCH hospitals & Clinics.
- CCH Hospitals and Clinics must earn Health plan business by serving Countycare/MoreCare members

Source: Finance Department

# **FY2020 - Systems-wide Accrual Basis Financials, Observations as of end December 2019**



**COOK COUNTY  
HEALTH**

# Accrual Basis Income Statement for the One Month ending December 2019 (in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<b><u>Operating Revenue</u></b>				
Net Patient Service Revenue	63,235	71,440	(8,205)	-11%
County Care Access Payments	35,315	-	35,315	n/a
CountyCare Capitation Revenue	146,827	148,022	(1,195)	-1%
Cook County Access Payments	7,938	7,938	-	0%
Other Revenue	365	1,042	(677)	-65%
<b>Total Operating Rev</b>	<b>253,679</b>	<b>228,441</b>	<b>25,238</b>	<b>11%</b>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	57,703	54,544	(3,160)	-6%
Overtime	4,005	2,541	(1,464)	-58%
Pension*	9,275	9,161	(115)	-1%
Supplies & Materials	13,027	4,747	(8,280)	-174%
Pharmaceutical Supplies	6,278	6,192	(86)	-1%
Purch. Svs., Rental, Oth.	34,832	22,134	(12,698)	-57%
External Claims Expense	129,096	140,577	11,481	8%
County Care Access Expense	35,315	-	(35,315)	n/a
Insurance Expense	2,655	3,489	834	24%
Depreciation	2,847	2,119	(728)	-34%
Utilities	976	1,109	133	12%
<b>Total Operating Exp</b>	<b>296,009</b>	<b>246,613</b>	<b>(49,397)</b>	<b>-20%</b>
<b>Operating Margin</b>	<b>(42,330)</b>	<b>(18,172)</b>	<b>(24,158)</b>	<b>-133%</b>
<b>Operating Margin %</b>	<b>-17%</b>	<b>-8%</b>	<b>-9%</b>	<b>-110%</b>
<b>Non Operating Revenue</b>	<b>16,190</b>	<b>9,161</b>	<b>7,029</b>	<b>77%</b>
<b>Net Income/(Loss)</b>	<b>(26,140)</b>	<b>(9,011)</b>	<b>(17,129)</b>	<b>-190%</b>

\*Year to Date (1 month) 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



# Observations on Accrual Basis Financials

## Revenues

- CCH Hospitals & Clinics as a provider of care, Net Patient Service Revenues - \$63M, 11% unfavorable to target due to increasing and unsustainable growth in charity care, this is above the 8.5% budgeted and will impact CCH ability to meet budget.
  - System-wide uninsured numbers
    - Captured by Visits, increased to 46%
    - Captured by Charges, increases to 45%
- CountyCare Capitation Revenues - \$146.8M, 1% unfavorable to target due to lower than budgeted enrollment (currently approximately 319,000 members vs. 326,000) as a result of lower State/County MCO enrollment. CountyCare retains market share of approximately 31.5%.
- State owed CountyCare \$170M of past due capitation payments as of end December -2019 with \$246M in adjudicated but not paid claims pending action.

# Observations on Accrual Basis Financials

## Expenses

- Personnel Costs - Salary & Benefits expenses - exceeding budget by \$3.2M or 6% and Overtime expenses - exceeding budget by \$1.5M of 58%
  - CCH is embarking on an immediate review of vacancies and programs with operational and clinical leaders to prioritize hiring, ensure we come within budgeted vacancy factor of 900 FTEs vs current vacancies of approximately 600 FTEs including as significant number of clinical positions needed to continue services at current levels.
- Other than Personnel Costs - Supplies & Materials and Pharmaceutical Supplies exceeding budget, Purchase Services Rental others including Agency Expenses exceeding budget
  - CCH is embarking on an immediate review of all other than personnel costs with operational and clinical leaders to ensure we come within budget, including a review of programs with contracted agency costs



# Provider of Care Services Financial and Operational Statistics



COOK COUNTY  
**HEALTH**

# CCH Provider - Accrual Basis Income Statement for one month ending December 2019 (in thousands)

CCH Providers	Year-To-Date		Variance	
	Actual	Budget	\$	%
<b><u>Operating Revenue</u></b>				
Net Patient Service Revenue	63,235	71,440	(8,205)	-11%
Cook County Access Payment	7,938	7,938	-	0%
Other Revenue	229	917	(688)	-75%
<b>Total Operating Rev</b>	<b>71,401</b>	<b>80,294</b>	<b>(8,893)</b>	<b>-11%</b>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	49,409	42,817	(6,592)	-15%
Overtime	3,608	2,059	(1,548)	-75%
Pension*	7,864	7,766	(97)	-1%
Supplies & Materials	12,950	4,429	(8,521)	-192%
Pharmaceutical Supplies	6,265	5,617	(648)	-12%
Purch. Svs., Rental, Oth.	28,266	13,960	(14,305)	-102%
Insurance Expense	2,655	-	(2,655)	n/a
Depreciation	1,860	1,901	41	2%
Utilities	971	907	(65)	-7%
<b>Total Operating Exp</b>	<b>113,848</b>	<b>79,457</b>	<b>(34,391)</b>	<b>-43%</b>
<b>Operating Margin</b>	<b>(42,447)</b>	<b>837</b>	<b>(43,285)</b>	<b>5169%</b>
<b>Operating Margin %</b>	<b>-59%</b>	<b>1%</b>	<b>-60%</b>	<b>5800%</b>
<b>Non Operating Revenue</b>	<b>10,391</b>	<b>7,766</b>	<b>2,624</b>	<b>34%</b>
<b>Net Income/(Loss)</b>	<b>(32,056)</b>	<b>8,604</b>	<b>(40,659)</b>	<b>473%</b>

\*Year to Date (1 month) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

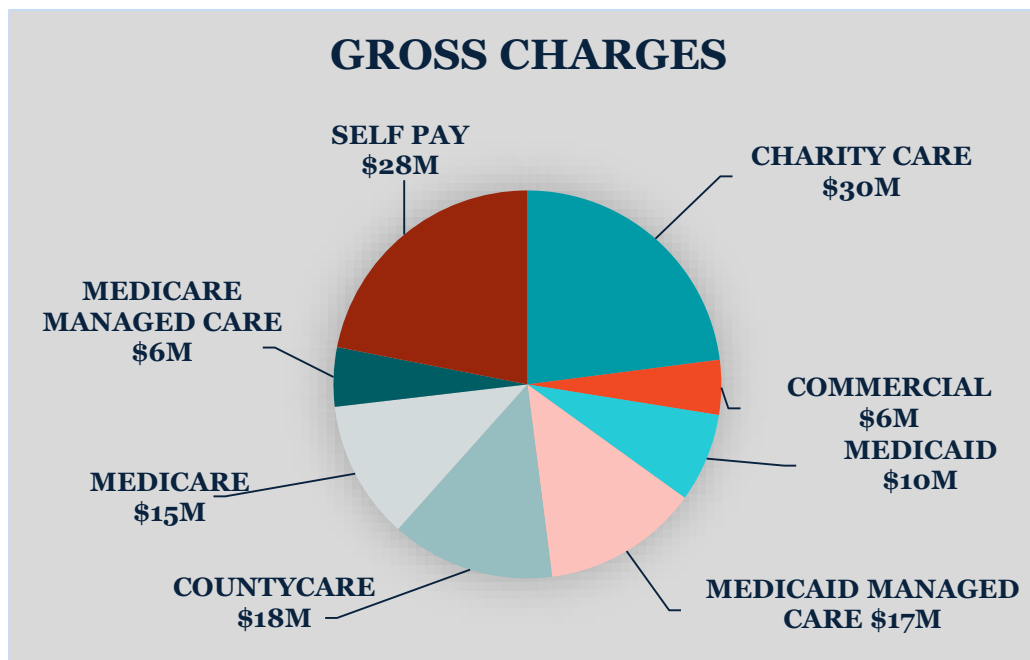
Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates

