

**REPORT OF THE  
FINANCE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**JULY 24, 2009**

**ATTENDANCE**

Present: Chairman David Carvalho and Directors Quin R. Golden; Luis Muñoz, MD, MPH; Heather O'Donnell, JD, LLM and Jorge Ramirez (5)

Absent: None

Also Present: Director Hon. Jerry Butler

Leslie Duffy – Director of Procurement, Cook County Health and Hospitals System; William T. Foley – Chief Executive Officer, Cook County Health and Hospitals System; Aaron Hamb, MD – Chief Medical Officer, Provident Hospital of Cook County; Bradley Langer, MD – Chairman of the Department of Radiology, Cook County Health and Hospitals System; Dorothy Loving – Executive Director of Finance, Cook County Health and Hospitals System; Kelvin Magee – Senior Director of Finance, Cook County Health and Hospitals System; Jeff McCutchan – Supervisor, Transactions and Health Law Division, Office of the State's Attorney; John Morales – Chief Financial Officer, John H. Stroger, Jr. Hospital of Cook County; Elizabeth Melas – Deputy Director, Cook County Office of Capital Planning and Policy; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Gretchen Ryan – Project Manager, MedAssets; Deborah Santana –Secretary to the Board, Cook County Health and Hospitals System; David Small – Chief Administrative Officer, Cook County Health and Hospitals System; Anthony J. Tedeschi, MD, MPH, MBA – Interim Chief Operating Officer, Cook County Health and Hospitals System; Kim Velasquez - Director of Budget, Cook County Health and Hospitals System; Robert Wright – Executive Project Director, MedAssets

Ladies and Gentlemen:

Your Finance Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, July 24, 2009 at the hour of 10:00 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Finance Committee has considered the following items and upon adoption of this report, the recommendations follow.

**Roll Call**

Deborah Santana, Secretary to the Board, called the roll of members and it was determined that a quorum was present.

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**Public Comments**

Chairman Carvalho asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore                      Concerned Citizen
-

**Update from MedAssets on Revenue Cycle Project  
and Presentation on Analysis of Eligibility Vendors**

Robert Wright, Executive Project Director, and Gretchen Ryan, Project Manager from MedAssets, presented an update on the revenue cycle project, and an analysis of eligibility vendors (Attachment #1).

The Committee reviewed and discussed the information. During the discussion, Chairman Carvalho asked what is the ideal state, with regard to goals. Ms. Ryan stated that a goal line would be included in the next update. Additionally, she stated that while the presentation usually contains a comparison of cash versus billed, or the incremental cash improvement against baseline, it was not included but will be included at the next update.

The Committee discussed staffing issues. Director O'Donnell inquired with regards to the patient accounting/billing staff issue. Ms. Ryan responded that they are in the construction phase, which is expected to be completed by October 1<sup>st</sup>. Additionally, with regard to case management staffing gaps, Ms. Ryan stated that they are down to "bare bones" at John H. Stroger, Jr. Hospital of Cook County. They are monitoring the situation, and the human resources department is engaged in recruiting. She added that they have been experiencing difficulties recruiting for the positions.

The Committee discussed the information provided on days in accounts receivable, which indicated that they have moved from over 1,000 days to just over 200 days. Mr. Wright explained that the decline was more attributable to cleaning up some older files that did not belong in that category.

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**Contract and Procurement Approvals\***

\*Additional information pertaining to these items is included, as amended, in Attachment #2.

Index of Requests:

Capital Program Item – Proposed Change Order	1
Bills and Claims	2-13
Enter Into and Execute Contracts	14-15
Execute Contract	16

Contract and Procurement Approvals (continued)

CAPITAL PROGRAM ITEM - PROPOSED CHANGE ORDER  
APPROVED

- 1.) HOH Systems, Inc. Contract extension: Increase by \$29,195.20  
none required

For the Oak Forest Hospital of Cook County Isolation Room Monitoring project (Contract No. 01-41-833). Bond Issue 20000 Account.

Reason: This change order includes the design of additional monitoring devices in Nursing Unit J22, an increase to the consultant's billable hours for rebidding the project and the revised phasing plan, reimbursement for the Illinois Department of Public Health's project review fee and for the revision to the structural support system to allow for the installation of the new isolation exhaust roof top units in Building E. This change order is due to field conditions, user request changes and requirements of the Illinois Department of Public Health and is categorized as a Public Health Project.

This project was included in the 2009 Capital Improvement Program projects approved by the Board of Commissioners on April 2, 2009.

Original Contract Sum:	\$32,000.00
Total Changes to date:	<u>0.00</u>
Adjusted Contract to date:	\$32,000.00
Amount of this modification:	<u>29,195.20</u>
Adjusted Contract Sum:	\$61,195.20

BILLS AND CLAIMS  
APPROVED AS AMENDED

- 2.) MedAssets Net Invoice #094127A, #095276, \$4,121,576.15  
Revenue Systems LLC and #095280

For the provision of professional service fees (Contract No. 08-41-245). Original Contract Period: 03/01/08 through 02/28/11.

- 3.) (as amended) Loyola University of Chicago Invoice #200903, #200904, #200905, \$1,309,850.96  
#200906, #200907, #200908, and #200909

For the period of September 2008 through March 2009

For the provision of Family Medicine services per Loyola-Provident Master Agreement and Family Medicine Services Subagreement for Provident Hospital of Cook County (Contract No. 02-43-1218). Original Contract Period: 07/01/08 through 06/30/09.

Contract and Procurement Approvals (continued)

BILLS AND CLAIMS  
APPROVED AS AMENDED (continued)

- |      |   |  |              |
|------|---|--|--------------|
| 4.)  | Sav Rx Chicago, Inc.  | Invoice #200906 / For the period<br>of 06/01/09 through 06/30/09                         | \$643,630.27 |
|      | For the provision of new and refill mail order prescriptions, and Stroger/Fantus and Provident refill prescriptions (Contract No. 08-41-145). Original Contract Period: 03/01/08 through 02/28/11.  |  |              |
| 5.)  | Chamberlin Edmonds<br>& Associates, Inc.  | Invoice #500815-033109 and #500815-043009<br>For the months of March 2009 and April 2009 | \$588,095.14 |
|      | For the provision of claims processing services (Contract No. 06-41-588). Original Contract Period: 07/01/06 through 06/30/09.  |  |              |
| 6.)  | TSO3 Inc.   | Invoice #40279   | \$462,000.00 |
|      | For the purchase of a sterilization system for the Department of Surgery at John H. Stroger, Jr. Hospital of Cook County (Contract No. 08-41-404).  |  |              |
| 7.)  | Navigant Consulting, Inc.   | Invoice #277961  | \$462,000.00 |
|      | For the provision of professional fees for consulting services (Contract No. 09-41-223). Original Contract Period: 05/22/09 through 08/31/09.   |  |              |
| 8.)  | Aramark Healthcare  | Invoice #20750709JSH / For the period<br>of 07/01/09 through 07/31/09                    | \$439,435.58 |
|      | For the provision of professional services rendered for clinical engineering and biomedical services for the Department of Professional Affairs at John H. Stroger, Jr. Hospital of Cook County (Contract No. 07-41-97). Original Contract Period: 12/01/06 through 11/30/09. |  |              |
| 9.)  | Siemens Medical Solutions, Inc.   | Invoice #128787, #135088 and #136614   | \$427,660.89 |
|      | For the provision of computer hardware (Contract No. 06-41-274). Original Contract Period: 01/10/09 through 01/09/12.   |  |              |
| 10.) | Anchor Mechanical Inc.  | Invoice #4400C-41 and #4400C-42<br>For the months of April 2009 and May 2009             | \$237,708.38 |
|      | For the provision of maintenance and repair of refrigeration and ventilation systems at John H. Stroger, Jr. Hospital of Cook County (Contract No. 08-53-233). Original Contract Period: 02/16/09 through 02/15/12.   |  |              |

Contract and Procurement Approvals (continued)

BILLS AND CLAIMS  
APPROVED AS AMENDED (continued)

- 11.) Lifesource Blood Services Invoice #0630-517 / For the period \$152,150.00  
of 05/16/09 through 05/31/09  
For the provision of blood and blood products (Contract No. 08-73-73). Original Contract Period: 06/01/08 through 05/31/10.
- 12.) Alliance Health Services, Inc. Invoice #09.0021 \$127,482.13  
For the provision of beds, advanced therapy and critical care (Contract No. 07-73-549). Original Contract Period: 07/01/06 through 06/30/09.
- 13.) Nebo Systems, Inc. Invoice #000124802 \$124,529.25  
For retroactive claims and reprocessing services for the Department of Finance Administration at John H. Stroger, Jr. Hospital of Cook County (Contract No. 06-41-578). Original Contract Period: 07/01/06 through 06/30/09.

REQUEST TO ENTER INTO AND EXECUTE CONTRACT  
APPROVED

- 14.) Cook County Radiation Contract Period: 06/17/09 through 06/16/11 Contract Amount:  
Oncology, S.C. \$7,581,600.00  
For the provision of radiation therapy services for John H. Stroger, Jr. Hospital of Cook County.

This item was deferred at the meeting of the Cook County Health and Hospitals System Board of Directors on July 16, 2009.

REQUEST TO ENTER INTO AND EXECUTE CONTRACT  
APPROVED

- 15.) University of Illinois at Chicago Contract Period: Contract Amount:  
Hospital and Medical Center 07/01/09 through 06/30/10 \$320,229.00  
Requesting authorization to enter into and execute a contract for the post-graduate (PG) program in surgical pathology as per the Cooperative Educational Master Agreement (CEMA) between John H. Stroger, Jr. Hospital of Cook County and the University of Illinois at Chicago Medical School.  
The program will combine the academic and clinical resources of the University of Illinois at Chicago Medical School with the educational and training experience of Stroger Hospital. This agreement supplements and enhances the required surgical pathology services provided to the hospital's patients by subspecialists.

**Director Muñoz recused himself and voted PRESENT on request number 15.**



The Committee reviewed and discussed the information. During the discussion on contract compliance functions, the subject of internal audit functions arose. Chairman Carvalho stated that they need to make sure a system is in place.

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**Follow-up on outstanding requests for information**

**Project Brotherhood**

Kelvin Magee, Senior Director of Finance for the Cook County Health and Hospitals System, presented information on Project Brotherhood (Attachment #4).

An analysis of the Woodlawn clinic, in which Project Brotherhood is based, was provided for FY2009. Additional information was provided on grant and System funding.

The Committee reviewed and discussed the information. Chairman Carvalho asked what is being requested for funding in FY2010. Mr. Magee responded that the request for System funding for Project Brotherhood in FY2010 will be \$140,000.00.

**Update on Chicago Radiation Oncology Issues**

It was noted that this update was provided during the discussion of the Contracts and Procurement items.

**Report on Medicare Volume Drop**

Dorothy Loving, Executive Director of Finance for the Cook County Health and Hospitals System, provided information relating to a question posed at a previous Finance Committee meeting, regarding a drop in Medicare volume. She stated that they believe the drop in utilization is due to surgery; Dr. Richard Keen, System Chairman of the Department of Surgery, confirmed that referrals for Medicare surgical patients from the clinic areas are down. They will investigate further and provide an update the next time the monthly financials are presented.

Chairman Carvalho noted that approximately six months ago, Access Community Health Network instituted a policy with a very large co-pay for people. He speculated whether the System's clinics had experienced increased traffic of uninsured people who had been impacted by the Access Community Health Network's co-pay. Ms. Loving stated that she would look into the issue and report back with the findings.

**Update on Oak Forest Hospital of Cook County  
Emergency Department Project**

Kim Velasquez, Director of Budget for the Cook County Health and Hospitals System, provided an update on the Oak Forest Hospital of Cook County Emergency Department project. This project involves utilization of additional rooms in the Emergency Department at Oak Forest Hospital. Obtaining the units necessary to complete the project was expected to take at least three or four months. After the System Board and County Board approved the Master Lease Agreement with Bank of America, she stated that they were able to create a line item in the operations account and transfer funds for such purposes, which will move things forward much sooner.

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**Update on 2009 and 2010 Budget – Adoption and Implementation**

Ms. Velasquez provided an update on planning for the 2010 Budget. She distributed the calendar, which contains timetables and other information relevant to the budget planning process (Attachment #5). She added that they had their kick-off meeting on July 15<sup>th</sup>.

Discussion took place on the possible impact to the FY2010 budget and planning process if the roll-back of the sales tax increase remains in effect (if Cook County Board President Todd Stroger's attempts to veto the measure in September are unsuccessful).

Chairman Carvalho noted that normally the governing office would give direction to the departments to come in with a budget that equals 100% ± x%.

Elizabeth Reidy, Deputy Chief of the Civil Actions Bureau and Jeff McCutchan, Supervisor of the Transactions and Health Law Division of the Office of the State's Attorney, provided information on the subject. They stated that on July 21, 2009, the County Board passed a resolution which included a directive that going forward, the elected officials and other County entities would have to produce a budget that is based upon actual revenues received in 2009 and then adjusted to reflect the half-percent roll-back of the sales tax. Ms. Reidy added that this directive in the form of a resolution will most likely be translated into some form of procedural directive from the County's Budget Director, Takashi Reinbold.

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**Review and discuss the Report of the Finance Committee  
for the meeting of June 30, 2009**

Chairman Carvalho inquired whether any members had any corrections that needed to be made to the report. Hearing none, he proceeded to the next item on the agenda.

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Cook County Health and Hospitals System  
Report of the Meeting of the Finance Committee  
July 24, 2009

ATTACHMENT #1

# Cook County Health and Hospitals System

Revenue Cycle Re-Engineering

Finance Committee Update

July 24, 2009



# MedAssets Representatives

- **Robert Wright – Executive Project Director**
- **Gretchen Ryan – Project Director**

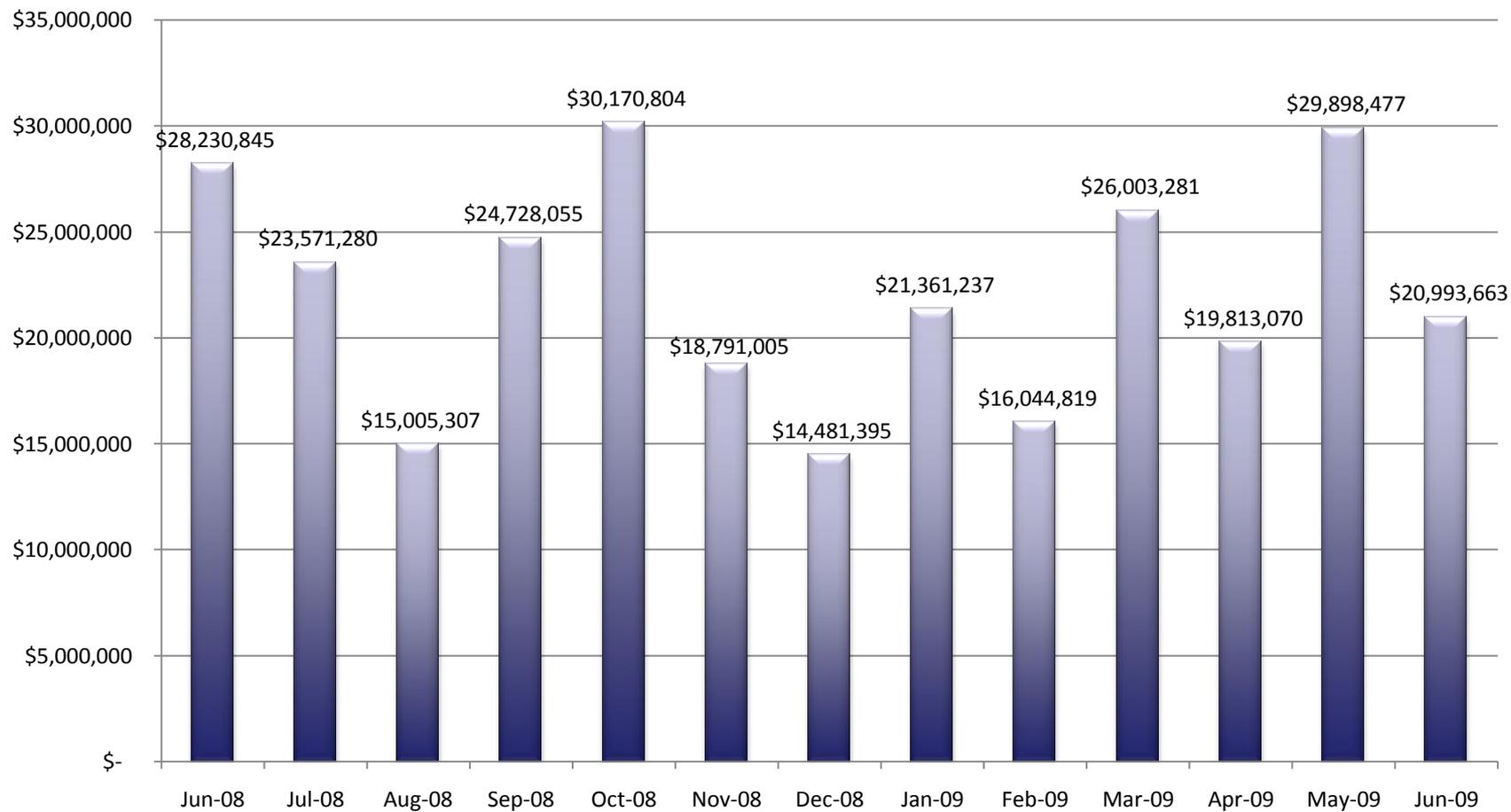
# Results to Date

- **Cash Improvement**

- May 2009 – IDPA implemented some of the inpatient per-diem payment rate changes
- June 2009 - Incremental cash calculation includes payments adjudicated in May 2009 at the new decreased per-diem rate
  - More work is required to restate actual claims adjudicated at the old reimbursement rates down to the current per-diems consistent with the revised baseline

# Results to Date – CCHHS Inpatient DNFB

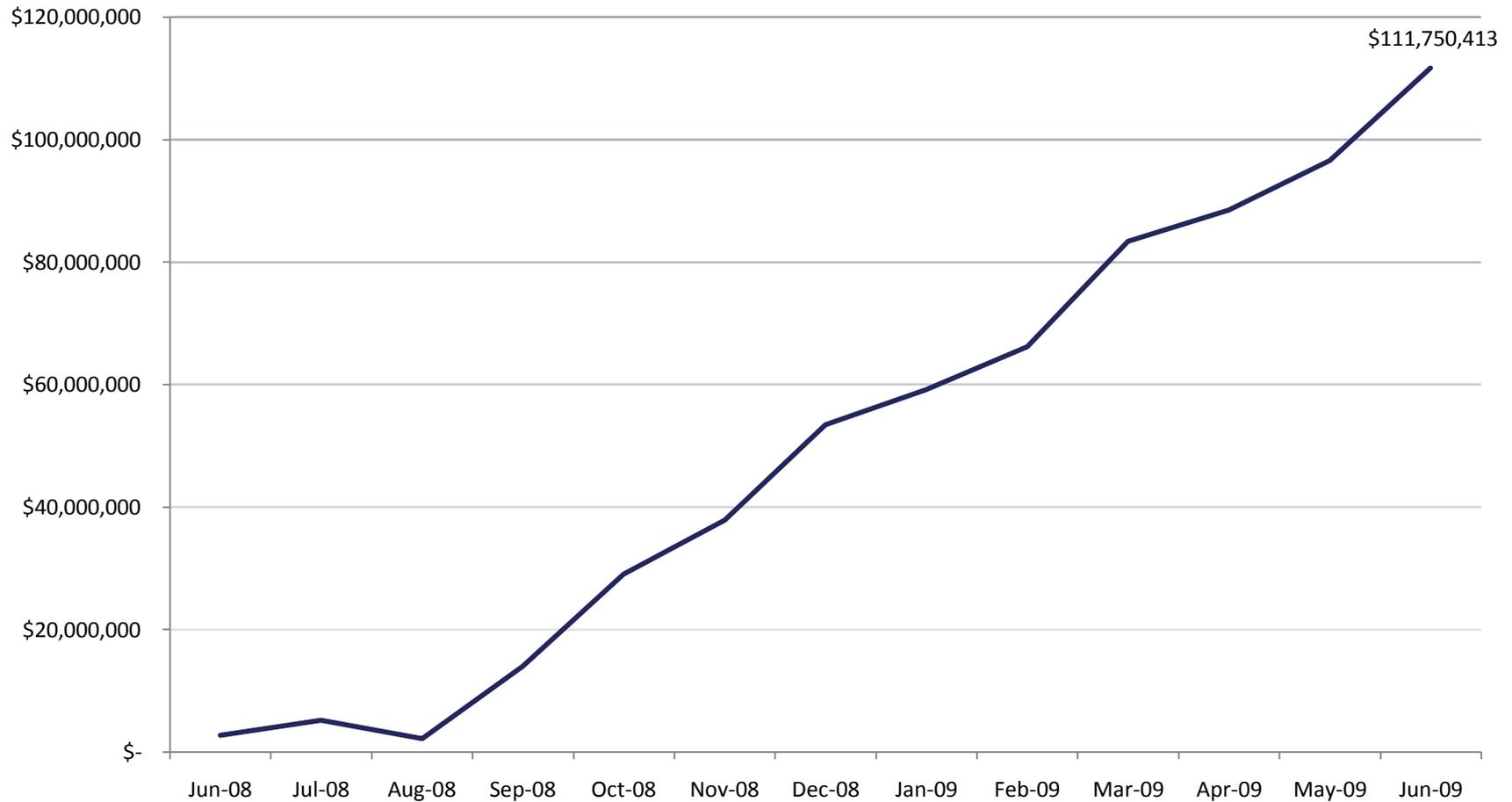
## Total Dollars



# Results to Date - CCHHS Total Dollars Billed

## Aggregate Improvement

15



# Patient Access Services

## Operational Updates

16

- **Provident Cerner Implementation**

- Successful implementation
- Revenue Cycle and Information Technology teams addressed some key functional inefficiencies post “go-live”
  - Obstetrics Triage bedside registration using Computer on Wheels, physicians use CPOE for all orders, patients immediately directed to the Obstetrics unit for all services
  - Developed a process to capture referring physicians not employed by CCHHS in the patient encounter in Cerner
  - Developed a process to accurately capture mid-level providers and residents and provide covering physician information for billing purposes
  - Bedside registration in the Emergency Department for patients in critical condition or those that arrive by ambulance

# Patient Access Services Operational Updates

17

- **General Department Management**

- Revenue Cycle Leadership to meet with Union Representatives to further discuss initiatives and revised leadership structure
- Interim System Director of Patient Access Services providing direct oversight of vendor invoice processing to ensure timely submission to Finance