**Unaudited Financial Statement**

# Clinical Activity Observations

- Primary Care visits are up by 10% versus FY18, and up 6% versus FY19 target
- Specialty Care visits are up by 15% versus FY18 up 11% versus FY19 target
- Surgical Cases are up by 7% versus FY19, and down 2% versus FY20 target
- Inpatient Discharges are up by 10% versus FY19
- Length of Stay is down by 2% versus FY19, and down 2% versus FY20 target
- Emergency Department visits are up by 3% versus FY19
- Deliveries are up by 1% versus FY19 and up by 7% versus FY20 target

# Stroger Operations Overview for one month ending December 2019



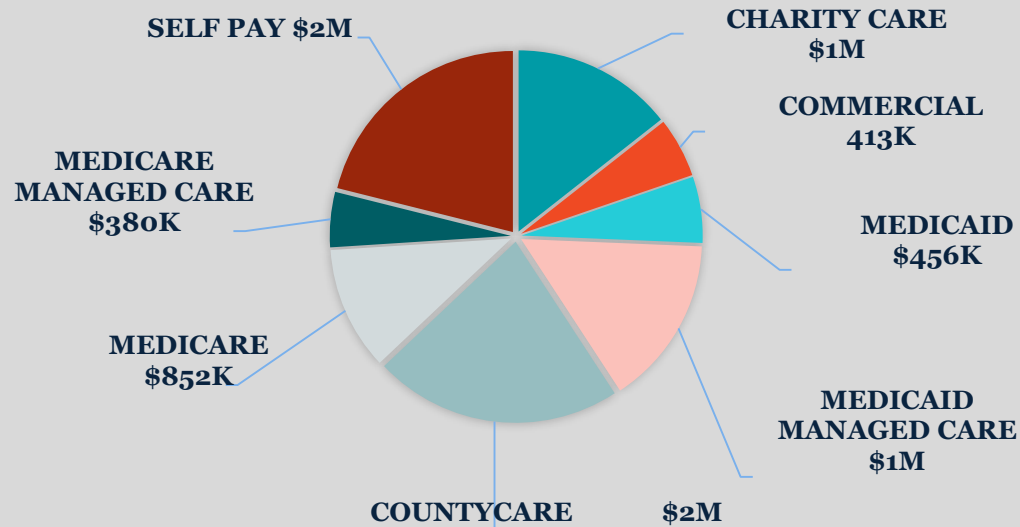
## Comments:

- Growth primary and specialty care provider visits continue in FY2020 targets
- Payor mix challenges continue vs FY 2020 budget assumptions

Inpatient/Observation-FYTD			
Measure	FY2020	FYTD Target	FY2019
Inpatient Discharges	1,486	1,342	1,342
- Long Stay Admissions	324	262	262
- One Day Admissions	103	93	93
Inpatient Days	7,611	7,118	7,118
Observation Discharges	842	883	883
Observation Days (Observation Discharge)	1,667	1,600	1,600
Avg LOS (Inpatient Discharge)	6	6	5.6
Average Daily Census (Inpatient & Observation)	299	281	281.2
Surgical Cases (all patient types)	1,045	919	919
Endoscopy Cases (all patient types)	655	620	620
Radiology Tests	3,593	3,370	3,370
Deliveries	81	76	76
Emergency- FYTD			
Measure	FY2020	FYTD Target	FY2019
Emergency Visits (includes LWBS & Trauma)	9,775	9,492	9,492
Adult Emergency Visits	7,925	8,028	8,028
Peds Emergency Visits	695	592	592
Trauma Visits	596	462	462
LWBS	559	410	410
Radiology Tests	8,406	7,723	7,723
Outpatient Clinic- FYTD			
Measure	FY2020	FYTD Target	FY2019
Total Provider Visits*	24,612	21,771	21,771
Specialty/Diagnostic/Procedure Provider Visits			
Hospital - Based	1,512	1,463	1,463
Specialty Care / Fantus / Professional Bldg	9,971	9,185	9,185
Oral Health	533	n/a	n/a
Professional Building	7,922	6,761	6,761
Peds	937	990	990
<b>Total</b>	<b>20,342</b>	<b>18,399</b>	<b>18,399</b>
Primary Care Provider Visits			
GMC	4,270	3,372	3,372
<b>Total</b>	<b>4,270</b>	<b>3,372</b>	<b>3,372</b>
Procedures & Ancillary Services- FYTD			
Measure	FY2020	FYTD Target	FY2019
Dialysis Treatments (all patient types)	509	608	608
Infusion Center Visits	1,330	1,099	1,099
Minor Procedure (Clinic F) Visits	277	255	255
PT/OT Volume (all patient types)	5,408	4,208	4,208

# Provident Operations Overview for one month ending December 2019

## GROSS CHARGES



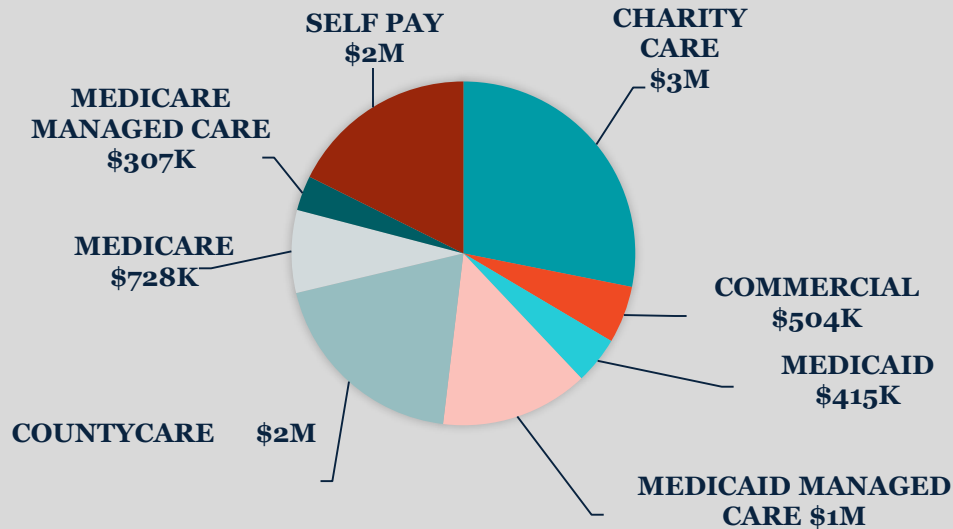
### Comments:

- Growth in primary care and specialty care provider visits continues in FY2020 Leadership reviewing left without being seen in Emergency Dept.
- Challenging payor mix though better than rest of system on average

Inpatient/Observation-FYTD			
Measure	FY2020	Monthly Target	FY2019
Inpatient Discharges	43	47	47
- Long Stay Admissions	3	10	10
- One Day Admissions	3	5	5
Inpatient Days	291	241	241
Observation Discharges	63	60	60
Observation Days (Observation Discharge)	167	104	104
Avg LOS (Inpatient Discharge)	3.8	5	5.1
Average Daily Census (Inpatient & Observatio	14.8	11	11.1
Surgical Cases	169	217	217
Radiology Tests	31	29	29
Emergency- FYTD			
Measure	FY2020	Monthly Target	FY2019
Emergency Visits (including LWBS)	2,462	2,416	2,416
Adult Emergency Visits	2,082	2,137	2,137
Peds Emergency Visits	174	115	115
LWBS	206	164	164
Radiology Tests	1,301	1,330	1,330
Outpatient Clinic- FYTD			
Measure	FY2020	Monthly Target	FY2019
Total Registrations	7,291	6,836	6,836
Amb of Prov - Specialty/Diagnostic/Procedure Provider Visits	127	126	126
Sengstacke - Specialty/Diagnostic/Procedure Provider Visits	2,920	2,645	2,645
Sengstacke Primary	1,443	1,369	1,369
Sengstacke Primary Peds	12	92	92
Radiology Tests	867	817	817
Procedures & Ancillary Services- FYTD			
Measure	FY2020	FYTD Target	FY2019
PT/OT Volume (all patient types)	923	675	675

# ACHN Operations Overview for one month ending December 2019

## GROSS CHARGES



### Comments :

- Growth trends in Primary care and Specialty care provider visits continues in FY2020
- Challenging payor mix trends with non-reimbursable payors generally higher than rest of system