- **Centralized Pre-Visit Services Department**

- Construction funding secured
- Developing a training schedule for CCHHS staff to coincide with the October 1, 2009 centralized Financial Counseling implementation
- Finalizing pre-registration work flow tools and procedures to include financial clearance and point of service cash collections

# Patient Access Services Operational Updates

18

- **Staffing and Productivity**

- Validating 2009 net staffing budget against recommended staffing levels derived from patient volumes
  - Provide status to Revenue Cycle Steering Committee with recommendations/requirements

# Financial Counseling Operational Updates

19

- **Eligibility Vendor Performance Analysis**
  - See Attachment
- **General Department Management**
  - Revenue Cycle Leadership to meet with staff to discuss transition plan and address details of previously negotiated staff reassignments
  - Interim System Director of Patient Access Services providing direct oversight of vendor invoice processing to ensure timely submission to Finance

# Financial Counseling Operational Updates

20

- **Standardized Inpatient Financial Counseling Implementation**
  - Scheduled to begin October 1, 2009 for all facilities
  - Plan details scheduled for August 7, 2009 presentation

# Revenue Control Operational Updates

- **General Department Management**

- Interim System Director of Revenue Control providing direct oversight of vendor invoice processing to ensure timely submission to Finance

- **Neonatology Services**

- Revenue Cycle team working with Finance to facilitate appropriate professional fee billing for services provided at non-CCHHS facilities

- **Provident Emergency Department Services**

- Revenue Cycle team, working with physicians, developed one charge capture tool that will allow for both facility and professional level charging and subsequent billing for all payers

# Revenue Control

## Operational Updates

22

- **Ophthalmology Specialty Clinic Pilot**

- Revenue Cycle, Finance, and clinical operations working together to implement a full transformation of service area operations to include the following:
  - Clinic designation from ACHN to Hospital based
  - Standardized scheduling
  - Pre-registration
  - Insurance Verification
  - Financial Counseling and Point of Service Collections
  - Improved arrival process to include quick check in process for pre-registered scheduled patients
  - Clinical Documentation Improvement
  - Accurate and timely charge capture including professional fees
  - Improved patient throughput
  - Patient discharge process

# Case Management Operational Updates

- **Staffing Issues**

- Working with Human Resources to recruit qualified candidates for all open positions
- Critical function that required appropriate staffing levels and associated budgets

- **Medicare RAC Solution**

- Revenue Cycle Leadership reviewed available technology and service vendor offerings
- CCHHS needs to be ready by October 2009
- Team to prepare recommendation

# Health Information Management Operational Updates

24

- **General Department Management**

- Interim System Director of Health Information Management providing direct oversight of vendor invoice processing to ensure timely submission to Finance

- **Provident Cerner Implementation**

- Scanning medical records into Cerner resulting in improved efficiencies throughout the facility

- **Coding Improvements**

- Working with Human Resources to secure qualified staff for all open positions

- **Transcription Improvements**

- Initial results of Vendor performance include decreased turn around times, increased physician satisfaction, improved patient care, and overall cost savings.

# Patient Financial Service Operational Updates

25

- **General Department Management**

- Interim System Director of Patient Financial Services providing direct oversight of vendor invoice processing to ensure timely submission to Finance

- **Performance Monitoring and Analysis**

- Discharged not final billed by payer (weekly)
- Top 5 payers Aged Trial Balance (monthly)
- Total Aged Trial Balance (monthly)
- Aged Trial Balance by payer (monthly)
- CompData submission results (monthly)
- Outpatient bill hold reasons (weekly)
- Trauma specific bill hold reasons to improve billing and charge capture issues
- Bad Debt
- Days in Accounts Receivable
  - Moved from over 1000 to just over 200 and will be reported monthly

**Eligibility Vendor Service Rate Matrix**

Vendor	F/C	Ins Plan Code	Alpha Split After 9/18/2008	Currently Files Claims	Eligibility Services Provided	Commission Rates	Maximum/Cap
<b>ESI</b> <b>Contract Dated 10/4/2006</b> <b>7/1/2006-6/30/2006</b> <b>All CCHHS</b>	2	D02	G-O	*Yes	Medicaid	7.6975%	\$3,300
					DPA 2432	\$205.40	
					DPA 2636	\$205.40	
					QMB	\$205.40	
					Back Dating Eligibility	\$205.40	
					Insurance Finder's Fee	\$205.40	
<b>HRM</b> <b>Contract Dated 10/4/2006</b> <b>07/01/2008-06/30/2009</b> <b>All CCHHS</b>	3	D03	A-F	*Yes	Medicaid	7.00%	\$2,800.00
					DPA 2432	\$115.00	
					DPA 2636	\$95.00	
					QMB	\$325.00	
					Back Dating Eligibility	\$105.00	
					Billing unrelated claims	\$95.00	
Insurance Finder's Fee	\$125.00						
<b>CEA</b> <b>Contract Dated 10/19/2006</b> <b>07/01/2006-06/30/2009</b> <b>Stroger Only</b>  <b>CEA Contract Addendum</b> <b>Effective 7/10/2007-6/30/2009</b>  <b>Stroger Only</b>	6	D06	N/A	No	SSI/SSDI	9.50%	No Cap
					Non-Disability MANG	\$350.00	
					***DPA 2432	\$50.00	
					***DPA 2636	\$50.00	
					***QMB	\$50.00	
					***Back Dating Eligibility	\$50.00	
					***Billing unrelated claims	\$50.00	
					Insurance Finder's Fee	\$0.00	
					SSI/SSDI	\$500.00	
					**All other programs	9.50%	No Cap
					*Billing other payors(What type, Unspecified)	3.50%	
					*Emergency Dept. Financial Counseling Services	\$22.50 per hour	
					Insurance Finder's Fee	\$0.00	
<b>GLM</b> <b>Contract Dated</b> <b>07/01/2006-06/30/2009</b> <b>All CHHS</b>	7	D07	P-Z	*Yes	Medicaid	7.75%	\$2,175.00
					DPA 2432	\$150.00	
					DPA 2636	\$150.00	
					QMB	\$150.00	
					Back Dating Eligibility	\$150.00	
					Billing unrelated claims	\$150.00	
Insurance Finder's Fee	\$50.00						

**Eligibility Vendor Service Rate Matrix**

Vendor	F/C	Ins Plan Code	Alpha Split After 9/18/2008	Currently Files Claims	Eligibility Services Provided	Commission Rates	Maximum/Cap
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\* Vendors file their own claims on patients they've placed on Medicaid by initiating Medicaid applications. Referrals for 2432's , 2636's, or backdating are billed by the hospital once the vendor provides the billing documents/information required.

\*\* Indicates "All Other Relevent Assistance Programs", such as Crime Victims and Section 1011

\*\*\* Although contractually allowed to work these types of accounts they were never referred to them. Strictly held to Medicaid and Federal disability referrals.

# CCHHS Eligibility Overview

## July 24, 2009



## Scope of work

- CCHHS Utilizes 4 eligibility vendors for Medicaid enrollment services. Chamberlin Edmonds, Eligibility Services Inc., Health Revenue Management, and Great Lakes Medicaid
- These vendors specialize in the field of Medicaid enrollment and provide resources with advanced knowledge in Medicaid programs as well as other state and federal assistance programs.
- Their technology and infrastructure allow them to provide services superior to what the MANG unit can provide.
- Vendors are on-site at the facility and interview patients face to face when applicable.

# Chamberlin Edmonds

- Currently provides services at Stroger only.
- Fees are 9.50% per account, no cap, and \$500 flat fee on SSI/SSDI
- Currently provides enrollment services for disability related diagnosis/program for Medicaid and SSI/SSDI
- Referred patients via ADT and Census reports day after admit and allowed only 48hrs to determine disability and retain the referral or return it to the hospital.
- Provides services at Stroger hospital only
- Does not receive referrals for 2432's or special projects
- Contract addendum date 7/10/2007 allows for them to receive all types of referrals including traditional Medicaid , moms and babies, however addendum has never been honored.

# Chamberlin Edmonds

- No Fee Cap
- Conversion rate for 2009 as of June 30, 2009, is 22% of net placements and 7% of total placements.

## Eligibility Services Inc.

- Currently provides eligibility enrollment services at Stroger, Provident, and Oak Forest at a contingency rate of 7.6975% and capped at \$3300.00 per account.
- Referred patients by MANG unit personnel only.
- Receives referrals for traditional Medicaid, moms and babies, as well as referrals to obtain specific forms necessary to bill IDPA.
- Has received special projects to work MANG unit backlog over the last 18 months.
- No time limits placed on how long they can work an account.

## Eligibility Services Inc.

- Conversion rate for 2009 as of June 30, 2009, is 5% of net placements and 4% of total placements.

# Great Lakes Medicaid

- Currently provides eligibility enrollment services at Stroger, Provident, and Oak Forest at a contingency rate of 7.75% and capped at \$2175.00 per account.
- Referred patients by MANG unit personnel only.
- Receives referrals for traditional Medicaid, moms and babies, as well as referrals to obtain specific forms necessary to bill IDPA.
- Has received special projects to work MANG unit backlog over the last 18 months.
- No time limits placed on how long they can work an account.

# Great Lakes Medicaid

- Conversion rate for 2009 as of June 30, 2009, is 18% of net placements and 11% of total placements.

# Healthcare Revenue Management

- Currently provides eligibility enrollment services at Stroger, Provident, and Oak Forest at a contingency rate of 7.00% and capped at \$2800.00 per account.
- Referred patients by MANG unit personnel only.
- Receives referrals for traditional Medicaid, moms and babies, as well as referrals to obtain specific forms necessary to bill IDPA.
- Has received special projects to work MANG unit backlog over the last 18 months.
- No time limits placed on how long they can work an account.

# Healthcare Revenue Management

- Conversion rate for 2009 as of June 30, 2009, is 25% of net placements and 12% of total placements.

# Vendor Performance Comparison 2009

- While HRM's conversion results for 2009, are 25% of net placements and 12% of total placements these numbers still include special project referrals as well as a significant number of referrals for 2432's only.
- The same applies to GLM and ESI.
- Although the numbers suggest that HRM is out performing all other vendors currently in 2009, this is simply not the case.
- In comparison CEA works disability cases only which are by far more difficult, they have a 48 hr accept or return window, cases take longer to convert to Medicaid, and their referral inventory does not include special project referrals of any type.

Cook County Health and Hospitals System  
Report of the Meeting of the Finance Committee  
July 24, 2009

ATTACHMENT #2

THE BOARD OF COMMISSIONERS

TODD H. STROGER  
PRESIDENT

EARLEAN COLLINS	1st Dist.	BRIDGET GAINER	10th Dist.
ROBERT STEELE	2nd Dist.	JOHN P. DALEY	11th Dist.
JERRY BUTLER	3rd Dist.	FORREST CLAYPOOL	12th Dist.
WILLIAM M. BEAVERS	4th Dist.	LARRY SUFFREDIN	13th Dist.
DEBORAH SIMS	5th Dist.	GREGG GOSLIN	14th Dist.
JOAN P. MURPHY	6th Dist.	TIMOTHY O. SCHNEIDER	15th Dist.
JOSEPH MARIO MORENO	7th Dist.	ANTHONY J. PERAICA	16th Dist.
ROBERTO MALDONADO	8th Dist.	ELIZABETH ANN DOODY GORMAN	17th Dist.
PETER N. SILVESTRI	9th Dist.		