\*includes All OBGYN clinics , Ped Primary on Stroger campus

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

Summary- FYTD			
Measure	FY2020	FYTD Target	FY2019
Total Provider Visits	19,538	n/a	17,262
Primary Provider Visits- FYTD			
Measure	FY2020	FYTD Target	FY2019
Arlington Heights (AR)/Vista (VH)	1,188	n/a	860
Austin (AH)	1,270	n/a	935
Child Advocacy	29	n/a	42
Cicero (CH)	1,098	n/a	792
Core	1,155	n/a	1,088
Core Peds	36	n/a	41
Cottage Grove (CG)	811	n/a	773
Englewood (EH)	1,119	n/a	1,110
Logan Square (LS)	1,128	n/a	1,108
Morton East (ME)	55	n/a	52
Near South (NS)	1,171	n/a	1,059
OFHC (OF)	864	n/a	1,167
Prieto (PH)	1,218	n/a	1,287
Robbins (RH)	1,067	n/a	882
Specialty Care (SC) Peds	373	n/a	322
Woodlawn (WH)	1,007	n/a	790
<b>Total Primary Care Provider Visits</b>	<b>13,589</b>	<b>n/a</b>	<b>12,308</b>
Specialty/Diagnostic/Procedure Provider Visits- FYTD			
Measure	FY2020	FYTD Target	FY2019
Austin (AH) Behavioral Health	436	n/a	328
Austin (AH) OBGYN	36	n/a	20
Cicero (CH) Family Planning	21	n/a	21
Cicero (CH) OBGYN	44	n/a	39
Core Specialty	747	n/a	764
Logan Square (LS) OBGYN	44	n/a	73
Morton East (ME) Psych & OBGYN	0	n/a	8
Morton East (ME) Psych	7	n/a	1
OFHC (OF)	2,415	n/a	2,059
Oral Health (OH)	794	n/a	351
Specialty Care (SC) OBGYN/ RHS	1,405	n/a	1,290
<b>Total Specialty Care Provider Visits</b>	<b>5,949</b>	<b>n/a</b>	<b>4,954</b>
Procedures & Ancillary Services- FYTD			
Measure	FY2020	FYTD Target	FY2019
OFHC PT/OT Volume	209	n/a	194
Partnerships- FYTD			
Measure	FY2020	FYTD Target	FY2019
CDPH	1,185	n/a	--
Siegle Health Center (CCHHS)	30	n/a	34

# CountyCare Health Plan Financial and Operational Statistics



COOK COUNTY  
**HEALTH**



# Health Plans – Accrual Basis Income Statement for one month ending December 2019 (in thousands)

	Year to Date		Variance	
	Actual	Budget	\$	%
Member Months	320	326	(6)	-2%
<b>Revenue</b>				
PMPM	149,881	149,385	496	0%
Hospital Supplemental Access Payments	35,315	35,315	(0)	0%
<b>Total Revenue</b>	<b>185,196</b>	<b>184,700</b>	<b>496</b>	<b>0%</b>
<b>Expense</b>				
<b>Total Admin Expenses</b>	<b>6,839</b>	<b>6,118</b>	<b>(721)</b>	<b>-12%</b>
<b>CCH Clinical Expenses</b>				
Claims	10,197	11,032	835	8%
Pharmacy Claims	1,152	2,117	965	46%
Care Management	944	1,250	306	n/a
<b>Total CCH Clinical Expenses</b>	<b>12,293</b>	<b>14,399</b>	<b>2,106</b>	<b>15%</b>
<b>External Clinical Expenses</b>				
Claims	92,221	90,866	(1,356)	-1%
Hospital Supplemental Access Pmt	35,315	35,315	-	0%
Pharmacy Claims	26,385	25,070	(1,315)	-5%
Care Management	3,116	3,202	85	3%
Care Management Analytics	585	567	(19)	-3%
Dental Claims	4,214	3,395	(819)	-24%
Transportation Claims	1,276	1,438	162	11%
Optical Claims	757	400	(358)	-89%
Member Incentives	541	287	(254)	-88%
<b>Total External Clinical Expenses</b>	<b>164,411</b>	<b>160,539</b>	<b>(3,872)</b>	<b>-2%</b>
<b>Total Clinical Expenses</b>	<b>176,704</b>	<b>174,937</b>	<b>(1,767)</b>	<b>-1%</b>
<b>Total Expenses</b>	<b>183,543</b>	<b>181,055</b>	<b>(2,488)</b>	<b>-1%</b>
Net Income Before Rate Adjustment	1,653	3,645	(1,992)	-55%
<b>Medical Loss Ratio (MLR)</b>	<b>95%</b>	<b>95%</b>	<b>-1%</b>	<b>-1%</b>
Net Income Before Prior Period Adj/IGT	1,653	3,645	(1,992)	-55%
IGT	3,054	3,394	(340)	-10%
<b>Amortization</b>	<b>773</b>	<b>773</b>	<b>-</b>	<b>0%</b>
Net Income After IGT And Amortization	(2,174)	(522)	(1,652)	316%
<b>Total CCH Impact</b>	<b>13,946</b>	<b>18,044</b>	<b>(4,098)</b>	<b>-23%</b>

\*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.





# Correctional Health Services Financial & Operational Statistics



COOK COUNTY  
**HEALTH**

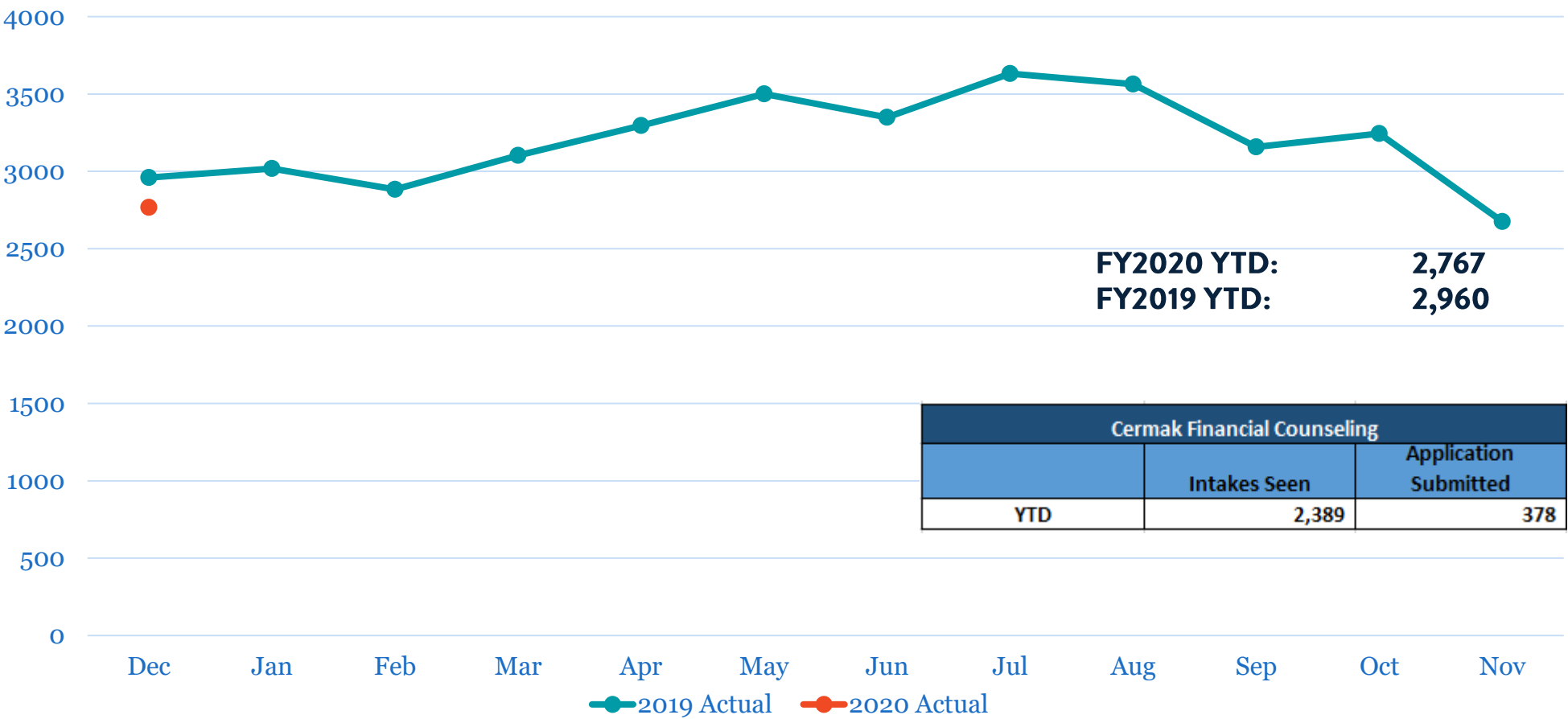
# Accrual Basis Income Statement for one month ending December 2019 (in thousands)