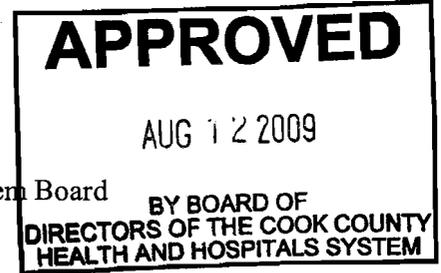
BUREAU OF CAPITAL, PLANNING & FACILITIES MANAGEMENT

BRUCE WASHINGTON  
BUREAU CHIEF - DIRECTOR

OFFICE OF CAPITAL PLANNING & POLICY  
69 W. Washington, Suite 3000  
Chicago, Illinois 60602-3215  
TEL: (312) 603-0300  
FAX: (312) 603-9997

July 13, 2009

Warren L. Batts  
Chairman of the Board and the Members of the Health & Hospital System Board  
Retired Chairman and Chief Executive Officer  
Premark International  
c/o Roz Turner  
Bureau of Health Services  
1900 W. Polk Street, Suite 220  
Chicago, IL 60612



Dear Chairman Batts and Board Members:

Included is a "Change Order" that is scheduled for the July 21, 2009 Board Agenda contingent upon the approval of the Board of Directors of the Hospital and Health System.

PROPOSED CHANGE ORDER

Transmitting a Communication, dated June 15, 2008 from

BRUCE WASHINGTON, Director, Office of Capital Planning and Policy

Board Item # 45 Record # 1490

transmitted herewith for your approval is Change Order No. 1 in the amount of \$29,195.20 to the contract with HOH Systems, Inc., Chicago, Illinois, for the Oak Forest Hospital of Cook County Isolation Room Monitoring project. It is respectfully requested that this Honorable Body approve this request.

Reason: This change order includes the design of additional monitoring devices in Nursing Unit J22, an increase to the consultant's billable hours for rebidding the project and the revised phasing plan, reimbursement for the Illinois Department of Public Health's project review fee and for the revision to the structural support system to allow for the installation of the new isolation exhaust roof top units in Building E. This change order is due to field conditions, user request changes and requirements of the Illinois Department of Public Health and is categorized as a Public Health Project.



Printed on Recycled Paper

**Contract No. 01-41-833**

Original Contract Sum	\$32,000.00
Total Changes to-date	<u>0.00</u>
Adjusted Contract to-date	\$32,000.00
Amount of this Modification	<u>29,195.20</u>
Adjusted Contract Sum	\$61,195.20

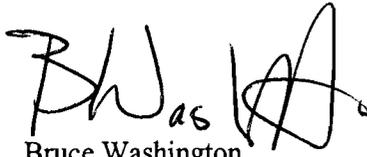
Estimated Fiscal Impact: \$29,195.20. Contract extension: None required. Bond Issue 20000 Account.

This project was included in the 2009 Capital Improvement Program projects approved by the Board of Commissioners on April 2, 2009. Approval of this item is contingent upon the approval of the Cook County Health & Hospital Systems Board.

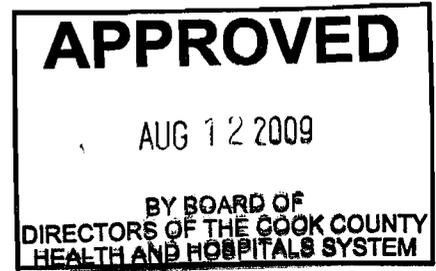
I hereby request the above-mentioned item be placed on the Cook County Health and Hospitals System Board Agenda for review and approval. Twelve copies of supporting documentation are being provided to the Secretary of the Board for distribution.

Please advise if I can be of further assistance.

Sincerely,



Bruce Washington  
Director



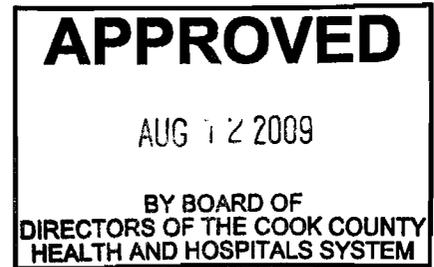
Enclosures

- cc: William T. Foley  
Stephen Martin  
Matthew B. DeLeon  
Debra Santana  
Roz Turner  
Mary Pat Cross

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment

**Date:** March 10, 2009  
**Sponsor:** David R. Small  
Chief Executive Officer  
**Operating Unit:** CCHHS



**Description of Services:** MedAssets Net Revenue Sys, LLC (200 North Point Center East, STE 600, Alpharetta, GA 30022) for the provision of Professional Service Fees.

**Justification for This Contract:** Contract No. 08-41-245 was originally approved by the County Board on 3/18/2008. **This bill must go before the System Board in order for vendor payment to be processed**

**Cost of Contract And Terms:** Invoice No. 094127A Amounts: \$3,593,723.15  
095276 416,667.00  
095280 111,186.00  
Contract Period: 3/1/2008 thru 2/28/2011  
Requisition No. 98900113-83433

**Budget Info:** Total Fiscal Impact: \$4,121,576.15  
Budget Acct. No. 890 / 260

**Signatures:**  
CCHHS CFO   
CCHHS Director of Purchasing   
CCHHS COO 

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment  
**AS AMENDED**



**Date:** July 16, 2009

**Sponsor:** Sidney Thomas  
Chief Operating Officer

**Operating Unit:** Provident Hospital

**Description of Services:** Loyola University of Chicago (Chicago, IL 60611) for the provision of Family Medicine Services per Loyola-Provident Master Agreement and Family Medicine Services Subagreement.

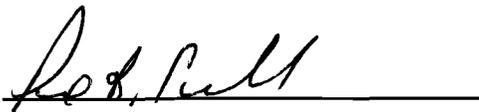
**Justification for This Contract:** Contract No. 02-43-1218 was originally approved by the County Board on 6/17/08. **These Bills must go before the System Board in order for vendor payment to be processed.**

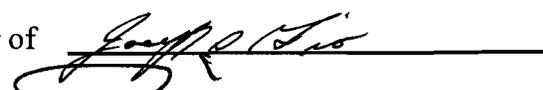
<b><u>Cost of Contract And Terms:</u></b>	Invoice #:	200903	Invoice Date:	Sept. 08	Amount:	\$186,374.64
		200904		Oct. 08		194,134.00
		200905		Nov. 08		191,370.45
		200906		Dec. 08		188,947.44
		200907		Jan. 09		192,762.56
		200908		Feb. 09		169,518.63
		200909		March 09		186,743.24

Renewed Contract Period: 07/01/2008 thru 06/30/2009  
Requisition No. 98910207-86494

**Budget Info:** Total Fiscal Impact: ~~\$1,309,851.96~~ **\$1,309,850.96**  
Budget Acct. No. 1210 / 891

**Signatures:**

CCHHS CFO 

CCHHS Director of Purchasing 

CCHHS COO 

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment

**Date:** July 8, 2009  
**Sponsor:** Martin Grant  
Bureau Chief of Pharmacy

**Operating Unit:** CCHHS

**Description of Services:** Sav Rx Chicago, Inc. (1550 S. Indiana Avenue, Suite 200, Chicago, IL 60605) for the provision of Mail Order Pharmacy- New & Refill Prescriptions, Stroger/Fantus and Provident Refill Prescriptions.

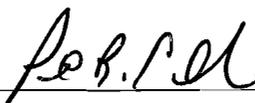
**Justification for This Contract:** Contract No. 08-41-145 was approved by the County Board on 2/20/2008. This Bill needs to go before the System Board in order for vendor payment to be processed.

**Cost of Contract And Terms:** Invoice#: 200906 Amount: \$643,630.27 Date: 6/01/09 thru 6/30/09  
Requisition No. 98900119-83438  
Contract Period: 3/01/2008 thru 2/28/2011

**Budget Info:** Budget Acct. No. 890/1200

**Signatures:**

CCHHS CFO

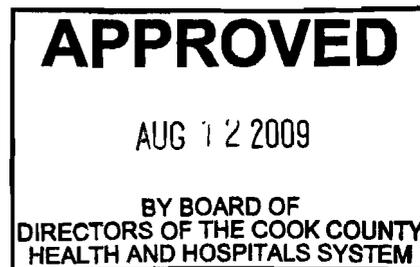
  
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CCHHS Director of Purchasing

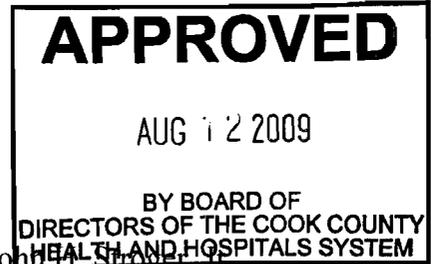
  
\_\_\_\_\_

CCHHS COO

  
\_\_\_\_\_



COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
Approval for Payment



**Date:** July 8, 2009

**Sponsor:** Johnny C. Brown  
Chief Operating Officer

**Operating Unit:** Department of Finance Administration, John H. Stroger, Jr.  
Hospital of Cook County

**Description of Services:** Chamberlin Edmonds (3535 Pledmont Road, #500, Atlanta, GA 30305) for the provision of Claims Processing Services.

**Justification for This Contract:** Contract No. 06-41-588 was originally approved by the County Board on 06/20/2006. **These Bills need to go before the System Board in order for vendor payment to be processed.**

**Cost of Contract And Terms:** Invoice#: 500815-033109 Amount: \$323,839.07 – month of March  
500815-043009 \$264,256.07 – month of April

Contract Period: 07/01/2006 thru 06/30/2009

**Budget Info:** Total Fiscal Impact: **\$588,095.14**  
Budget Acct. #: 897-1225

**Signatures:**

Chief Operating Officer

\_\_\_\_\_  


CCHHS CFO

\_\_\_\_\_  
  
\_\_\_\_\_  


CCHHS Director of Purchasing

CCHHS COO

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment

Date: July 16, 2009

Sponsor: Johnny C. Brown  
Chief Operating Officer

Operating Unit: Department of Surgery, John H. Stroger  
Cook County

Description of Services: TSO3 Inc. (2505 Dalton Ave., Quebec, QU, GIP3S5)  
for the purchase of Sterilization System.

Justification: Contract 08-41-404 was originally approved by the System Board on 12/05/2008. This bill must go before the System Board in order for vendor payment to be processed.

Cost of Contract And Term: Invoice #: 40279 Invoice date: 6/22/09

Requisition No. 98970286-84376

Budget Info: Total Fiscal Impact: \$462,000.00  
Budget Acct. No. 897 - 362

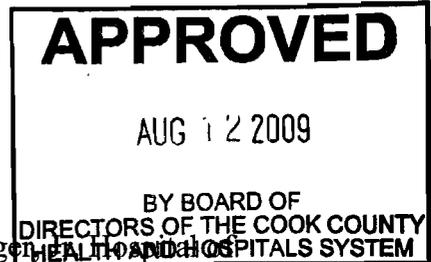
Signatures:

Sponsor \_\_\_\_\_

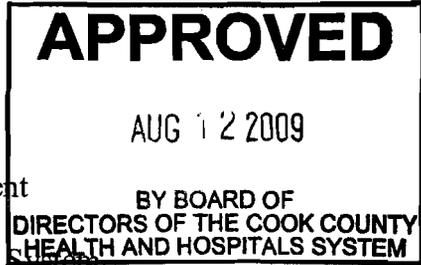
Operating Unit CFO *[Signature]* \_\_\_\_\_

CCHHS Director of Purchasing *[Signature]* \_\_\_\_\_

CCHHS COO *[Signature]* \_\_\_\_\_



COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
Approval for Payment



**Date:** July 16, 2009

**Sponsor:** Leslie Duffy, R.N., M.B.A.  
Director Supply Chain Management

**Operating Unit:** Cook County Health & Hospitals System

**Description of Services:** Navigant Consulting, Inc. (Chicago, IL 60674) for the provision of **professional fees for consulting services.**

**Justification:** Contract 09-41-223 was approved by the System Board on 5/22/2009. This bill must go before the System Board in order for vendor payment to be processed.

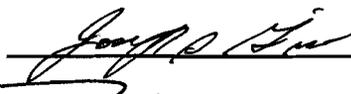
**Cost of Contract And Terms:** Invoice #: 277961 Invoice date: 7/09/2009

Contract Period: 5/22/2009 thru 8/31/2009  
Requisition No. 98900489-85890

**Budget Info:** Total Fiscal Impact: **\$462,000.00**  
Budget Acct. No. 890 - 260

**Signatures:**

Operating Unit CFO 

CCHHS Director of Purchasing 

CCHHS COO 

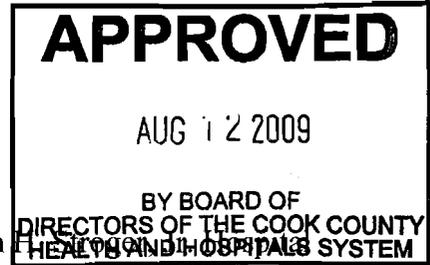
COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment

**Date:** July 8, 2009

**Sponsor:** Johnny C. Brown  
Chief Operating Officer

**Operating Unit:** Department of Professional Affairs, John  
of Cook County



**Description of Services:** Aramark Healthcare (2300 Warrenville Rd., Downers Grove, IL 60515) for the provision of Professional Services rendered for Clinical Engineering and Biomedical Services for the period of 07-01-09 thru 07-31-09.

**Justification for This Contract:** Contract No. 07-41-97 was originally approved by the County Board on 11/02/2006. This Bill needs to go before the System Board in order for vendor payment to be processed.

**Cost of Contract And Terms:** Invoice #'s: 20750709JSH Bill Amount: \$439,435.58

Contract Period: 12/01/2006 thru 11/30/2009  
Requisition No. 98970045-83053

**Budget Info:** Budget Acct. No. 1225/897

**Signatures:**

Chief Operating Officer

CCHHS CFO

CCHHS Director of Purchasing

CCHHS COO

\_\_\_\_\_

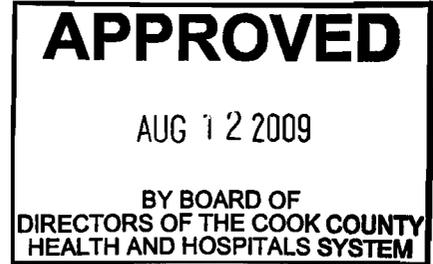
*Rob. P. M.*  
\_\_\_\_\_

*[Signature]*  
\_\_\_\_\_

*[Signature]*  
\_\_\_\_\_

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment



**Date:** July 9, 2009  
**Sponsor:** Daniel Howard, Director  
Hospital Information Systems

**Operating Unit:** CCHHS

**Description of Services:** Siemens Medical Solutions, Inc. (51 Valley Stream Parkway Malvern, PA 19335) for the provision of computer hardware.

**Justification for This Contract:** Contract No. 06-41-274 was originally approved by the County Board on 12/06/2005 and renewed on 12/18/2008 by the Health and Hospitals System. **These Bills need to go before the System Board in order for vendor payment to be processed.**

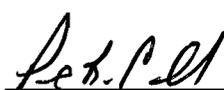
**Cost of Contract And Terms:**

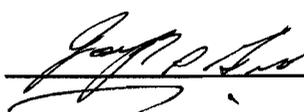
Invoice #: 128787	Invoice Date: April 09	Amount: \$142,553.63
135088	May 09	\$142,553.63
136614	June 09	\$142,553.63

Renewed Contract Period: 01/10/2009 thru 01/09/2012  
Requisition No. 98900012-82298

**Budget Info:** Total Fiscal Impact: **\$427,660.89**  
Budget Acct. No. 1200 / 890

**Signatures:**

CCHHS CFO 

CCHHS Director of Purchasing 

CCHHS COO 

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment



**Date:** July 8, 2009

**Sponsor:** Johnny C. Brown  
Chief Operating Officer

**Operating Unit:** John H. Stroger, Jr. Hospital of Cook County

**Description of Services:** Anchor Mechanical, Inc. (215 South Aberdeen, Chicago, IL 60607) for the provision of Maintenance, Repair, of Refrigeration and Ventilation Systems.

**Justification for This Contract:** Contract No. 08-53-233 was originally approved by the System Board on 12/18/2008. **These bills need go before the System Board in order for vendor payment to be processed.**

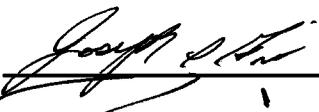
**Cost of Contract And Terms:** Invoice #: 4400C-41 Amount: \$118,452.02 – month of April  
4400C-42 \$119,256.36 – month of May

Requisition #: 98970332-84770  
Contract Period: 2/16/09 thru 2/15/12

**Budget Info:** Total Fiscal Impact: **\$237,708.38**  
Budget Acct. No. 897/1225

**Signatures:**

Operating Unit CFO 

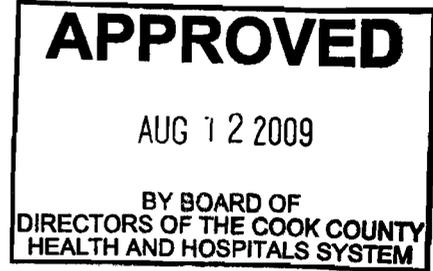
CCHHS Director of Purchasing 

CCHHS COO 

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
Approval for Payment

**Date:** July 8, 2009

**Sponsor:** Joanne Dulski  
System-Wide Administrator  
Director of Laboratories



**Operating Unit:** Department of Pathology Blood Bank, John H. Stroger Jr. Hospital

**Description of Services:** Lifesource Blood Services (1824 Paysphere Circle, Chicago, IL 60674) for the provision of **Blood & Blood Products.**

**Justification for This Contract:** **Contract No. 08-73-73** was originally approved by the County Board on 04/23/2008. **This Bill needs to go before the System Board in order for vendor payment to be processed.**

**Cost of Contract And Terms:** **Invoice #:** 0630-517 **Amount:** \$152,150.00 **Date:** 5/16/09 thru 5/31/09  
Contract Period: 06/01/2008 thru 05/31/2010  
Requisition No. 98970185-83764

**Budget Info:** Budget Acct. No. 1225/897

**Signatures:**

CCHHS CFO

Handwritten signature of the CCHHS CFO over a horizontal line.

CCHHS Director of Purchasing

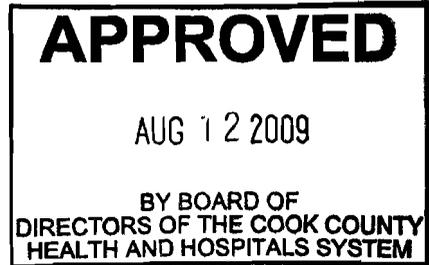
Handwritten signature of the CCHHS Director of Purchasing over a horizontal line.

CCHHS COO

Handwritten signature of the CCHHS COO over a horizontal line.

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment



**Date:** July 9, 2009

**Sponsor:** Sydney Thomas  
Chief Operating Officer

**Operating Unit:** Department of Nursing, Provident Hospital of Cook County

**Description of Services:** Alliance Health Services, Inc. ( 6 East Monroe St., suite 400, Chicago, IL 60603) for the provision of beds, advanced therapy and critical care.

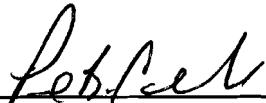
**Justification:** Contract 07-73-549 was approved by the System Board on 12/18/08. This bill must go before the System Board in order for vendor payment to be processed.

**Cost of Contract And Terms:** Invoice #: 09.0021 date of Service: 4/9/2008 – 4/8/2010

Contract Period: 7/01/2006 thru 6/30/2009  
Requisition No. 98970286-84376

**Budget Info:** Total Fiscal Impact: **\$127,482.13**  
Budget Acct. No. 891 - 1225

**Signatures:**

Operating Unit CFO 

CCHHS Director of Purchasing 

CCHHS COO 

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Approval for Payment



**Date:** July 9, 2009

**Sponsor:** Johnny C. Brown  
Chief Operating Officer

**Operating Unit:** Department of Finance Administration, John  
Hospital of Cook County

**Description of Services:** Nebo Systems, Inc. (1 South, 376 Summit Ave, Court B,  
Oakbrook Terrace, IL 60181) for the provision of retroactive  
claims and reprocessing services.

**Justification:** Contract 06-41-578 was originally approved by the County Board  
on 06/20/2006. This bill must go before the System Board in order  
for vendor payment to be processed.

**Cost of Contract And Terms:** Invoice #: 000124802 Invoice date: 1/31/09

Contract Period: 7/01/2006 thru 6/30/2009  
Requisition No. 98970286-84376

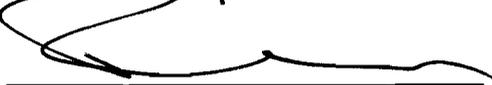
**Budget Info:** Total Fiscal Impact: **\$124,529.25**  
Budget Acct. No. 897 - 1225

**Signatures:**

Sponsor \_\_\_\_\_

Operating Unit CFO  \_\_\_\_\_

CCHHS Director of Purchasing  \_\_\_\_\_

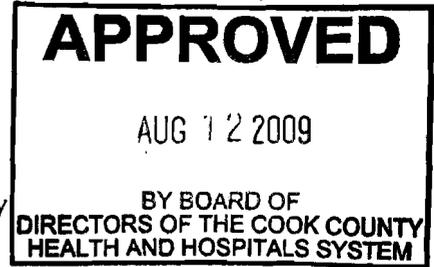
CCHHS COO  \_\_\_\_\_

**Cook County Health and Hospitals System**

Enter into a Contract and Execute on July 16, 2009 at the CCHHS Board Meeting

DEFERRED

**Date:** 06/16/2009  
**Sponsor:** Johnny Brown  
Chief Operating Officer  
**Operating Unit:** John H. Stroger Jr. Hospital of Cook County



**Description of Service:** Requesting approval to enter into & execute contract for a two year period with Cook County Radiation Oncology, S.C. 1901 W Harrison Street, room LL500 Chicago, IL. 60612 for the provision of Radiation Therapy Services.

**Justification for this contract:** After receiving and evaluating two (2) Request for Qualifications (RFQs), Cook County Oncology, S.C. was chosen for the following criteria: a) They are the current vendor and they have provided excellent radiation service and, therefore there wouldn't be a lapse in patient care which is essential. b) This company was the lowest bidder saving Cook County \$2,380,040.00 annually.

**Cost of the contract and terms:** Contract Period: 06/17/09 – 06/16/2011  
\$7,581,600.00 (\$3,790,800.00 for 1<sup>st</sup> year  
\$3,790,800.00 for 2<sup>nd</sup> year)

**Budget information:** 897 / 278

**Signatures:**

Sponsor

Handwritten signature of Johnny Brown, Chief Operating Officer, over a horizontal line.