Correctional Health Services	Year-To-Date		Variance	
	Actual	Budget	\$	%
Total Operating Rev	0	-	0	n/a
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	3,889	5,334	1,445	27%
Overtime	343	439	96	22%
Pension*	569	562	(7)	-1%
Supplies & Materials	72	60	(11)	-18%
Pharmaceutical Supplies	13	575	562	98%
Purch. Svs., Rental, Oth.	69	923	854	93%
Insurance Expense	-	-	-	n/a
Depreciation	7	7	0	2%
<b>Total Operating Exp</b>	<b>4,962</b>	<b>7,900</b>	<b>2,938</b>	<b>37%</b>
<b>Operating Margin</b>	<b>(4,961)</b>	<b>(7,900)</b>	<b>2,938</b>	<b>37%</b>
<b>Operating Margin %</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>
<b>Non Operating Revenue</b>	<b>4,957</b>	<b>562</b>	<b>4,395</b>	<b>782%</b>
<b>Net Income/(Loss)</b>	<b>(5)</b>	<b>(7,338)</b>	<b>7,333</b>	<b>100%</b>



# Correctional Health Operation Overview for one month ending December 2019

## Total Intakes



**Comments:**

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

# Cook County Dept. of Public Health Financial & Operational Statistics



COOK COUNTY  
**HEALTH**

# Accrual Basis Income Statement for one month ending December 2019 (in thousands)

COOK COUNTY PUBLIC HEALTH	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
<b>Total Operating Rev</b>	137	125	12	9%
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	535	1,008	473	47%
Overtime	5	1	(4)	-522%
Pension*	72	71	(1)	-1%
Supplies & Materials	-	16	16	100%
Purch. Svs., Rental, Oth.	18	(176)	(194)	110%
Insurance Expense	-	-	-	n/a
Depreciation	0	0	0	2%
Utilities	5	-	(5)	n/a
<b>Total Operating Exp</b>	635	920	285	31%
<b>Operating Margin</b>	(499)	(795)	296	37%
<b>Operating Margin %</b>	na	na	na	na
<b>Non Operating Revenue</b>	72	71	1	1%
<b>Net Income/(Loss)</b>	(427)	(724)	297	41%



# CCDPH Operation Overview for the One Month ending December 2019

Public Health	Program Title	Metric	YTD Thru Dec. 19	FY20 Target
	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	%	85%
	Administration	Cost per county residents served	\$4.31	\$4.31
	Environmental Health	Cost per Inspection Efficiency	\$	\$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%
	Communicable Diseases	Time from receipt of Chlamydia or gonorrhea report to field (days)		5
Lead Poisoning Prevention	Program Title	Metric	YTD Thru Dec. 19	FY20 Target
	Lead Poisoning Prevention	Percentage of cases with elevated blood levels visited within the timeline provided in protocols	87%	90%
		Percentage of cases with elevated blood lead levels who receive joint nursing visit and environmental risk assessment visit	100%	95%
TB Program	Program Title	Metric	YTD Thru Dec. 19	FY20 Target
	TB Program	Number of completed Direct Observation Treatments (DOT)	%	91%

# CCH Administration Financial Statements



# Accrual Basis Income Statement for one month ending December 2019 (in thousands)

<u>Administration</u>	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	3,534	2,740	(795)	-29%
Overtime	18	17	(1)	-5%
Pension*	550	543	(7)	-1%
Supplies & Materials	5	32	28	86%
Purch. Svs., Rental, Oth.	8	752	743	99%
Insurance Expense	-	-	-	n/a
Depreciation	206	211	5	2%
Utilities	-	4		
<b>Total Operating Exp</b>	<b>4,320</b>	<b>4,294</b>	<b>(27)</b>	<b>-1%</b>
<b>Operating Margin</b>	<b>(4,320)</b>	<b>(4,294)</b>	<b>(27)</b>	<b>-1%</b>
<b>Non Operating Revenue</b>	<b>550</b>	<b>543</b>	<b>(7)</b>	<b>-1%</b>
<b>Net Income/(Loss)</b>	<b>(3,771)</b>	<b>(3,751)</b>	<b>(20)</b>	<b>-1%</b>

Unaudited Financial Statement



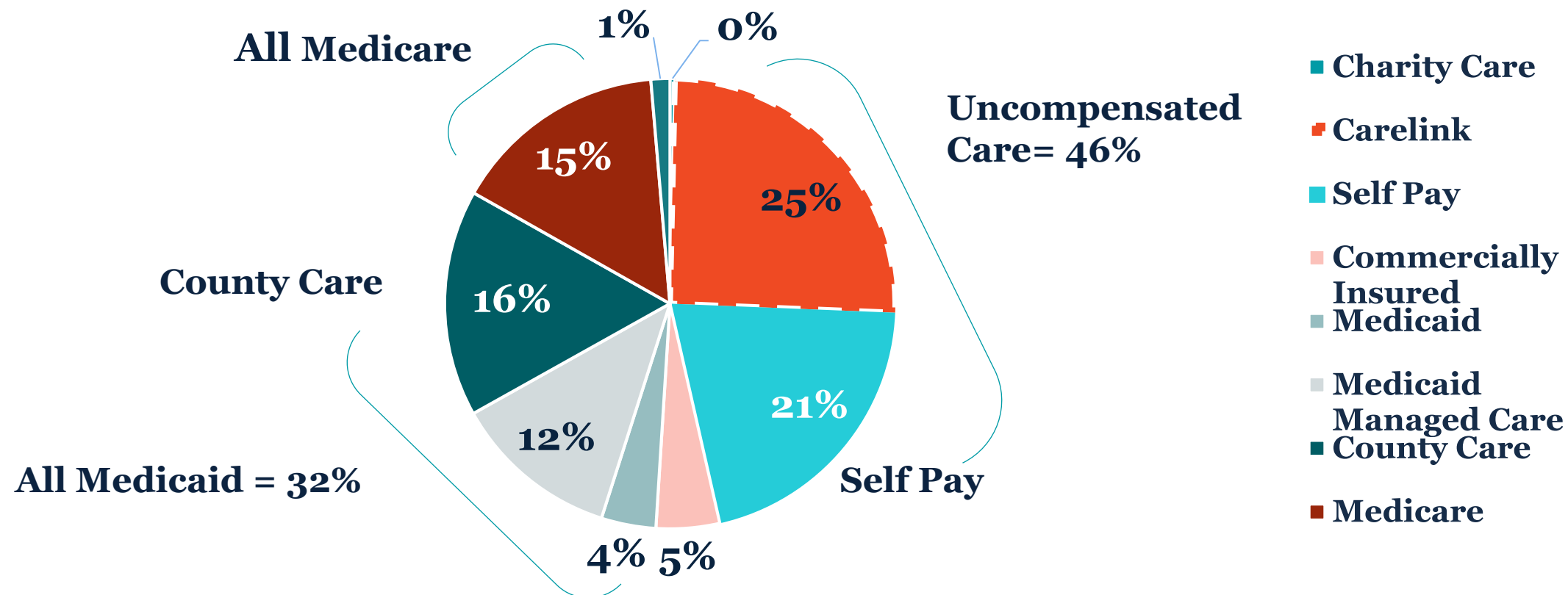


# Appendix FY 2020 - System-wide Volumes / Stats

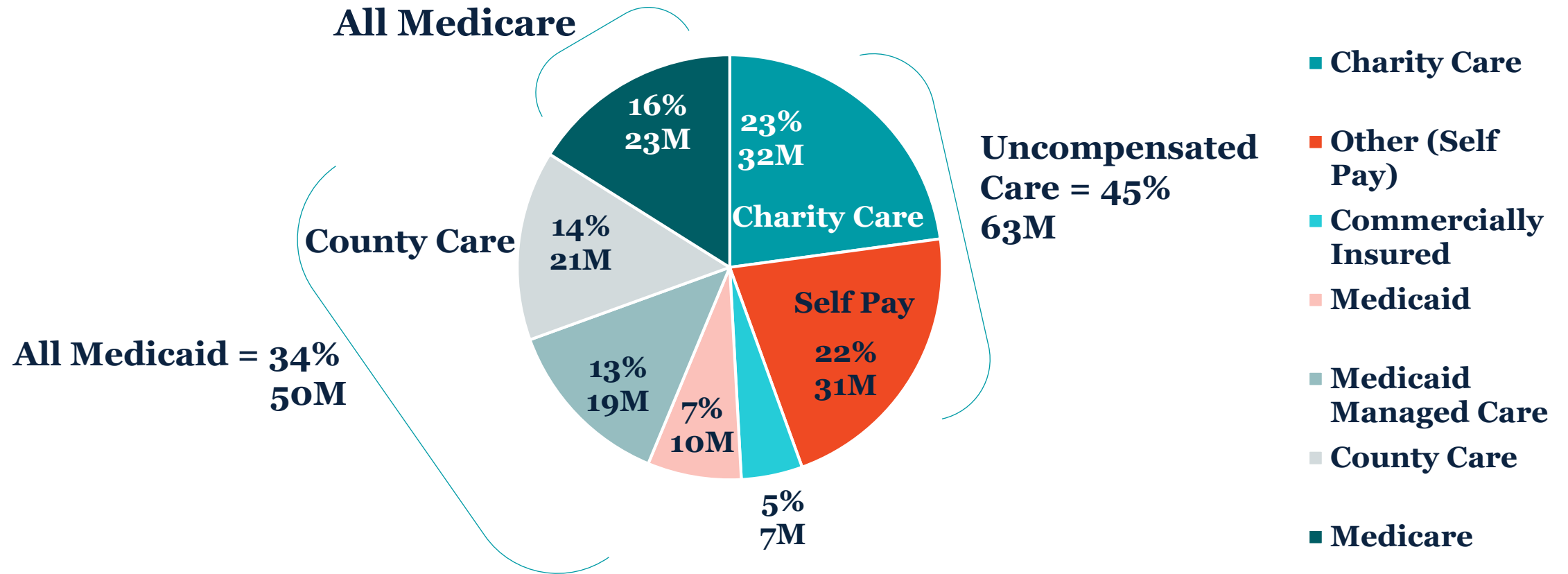


COOK COUNTY  
**HEALTH**

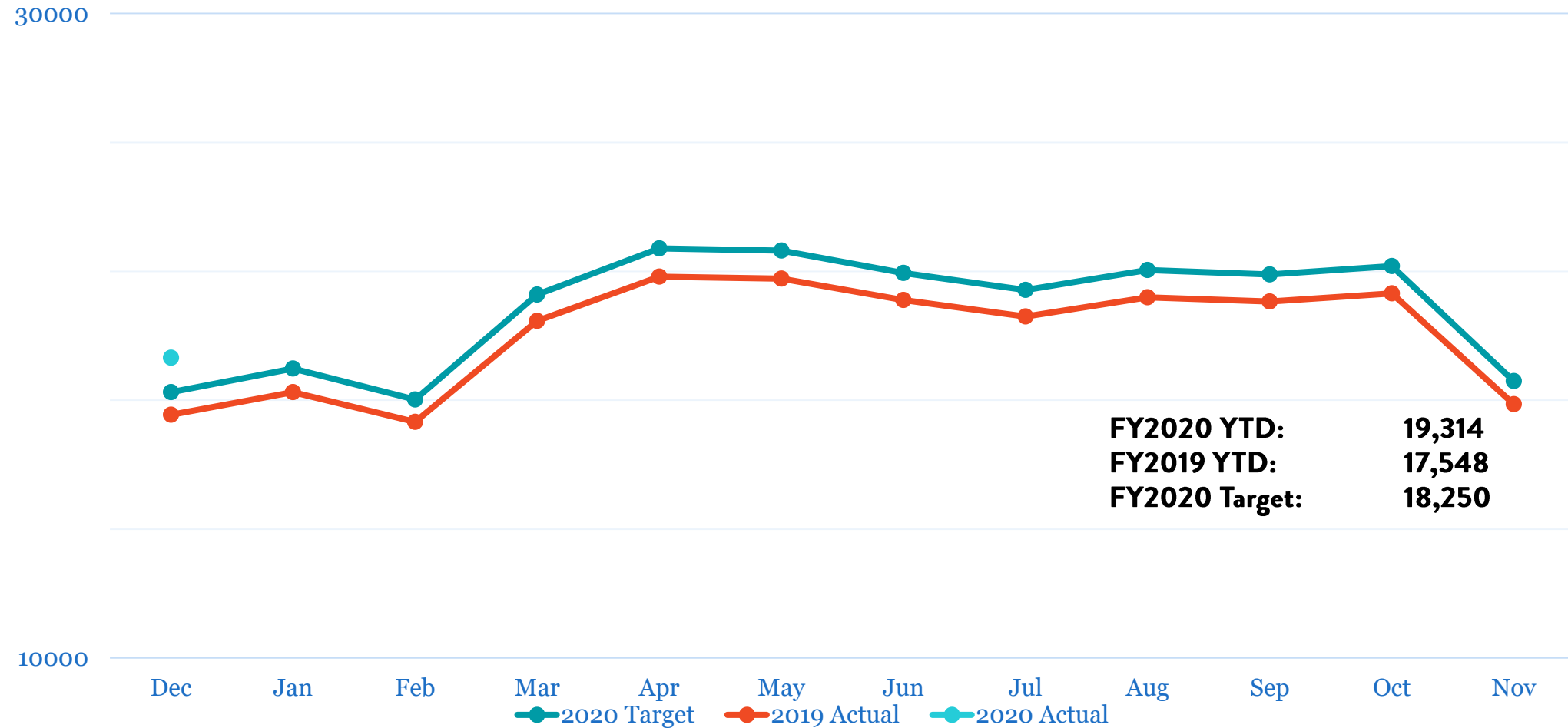
# System Payor Mix By Visit as of December 2019