CCHHS Director of Purchasing

Handwritten signature of the CCHHS Director of Purchasing, over a horizontal line.

CCHHS COO

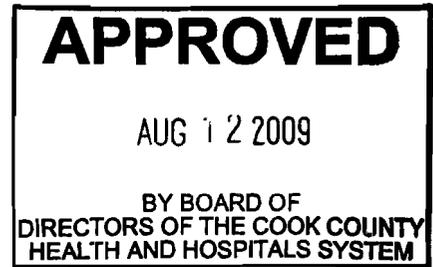
Horizontal line for the signature of the CCHHS COO.

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM**  
**Request to Enter into and Execute Contract**

**Date:** June 24, 2009

**Sponsor:** Johnny Brown  
Chief Operating Officer  
Stroger Hospital

**Operating Unit:** Department of Pathology, CCHHS



**Description of Services** University of Illinois at Chicago Hospital and Medical Center for the provision of post graduate residents for surgical pathology.

**Justification for This Contract:** Requesting authorization to enter into and execute contract for post graduate (PG) program in surgical pathology as per the Cooperative Educational Master Agreement (CEMA) between Stroger Hospital of Cook County and the University of Illinois at the Medical School, Chicago.

The program will combine the academic and clinical resources of the University of Illinois at Chicago Medical School with the educational and training experience of Stroger Hospital of Cook County.

This agreement supplements and enhances the required surgical pathology services provided to the hospitals' patients by subspecialists, we would not otherwise be able to recruit.

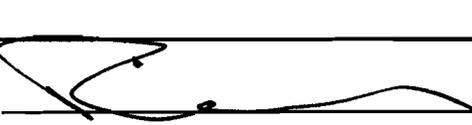
**Cost of Contract And Terms:** \$320,229.00 for 12 months to commence upon approval of the execution of the contract from 7/1/09 through 6/30/10.

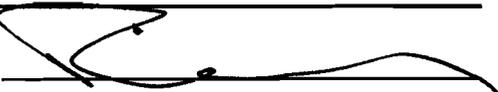
**Budget Info:** Budget Acct. No. 897-272  
Requisition# 98970475/86071

**Signatures:**

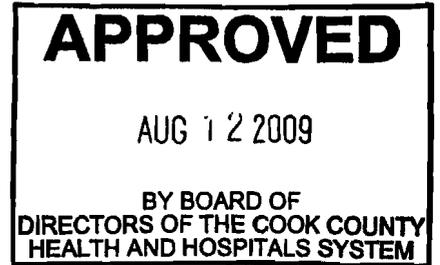
Operating Unit CFO 

CCHHS Director of Purchasing 

Operating Unit COO 

CCHHS COO 

COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
Request to Execute Contract



**Date:** May 4, 2009

**Sponsor:** Johnny C. Brown  
Chief Operating Officer

**Operating Unit:** John H. Stroger, Jr. Hospital of Cook County

**Description of Services:** Stryker Instruments (Chicago, IL 60673) for the provision of Orthopaedic Surgical Supplies & Implants, Disposable Drill bits & Instrumentation.

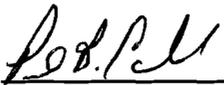
**Justification for This Contract:** Contract No. 08-45-399 was originally approved on November 13, 2008 by the System Board to enter into a contract. However, in order to fully execute this contract the Purchasing Agent has requested System Board Approval for this Contract.

**Cost of Contract And Terms:** This is a 12 month contract in the amount of \$100,000.00 to commence upon award, execution and implementation of the contract.

**Budget Info:** Budget Acct. 897-362

**Signatures:**

Sponsor \_\_\_\_\_

Operating Unit CFO  \_\_\_\_\_

CCHHS Director of Purchasing  \_\_\_\_\_

CCHHS CEO  \_\_\_\_\_

Cook County Health and Hospitals System  
Report of the Meeting of the Finance Committee  
July 24, 2009

ATTACHMENT #3

## O&M Mentoring Program

### Executive Level Commitment

Owens & Minor is committed to sourcing from small-, woman-, minority-, and veteran-owned businesses. Through our commitment, we invest in developing and championing processes that build sound infrastructure and ethical practices within a diverse group of manufacturing and service organizations. We believe our commitment to supplier diversity and supplier development promotes long-term sustainable growth and a more reliable supply chain for our customers.

At Owens & Minor, we maintain our diverse supplier base by continually reaching out to small, woman-, minority-, and veteran-owned businesses on a proactive basis and by maintaining an active file in a broad range of product and service areas. Through these supplier relationships we cultivate collaborative engagements between our customers, our suppliers, and our company.

We strive to enhance the supplier diversity process for our customers. By building strong relationships with a talented arsenal of more than 1000 diverse organizations that offer quality products and services at competitive prices, we regularly bring diverse organizations forward to our customers as a direct resource both inside and outside a traditional medical surgical product arena. By fostering these relationships across a broad range of product and service areas, we help our customers meet their diversity goals.

Finally, we believe that diversity in our supplier base not only allows us to help our hospital customers meet their diversity requirements, it also helps us bring forward innovative and unique solutions that support our customers' needs. Small-, women-, minority, and veteran-owned businesses are agile businesses that create jobs in the communities we serve around the nation. As such, we know that supplier diversity benefits our communities and our customers by fostering a healthy, competitive small business environment that serves healthcare.

### Executive Leadership

Owens & Minor's senior leadership team has demonstrated their full support of Supplier Diversity development in many ways. Gil Minor, Chairman of the Board, and Craig Smith, CEO, both attend and participate in Owens & Minor's Supplier Diversity Symposium which attracts dozens of diverse suppliers as participants each year. Mr. Minor and Mr. Smith champion our philosophy and commitment with other industry leaders. In fact, both of these executives have been recipients of Supplier Diversity Awards from VMSSDC. Further, Hugh Gouldthorpe, Senior Vice President of Quality and Communications, has also received several diversity awards from local and regional minority business councils including the Metropolitan Business League, Urban League, and National Black MBA Association.

Perhaps the best response to this question is to share the words of our senior executives directly. From the following examples, you will see that Owens & Minor's commitment to diversity permeates the organization, starting from the very top.

*"We know from experience that some of the most innovative, dedicated, and dependable suppliers fall into the minority and woman-owned category. As a national company, Owens &*

*Minor has the opportunity to reach out across the country to tap this huge resource. It's good for healthcare and it's the right thing to do." -- G. Gilmer Minor III, Chairman, Owens & Minor*

*"...We also believe in supporting the ideal of diversity as we conduct our daily business. We strive each year to increase the diversity of our supplier base, as we also work to ensure that our teammates reflect the diversity around us. We are proud of our achievements in this area." -- Craig R. Smith, President & Chief Executive Officer*

Finally, our leadership's commitment to Supplier Diversity is reflected also in its being an integral part of our work in our community and in our message to our shareholders. Examples of this include our 2007 Annual Report and a September 2008, *Richmond Times Dispatch* article, "Health Care has Diverse Needs," which covers their participation in a luncheon with Virginia Governor, Tim Kaine.

## Diversity Resources

Owens & Minor leadership has shown its support by creating a Director level position for a certified supplier diversity practitioner that is 100% dedicated to leading our Supplier Diversity initiative and managing the budget that is dedicated to developing Supplier Diversity over time.

*"As Owens & Minor's first Director of Supplier Diversity, I can attest to the fact that I have enjoyed the full support of the senior management team over the last several years. I have enjoyed opportunities to present to the O&M Board of Directors, because it has helped me to know that I am working on something that our leaders feel is of the utmost importance to our organization's growth." -- Angela Wilkes, Director of Diversity and Small Business Liaison Officer*

## Reports/Goals

At Owens & Minor we are committed to pursuing our supplier diversity initiative without compromising quality, service or costs. Our objectives are to:

- Establish Owens & Minor as the leader in profitable supplier diversity relationships in healthcare.
- Thoroughly integrate supplier diversity into our entire product and service purchasing mix.
- Regularly evaluate sourcing opportunities with small, minority-, woman- and veteran-owned businesses.
- Cultivate relationships with innovative, diverse sourcing partners and mentor promising organizations to foster sustainable growth.
- Encourage development of diverse talent pools through investment and volunteerism in the communities where we work everyday.

## Mentoring

An excellent example of our work in the Supplier Diversity arena is Owens & Minor's work within its Mentor-Protégé Agreement with the Department of Defense and our engagement with MAC Medical as protégé and a supplier to our private label portfolio, and our engagement with Virginia State University, a premier Historically Black University in support of the mentor-protégé agreement.

Over the last decade, as part of its service to the U.S. Department of Defense, Owens & Minor created a successful mentor-protégé relationship with Kerma Medical, a Virginia based, minority-owned supplier. As a result of this agreement and Owens & Minor supporting KERMA, the supplier grew to what is now a multi-million dollar business with more than 80 employees and two locations.

Today, Owens & Minor has an MPP agreement with MAC Medical. MAC Medical is a medical products distribution and packaging firm located in Chicago, Illinois. MAC has been identified by Owens & Minor as a value-added supply chain partner in the performance of the Department of Defense Gen III Contract as well as commercial customers/IDNs. MAC Medical has worked diligently to become a valued Owens & Minor Supplier for paper products in the execution of this contract. Also, using the centralized location of the Chicago-based MAC Medical Warehouse, we have achieved significant efficiency in the distribution of key products to the Department of Defense Medical Treatment Facilities and Department of Veterans Affairs Medical Centers.

As a part of the MPP agreement, Owens & Minor has also entered into its first partnership with a Historically Black College--Virginia State University. Virginia State University, America's first fully state supported four-year institution of higher learning for Blacks, is a comprehensive university and one of two land-grant institutions in the Commonwealth of Virginia. Located in Petersburg, Virginia (within 25 minutes of Owens & Minor's corporate headquarters), the University is a level V institution offering 45 baccalaureate and master's and doctoral degree programs. With the assistance of VSU, Owens & Minor has provided MAC Medical with research and product strategy development assistance.

What follows is reprint of a public announcement of our Mentor Protégé relationships and our relationship with Virginia State University that was featured in the VSU Alumni Magazine issue from the winter of 2007-2008.

### **VSU Facilitates Mentor/Protégé Partnership**

Virginia State University (VSU) and Owens & Minor, a Virginia-based, FORTUNE 500 company and the nation's leading distributor of name brand medical and surgical supplies to the acute-care industry, will work together in an innovative partnership to provide business mentoring services to MAC Medical Supply Company, Inc., a certified, woman-owned medical supply manufacturer and distributor.

Owens & Minor has enrolled Chicago-based MAC Medical Supply under its U.S. Department of Defense (DoD) Mentor- Protégé Program. Under the three-year agreement, VSU will serve as the Development Assistance Provider to Owens & Minor and MAC Medical Supply, working closely with both companies.

For MAC Medical Supply, VSU will identify the company's business and market profile and will assist in developing business, marketing and market penetration plans. For mentoring company

Owens & Minor, VSU will assist in establishing performance benchmarks for MAC Medical Supply and will also monitor progress toward these benchmarks. VSU will also help MAC Medical with the following additional services: developing publications, developing and implementing a training program for MAC Medical Supply employees, and creating a strategic business and marketing plan.

Dr. V.K. Mummalaneni, chair of VSU's department of marketing and management, will serve as project director. VSU Provost, Dr. W. Eric Thomas will serve as Principal Investigator. The DoD Mentor-Protégé program was created by the U.S. Department of Defense in 1991 to encourage more women- and minority-owned businesses to become defense department contractors and vendors. DoD prime vendors, including Owens & Minor, work with the protégé companies, nurturing them with infrastructure and business development, training, increased sales opportunities and sharing of resources.