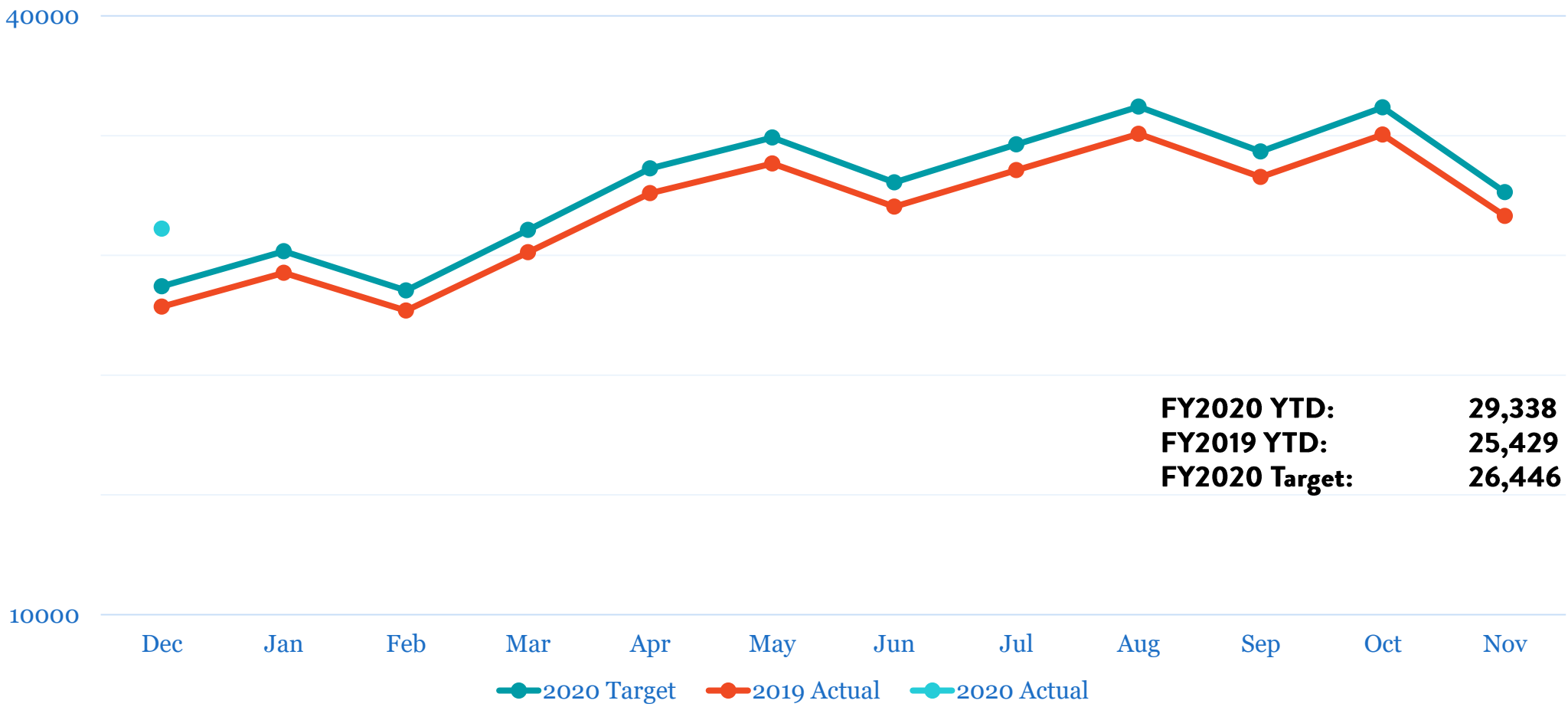
# System Payor Mix By Charges as of December 2019