Through skill enhancement aided by developmental assistance, this Mentor-Protégé Agreement between Owens & Minor and MAC Medical and VSU serves to develop a woman-owned business as a potential, high-quality, direct supplier to the Department of Defense as well as Owens & Minor's commercial sector customers. This mentoring relationship enhances MAC Medical's ability to execute consolidation strategies for maximum results throughout the Department of Defense and the healthcare industry.

## **Training Owens & Minor's Sales Teammates on the Value of Supplier Diversity**

This internal, teammate education piece developed through a joint effort between Owens & Minor University, Owens & Minor's Supplier Diversity Department, and Owens & Minor Marketing represents a high-level brief to over 300 sales and leadership teammates across the country who have an ability to foster local supplier development and impact local sourcing decisions both internally and at our customers daily.

## **Participation in association events and presentations**

This includes recent presentations for:

- The American College of Healthcare Executives
- The Healthcare Supplier Diversity Alliance, where Ms. Wilkes serves as Chair of the Board
- The Virginia Chapter of the National Association of Health Services Executives, where Ms Wilkes serves as President
- The Virginia Minority Supplier Development Council, where Ms. Wilkes is a member of the Board

## **Best Practices**

### **How We Measure Success in Supplier Diversity**

Owens & Minor's senior management believes that in order for the company to achieve superior performance, a critical component of its business operation must be an ongoing search for the best possible industry practices that drive operating targets so that supplier diversity and supplier development can result in long-term sustainable growth and a more reliable supply chain.

To that end, the company has taken steps over the years to understand, and compare itself to, the best practices in the industry. Where industry leaders and competitors are strong in given areas, efforts are taken by Owens & Minor department leaders to uncover why and what measures can be modified and incorporated into the company's business operations. Metrics have also been put in place to quantify the effect of installing the practices. For example, in 2008, part of the Director of Supplier Diversity performance plan was to grow MediChoice expenditures with women and small businesses by 14%. That target was exceeded by a significant margin. Also, feedback from our customers in meeting their needs is critical.

Essential to the benchmarking process, the company's supplier diversity initiative has received concerted management support. Senior management's support is properly communicated throughout the organization and employees (especially the sales representatives and the purchasing staff) are aware that there is also a definite place for employee involvement in benchmarking. The company believes that the best way to implement best practices smoothly is through the efforts of those closest to the work process. In 2007, the company implemented web technology so that when purchasing opportunities come up, the purchasing staff can access a database of diverse suppliers and invite them to participate in the bidding process. The Supplier Diversity Department has also worked with a minority owned EEO consulting firm to help Owens & Minor develop and map a streamlined process to accurately track and measure quarterly spending with diverse suppliers.

Owens & Minor also hosts a benchmarking event in its one-of-a-kind annual Diversity Symposium hosted at its Corporate Headquarters. The symposium, hosted by Owens & Minor's President and CEO, brings together the best and brightest in the medical industry to discuss *best practices, business improvement and how to better create equal access to minority and women owned organizations*. The event includes Owens & Minor's Protégé, MAC Medical, Owens & Minor sales team, its customers, vendors and competitors from across the country. The theme of the 2008 symposium was "Forecasting the Healthcare Market for Supplier Diversity: Where Is It Going and Where Do I Fit?" The Keynote Speaker Charles R. Morris, a business historian and author, discussed the future of healthcare from the operating room to the boardroom. The event created a tremendous opportunity for small businesses to network with key industry players.

## **In Conclusion**

Owens & Minor is committed to supplier diversity. We invest in Supplier Diversity because we believe it makes good business sense. We believe our commitment to supplier diversity and supplier development will serve to promote long-term sustainable growth and a more reliable supply chain for our customers. Further, we believe that fostering the development of a growing base of diverse suppliers to the healthcare industry ultimately can help lower rising healthcare costs. Entrepreneurship

and diverse viewpoints is the lifeblood of innovation. A thriving community of diverse suppliers generates healthy competition and innovative delivery methods that can ultimately help drive cost out of the Supply Chain, and to Owens & Minor, that's good business.

## NOVATION SUPPLIER DIVERSITY PROGRAM SUMMARY

- All eligible MBE/WBE must be independently owned and operated and the ownership must be real, substantial and continuing. The minor and customary incidents of ownership, possessing the power a management and company policies on a daily basis
- Novation has a dedicated team that will assist members with questions regarding the Supplier Diversity Program
  - Novation is committed to ensuring MBE/WBE suppliers and distributors are given the opportunity to bid competitively
  - Potential program suppliers and distributors will provide appropriate credentials verifying their classification as a MBE/WBE
- **Novation Supplier Diversity Program included purchasing and distribution agreements. Upon request, Novation can customize exclusive, local distribution agreements for any member that would like to purchase Novation-contracted products or noncontract products through a Supplier Diversity Program medical-surgical distributor**

### Purchasing Phases

- Requisition
- Bid
  - Pre-bid
  - Post-bid
- Contract
  - SA Review for Form
  - Contract Compliance
- PO

Excluding any vendor contract exceptions, Contract Compliance issues, or other bidding problems, we estimate the processing time to be approximately 4 weeks from receipt of a requisition to a PO being generated.

### **Overview for Bids**

1. Requisition
  - a. The requisition is generated by the user department.
  - b. All required documentation must be attached.
2. Transmittal
  - a. The transmittal is generated by the user department.
  - b. The transmittal to "Advertise for Bid" is brought before the Board for approval.
3. Specifications
  - a. Specifications must be attached on CD disk as a word document or
  - b. Specifications are attached in email as a word document.
  - c. The requisition is assigned to a Buyer
  - d. User departments should use previously approved specification documents whenever possible.
4. Contract
  - a. A Buyer/Manager will manually assign a sequential contract number via log book.
  - b. The future process will allow a computer program to generate a sequential contract number.
5. Pre-Bid Specifications
  - a. The user department should review and amend/approve the documents before advertising for Bid
  - b. The Hospital Purchasing Supervisor (TBD) to review/approve before advertising for Bid.
6. Advertising for Bid
  - a. The bid will be assigned an advertising/posting date.
  - b. The bid will be posted on the CCHHS website.
  - c. The bid will be advertised in the newspaper (If needed, the countywide contract should be amended to accommodate this procedure).
    - i. A designated person will type up advertisements and have them posted in the newspaper.
7. Bid Opening
  - a. The Bid opening date will be assigned. Bids are generally available for downloading for a period of 5 to 10 business days. Opening dates may be held twice monthly initially.
  - b. The official, public Bid opening will be read by an Officiator (TBD) and will be held in room 5300 at John H. Stroger Jr. Hospital.
  - c. All Bid documentation will be initialed by the Officiator.
  - d. The Clerk of the Board will record the proceedings and take notes.
8. Post-Bid
  - a. All Bids are then turned over to the assigned Buyer.
    - i. The Buyer reviews the Bids for accuracy.

- ii. The Buyer then creates the Bid tabulation sheets in order, lowest to highest.
  - b. Contract Compliance will hold a Post-Bid review meeting.
    - i. Compliance will review the Bids from lowest to highest for M/WBE compliance.
    - ii. All departments with Bids are required to attend to approve/review technical specs submitted for Bid.
    - iii. If Compliance and the user department approve a vendor, the contract may be immediately awarded.
- 9. Award
  - a. An award letter is created encompassing approvals from the user department, Contract Compliance and Hospital Purchasing with signatures of all three.
  - b. An "Award & Execute" transmittal is created for Board approval.
- 10. Contract
  - a. The contract template is typed by the Hospital Purchasing Typist (TBD).
  - b. The Buyer amends/approves the contract.
  - c. The contract is sent to the vendor with 3 copies of the signature page.
  - d. Once the vendor signs off and returns the 3 original signed documents, it's sent to the SA's Office for final review.
  - e. The three fully executed copies should be sent to Hospital Purchasing, the vendor and the Clerk of the County (this may change).
- 11. PO
  - a. A Purchasing Order (PO) is generated.
  - b. A Hospital Purchasing Supervisor (TBD) reviews, approves, and signs the PO.

### **Overview for Open Market Purchases (OMP)**

1. Requisition
  - a. The requisition is generated by the user department.
  - b. All required documentation must be attached.
2. Specifications
  - a. Specifications must be attached on CD disk as a word document or
  - b. Specifications are attached in email as a word document.
  - c. The requisition is assigned to a Buyer
  - d. User departments should use previously approved specification documents whenever possible.
3. OMP Contract
  - a. A Buyer/Manager will manually assign a sequential OMP contract number via log book.
  - b. The future process will allow a computer program to generate a sequential contract number.
4. Pre-Bid Specifications
  - a. The user department should review and amend/approve the documents before advertising for OMP
  - b. The Hospital Purchasing Supervisor (TBD) to review/approve before advertising for OMP.
5. Advertising for OMP
  - a. The OMP will be assigned an advertising/posting date.
  - b. The OMP will be posted on the CCHHS website.
  - c. The OMP will be advertised in the newspaper (If needed, the countywide contract should be amended to accommodate this procedure).
    - i. A designated person will type up advertisements and have them posted in the newspaper.
6. OMP Opening
  - a. The OMP opening date will be assigned. OMP's are generally available for downloading for a period of 5 to 10 business days. Opening dates may be held twice monthly initially.
  - b. There is no official OMP opening. OMP's are opened by the assigned Buyer.
7. Post-Bid OMP
  - a. All bids are then turned over to the assigned Buyer.
    - i. The Buyer reviews the bids for accuracy.
    - ii. The Buyer then creates the bid tabulation sheets in order, lowest to highest.
    - iii. The tabulation is sent to the user department for review. Once their choice is made, a letter must be sent to Contract Compliance for M/WBE review.

- iv. If Compliance and the user department approve a vendor, the contract may be awarded.
8. Award
  - a. An award letter is created encompassing approvals from the user department, Contract Compliance and Hospital Purchasing with signatures of all three.
9. OMP Contract
  - a. The OMP contract template is typed by the Hospital Purchasing Typist (TBD).
  - b. The Buyer amends/approves the OMP contract.
  - c. The OMP contract is sent to the vendor with 3 copies of the signature page.
  - d. Once the vendor signs off and returns the 3 original signed documents, it's sent to the SA's Office for final review.
  - e. The three fully executed copies should be sent to Hospital Purchasing, the vendor and the Clerk of the County (this may change).
10. PO
  - a. A Purchasing Order (PO) is generated.
  - b. A Hospital Purchasing Supervisor (TBD) reviews, approves, and signs the PO.

### **Overview for Open Market Quotations (Quotations)**

1. Requisition
  - a. The requisition is generated by the user department.
  - b. All required documentation must be attached.
2. Specifications
  - a. Specifications may be typed in the body of the requisition, or
  - b. Specifications may be attached on CD disk as a word document or
  - c. Specifications may be attached in email as a word document.
  - d. The requisition is assigned to a Buyer
  - e. User departments should use previously approved specification documents whenever possible.
3. Advertising for Quotations
  - a. The Quotation will be assigned an advertising/posting date.
  - b. The Quotation will be posted on the CCHHS website.
  - c. The Quotation will be advertised in the newspaper (If needed, the countywide contract should be amended to accommodate this procedure).
    - i. A designated person will type up advertisements and have them posted in the newspaper.
4. Quotation Opening
  - a. The OMP opening date will be assigned. Quotations are generally available for downloading for a period of 5 to 10 business days. Opening dates may be held twice monthly initially.
  - b. There is no official Quotation opening. Quotations are opened by the assigned Buyer.
5. Post-Bid Quotation
  - a. All Quotations are then turned over to the assigned Buyer.
    - i. The Buyer reviews the Quotations for accuracy.
    - ii. The Buyer then creates the bid tabulation sheets in order, lowest to highest.
    - iii. The tabulation is sent to the user department for review.
    - iv. Quotations do not require Contract Compliance review.
6. Award
  - a. An award letter is created encompassing approvals from the user department and Hospital Purchasing with signatures of both.
7. PO
  - a. A Purchasing Order (PO) is generated.
  - b. A Hospital Purchasing Supervisor (TBD) reviews, approves, and signs the PO.