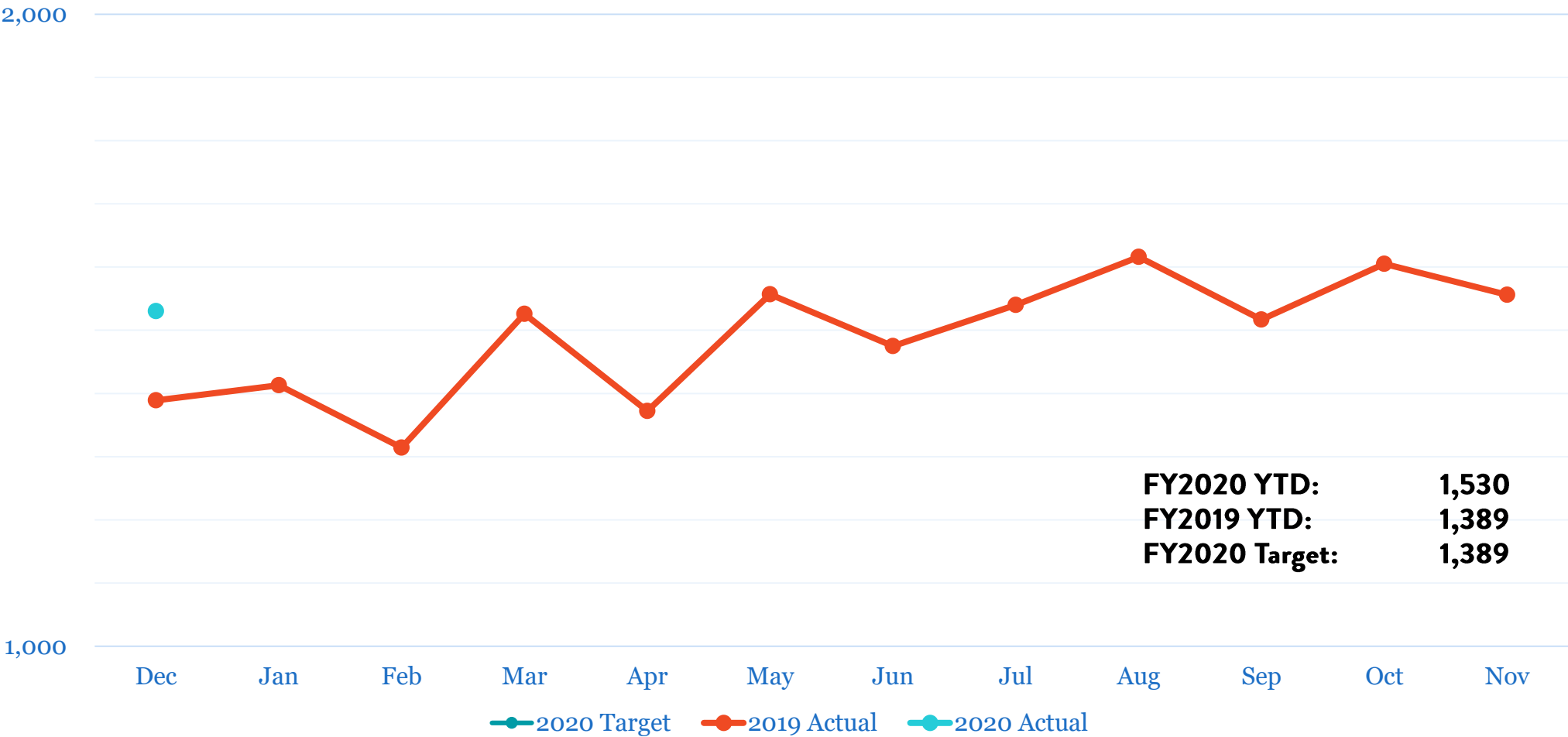
# Primary Care Provider Visits



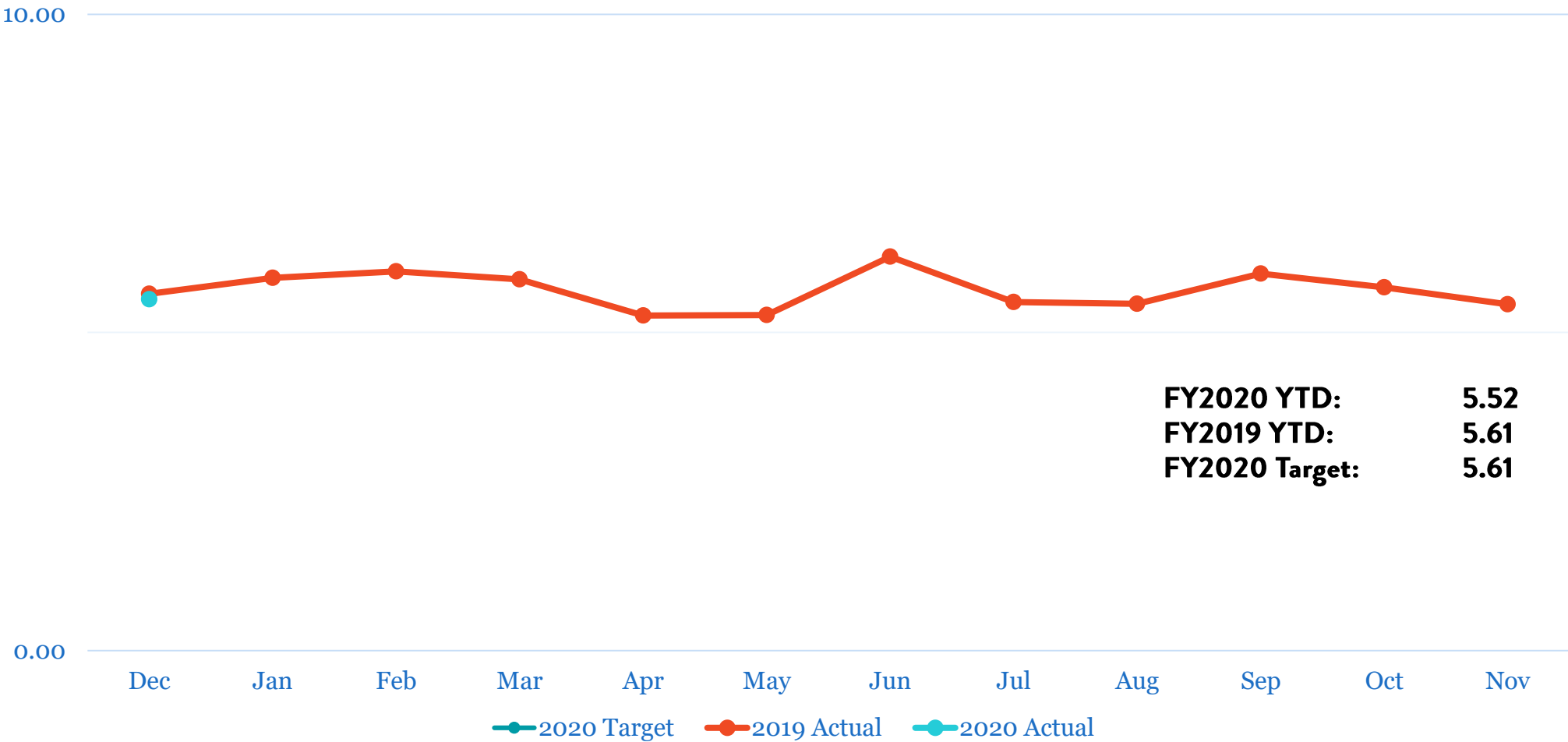
# Specialty Care Provider Visits



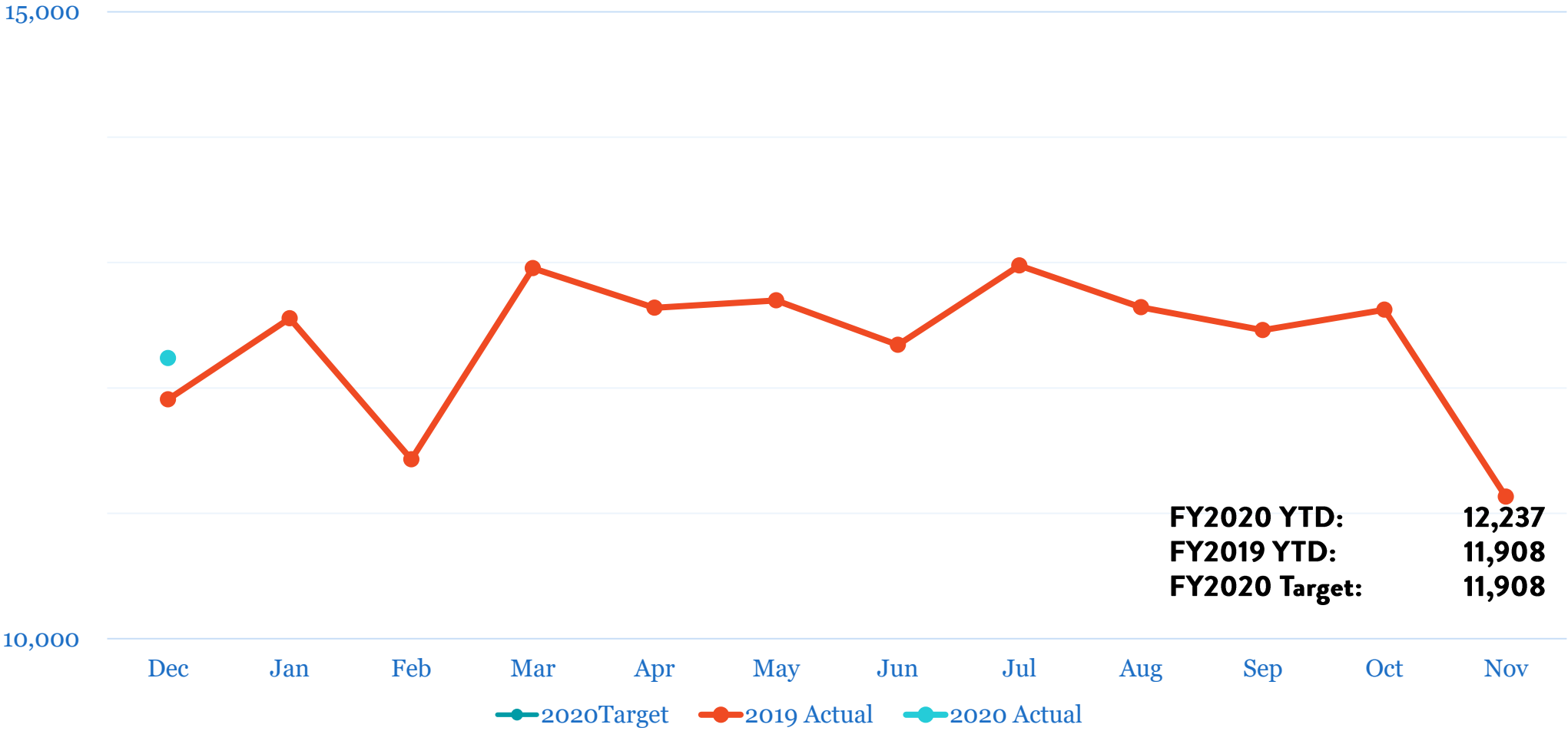
# Total Inpatient Discharges



# Average Length of Stay

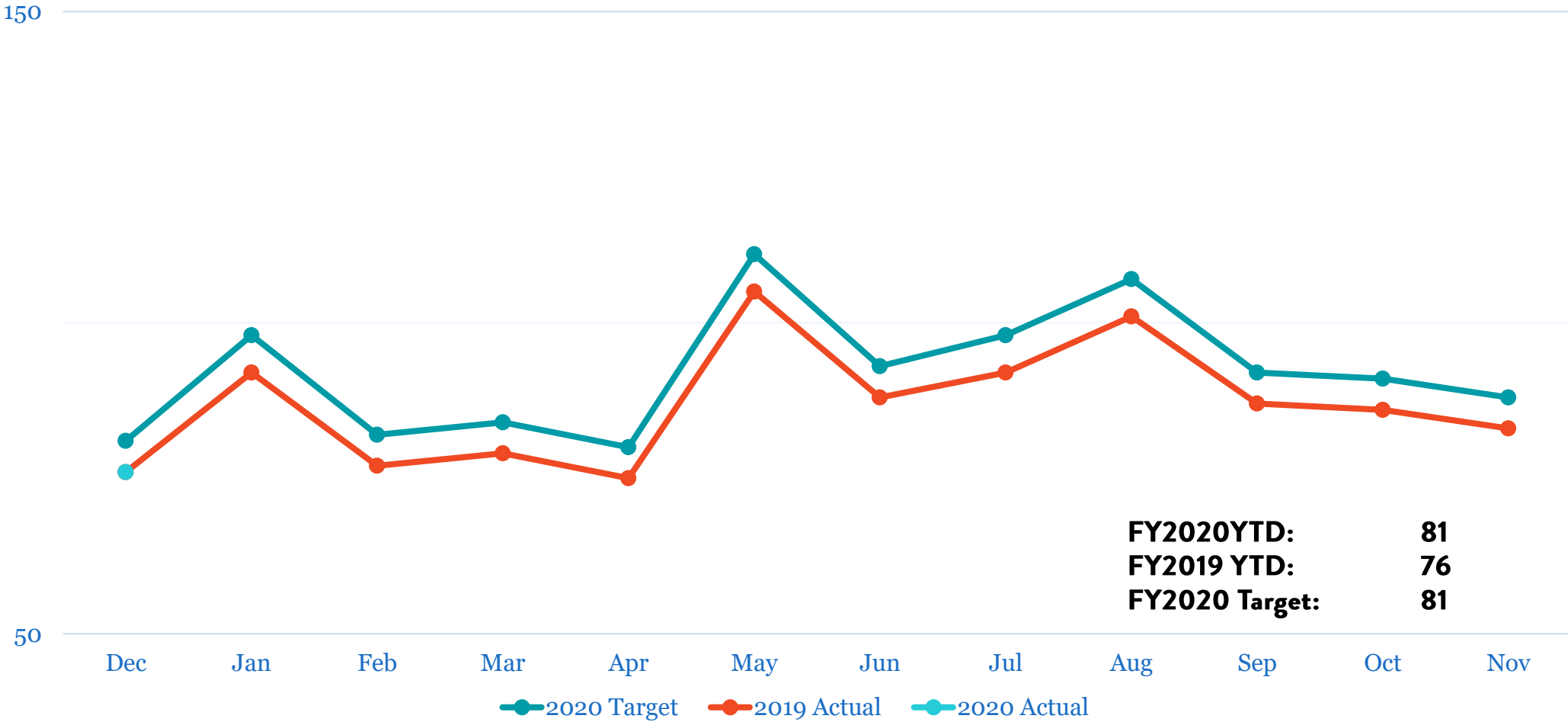


# Total Emergency Room Visits

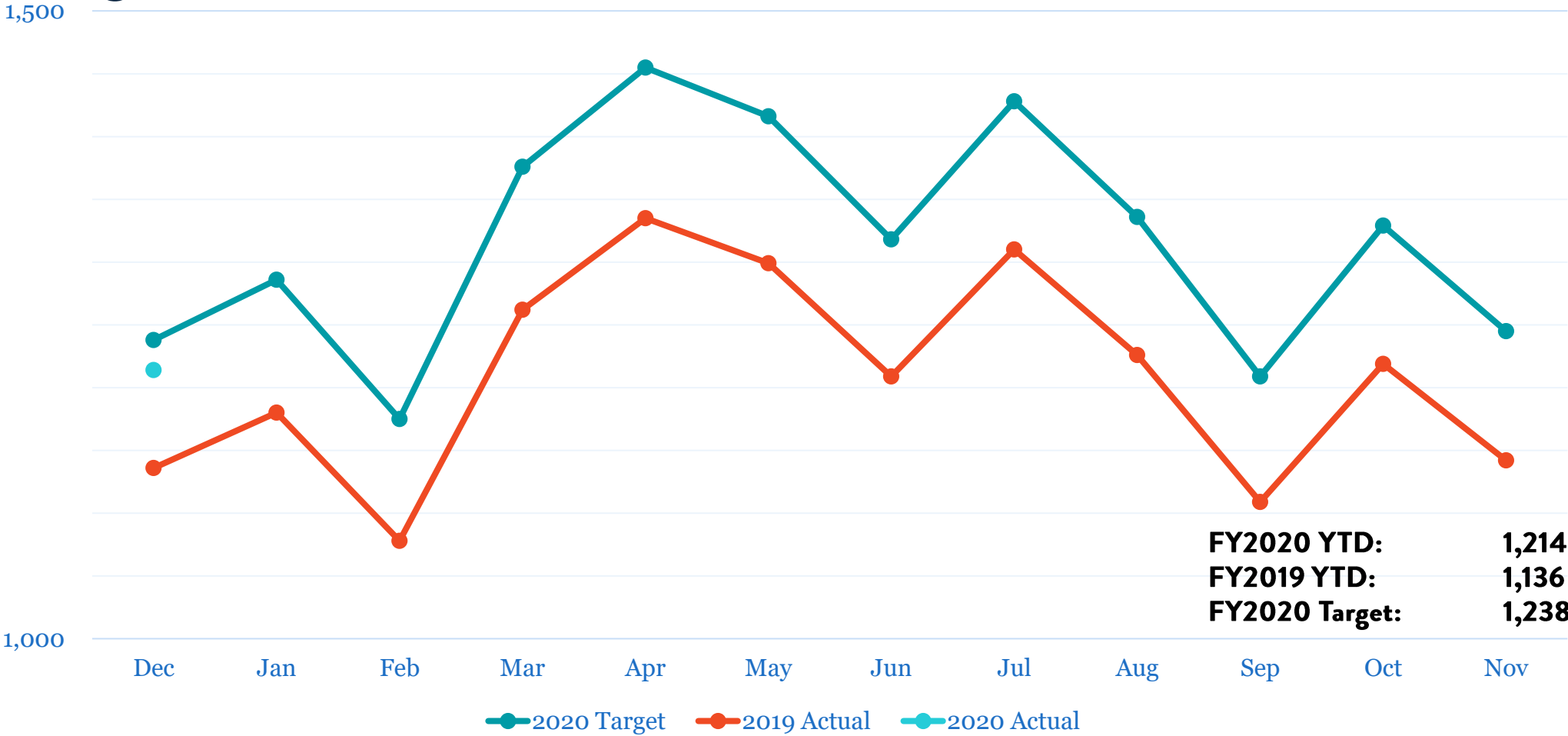




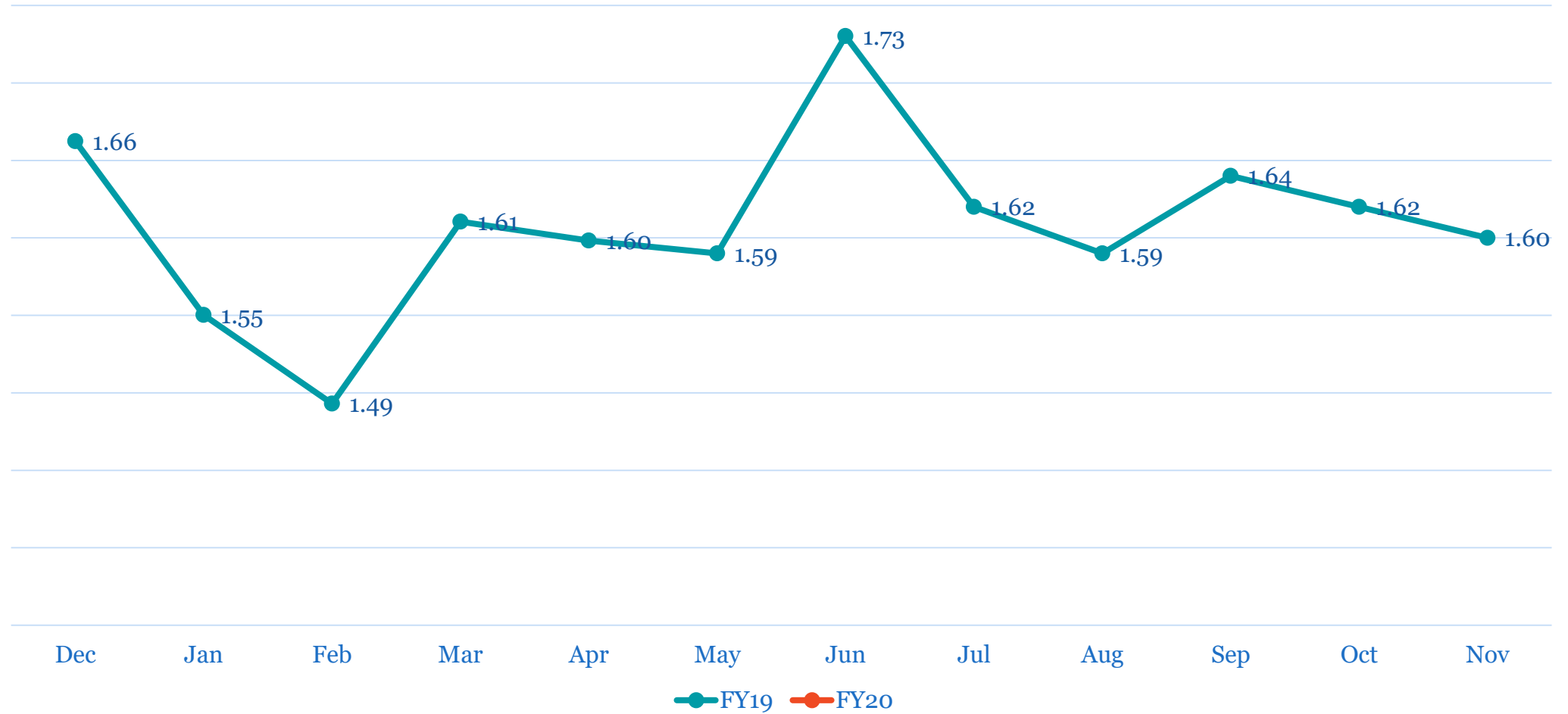
# Total Deliveries



# Total Surgical Cases



# Case Mix Index



# Questions?



COOK COUNTY  
**HEALTH**