### **Overview for Sole Source Contract**

1. Requisition
  - a. The requisition is generated by the user department.
  - b. All required documentation must be attached including the following:
    - a. Sole Source Confirmation Letter from the vendor
    - b. Vendor's Original Proposal
    - c. User departments should use previously approved contract documents whenever possible.
2. Transmittal
  - a. The transmittal is generated by the user department.
  - b. The transmittal to "Enter Into A Contract" is brought before the Board for approval.
3. Contract
  - a. A Buyer/Manager will manually assign a sequential contract number via log book.
  - b. The future process will allow a computer program to generate a sequential contract number.
  - c. The contract template is typed by the Hospital Purchasing Typist (TBD).
  - d. The Buyer amends/approves the contract.
  - e. The contract is sent to the vendor with 3 copies of the signature page.
  - f. Once the vendor signs off and returns the 3 original signed documents, it's sent to the SA's Office for final review.
  - g. The three fully executed copies should be sent to Hospital Purchasing, the vendor and the Clerk of the County (this may change).
4. Award
  - a. An award letter is created encompassing approvals from the user department, Contract Compliance and Hospital Purchasing with signatures of all three.
  - b. An "Execute Contract" transmittal is created for Board approval.
5. PO
  - a. A Purchasing Order (PO) is generated.
  - b. A Hospital Purchasing Supervisor (TBD) reviews, approves, and signs the PO.



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## **SUPPLIER DIVERSITY PROGRAM**

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### **Supplier and Distributor Requirements**

#### **Supplier Requirements for Doing Business with Novation through the Supplier Diversity Program**

The company must:

- be a minority-, woman- or small veteran-owned business and provide to Novation a copy of its certification or discharge papers and complete the Statement of Business Classification
- have the ability to deliver product before a contract is awarded. Manufacturing capabilities are clearly defined and contract manufacturing relationships are outlined.
- have a quality assurance program if the company manufactures product
- have a bona fide place of business and agree to an on-site visit
- demonstrate that it is in good standing with the U.S. Food and Drug Administration if the company manufactures FDA-regulated medical devices or drugs
- have electronic reporting capabilities
- provide customer references
- have product available to purchase and takes title to or has consignment inventory
- be willing to establish distributor relationships with Novation Authorized Distributors
- come to terms with Novation and sign a contract including a Novation E-Commerce Agreement (NECA)

#### **Distributor Requirements for Medical/Surgical Distributors Doing Business with Novation through the Supplier Diversity Program**

The company must:

- be a minority-, woman- or small veteran-owned business and provide to Novation a copy of its certification or discharge papers and complete the Statement of Business Classification
- have a bona fide place of business and agree to an on-site visit
  - have an office and warehouse
- complete Novation distribution POL survey
- demonstrate that it is in good standing with the FDA if the company manufactures FDA-regulated medical devices or drugs
- have electronic reporting capabilities
  - manufacturer - 850
  - customer - 850
  - send Excel® monthly report via e-mail
- provide customer references
- have product available to purchase and takes title to or has consignment inventory
- establish relationship with Novation-contracted manufacturers
  - purchasing (EDI 850)
  - payment of product
  - administration of contract pricing
- establish or meet requirements of VHA and UHC members
  - receive and transmit POs - 850
  - invoice member, manage A/R
  - administrate Novation contract pricing or other generic pricing for member
  - deliver product in a manner acceptable to member
- come to terms with Novation and sign a contract including a Novation E-Commerce Agreement (NECA)



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## SUPPLIER DIVERSITY PROGRAM

### Supplier Diversity Program Portfolio

Agreements in the Supplier Diversity Program portfolio support Novation and members' commitment to minority, women and small veteran (veteran, disabled veteran, service-disabled veteran) business enterprises, or MWVBes. Some of the agreements provide an alternative offering to the low best bid award.

The contract summaries for these agreements clearly designate that the suppliers were awarded through the program, and they also include information on whether the business participated in the bid process and the rationale Novation used in offering the contract. Members may wish to consider under the noted circumstances whether the contract qualifies under their competitive bid mandates.

- List of contracted diversity suppliers by bid award
  - “Lowest Best Bid” awardness achieved lowest, best bid through the competitive bid process
  - “Negotiated Agreements” have been awarded to companies who competed in the competitive bid process, but were not awarded low-best-bid
  - “No Bid Award” agreements were awarded to companies outside of the competitive bid process
- List of contracted diversity suppliers by contract number
- Roster of Contracted Suppliers
  - provides full contact information for each awarded supplier including diversity codes
  - Contracted suppliers have agreements with Novation.
- Roster of Registered Suppliers
  - provides full contact information for each registered supplier including diversity codes
  - Registered suppliers are recognized by Novation as MWVBes but do not currently have an awarded agreement with Novation.

- Distribution Agreements

All the businesses in the groups described above meet Novation's Supplier Diversity Program requirements, as detailed below. The Novation status may change at any time based on changes in ownership or certification expiration dates.

## **Requirements**

To ensure the validity of each business as a MWVBE and to objectively measure its qualifications, Novation developed its own business definition and statement of business classification for these businesses in conjunction with federal regulations.

This statement of business classification must be signed in order to be eligible to participate in Novation's Supplier Diversity Program. MWVBEs must also provide Novation with a valid certification from one of the agencies listed in the business definition and statement of business classification document. A business will not be entered into the diversity database as approved or active until this process is completed.

As described above, the contracted or registered businesses have represented to Novation that they are certified as MWVBEs. Novation has not independently verified such status and makes no warranty or guarantee, expressed or implied, as to the completeness or accuracy of such representation.



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## **SUPPLIER DIVERSITY PROGRAM**

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### **MWVBE Definition**

All eligible minority, women and small veteran (veteran, disabled veteran, service-disabled veteran) business enterprises (MWVBEs) must be independently owned, operated and controlled by minorities, women, or veterans. The ownership must be real, substantial and continuing. The minority, women and veteran owners shall enjoy the usual and customary incidents of ownership, possessing the power and authority to direct or cause the direction of management and company policies on a daily basis. The company shall not be subject to any formal or informal restrictions through by-law provisions, partnership agreements, charter requirements or any other form, written, unwritten or oral including, but not limited to, voting rights, ultimate power and authority to hire and fire personnel, buy-out rights, and exclusion from participation or ineligibility to participate in a "federal health care program" or in any other governmental payment program and has not been barred from participating in any governmental programs and is otherwise, to the best of the company's knowledge, after due inquiry, in compliance with all federal, state and local statutes and laws, ordinances and regulations applicable to it. The company agrees to notify Novation promptly at any time it is so prohibited. Joint ventures will be reviewed and evaluated individually. The company will make its manufacturing and packaging facilities available for inspection from time to time by Novation representatives, but only during reasonable business hours and upon reasonable notice.



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## **SUPPLIER DIVERSITY PROGRAM**

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### **Memberships**

Novation is a corporate member of the National Minority Supplier Development Council, the Women's Business Enterprise National Council, and the Healthcare Supplier Diversity Alliance.

#### **National Minority Supplier Development Council**

Providing a direct link between corporate America and minority-owned businesses is the primary objective of the National Minority Supplier Development Council, one of the country's leading business membership organizations. It was chartered in 1972 to provide increased procurement and business opportunities for minority businesses of all sizes. The NMSDC network includes a national office in New York and 39 regional councils across the country. There are 3,500 corporate members throughout the network, including most of America's largest publicly owned, privately owned and foreign-owned companies, as well as universities, hospitals and other buying institutions. The regional councils certify and match more than 15,000 minority-owned businesses with member corporations that want to purchase goods and services.

Web site: [www.nmsdcus.org](http://www.nmsdcus.org)

#### **Women's Business Enterprise National Council**

The Women's Business Enterprise National Council is dedicated to enhancing opportunities for women's business enterprises. In partnership with women's business organizations throughout the United States, WBENC provides a national certification standard and an Internet accessible database of certified WBEs - WBEENCLink. WBENC's goal is to foster diversity in the world of commerce. Its programs and policies are designed to expand opportunities and eliminate barriers in the marketplace for women business owners. WBENC works with representatives of corporations to encourage the utilization and expansion of supplier/vendor diversity programs.

Web site: [www.wbenc.org](http://www.wbenc.org)

#### **Healthcare Supplier Diversity Alliance**

The Mission of HSDA is to lead health care supplier diversity by building awareness through education and creating pathways to potential opportunities for historically underutilized businesses and all health care supply chain stakeholders. Membership benefits include gaining an understanding of how HSDA members incorporate supplier diversity into their business practices

and how businesses may better work with these organizations. Health care organizations and suppliers who provide products and direct health care services are eligible for membership.

Web site: [www.hsdadiversity.org](http://www.hsdadiversity.org)



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## **NOVATION COUNCILS**

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### **Supplier Diversity**

The Supplier Diversity Advisory Group provides input to the strategic direction of Novation's Supplier Diversity Program, which is committed to encouraging and supporting the use of minority, women and small veteran (veteran, disabled veteran, service-disabled veteran) business enterprises (MWVBES).

For information about the ongoing business of this advisory group, please contact the advisory group facilitator.

### **2009 Meeting Dates**

- April 23-24 (Dallas)
- November 11-13 (Dallas)

### **2009 Projects**

- Provide strategic input to support the Supplier Diversity Program's 2009 focus
- Continued expansion of the program's portfolio
- Increase member purchases on existing agreements with MWVBES
- Increase the number of MWVBE's participating in the competitive bid process
- Enhance Marketplace site to include an increased number of supplier diversity initiatives
- Educate the members on the value of supplier diversity to their organizations

### **2009 Advisory Group Members**

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*Please note: The identity of certain council members and other information is provided to alliance members only and is not intended for external distribution. Additionally, any supplier, contract or failure-to-supply issues should be directed to the appropriate Novation portfolio executive for review, not to particular council members.*



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**CONTRACT INFORMATION LIST**

(Report looks best when printed landscape.)

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**Supplier Diversity Contract Listing:**

Contract Number & Name	Start & End Dates	Novation Portfolio Executive	Supplier - National Account Manager	Additional Information *	Diversity	Standardization Programs	Product Associations
BP50032 - TAB CO. FILING SUPPLIES AND SHELVING	1/1/2005 12/31/2009	Barry Campbell 972.581.5307 bcampbel@novationco.com	TAB Co Inc Chuck Stilwill 214.350.3556 Ext-235 cstilwill@tab.com	Diversity, StdRoom	8(A) Business Enterprise, African American, Minority Owned (MBE), Women Business Enterprise		Filing Systems
<b>Coverages:</b> Filing Supplies, Shelving Systems, Installation and Service							
BP70010 - MEDVANTAGE MEDICAL LABELING SYS-NOT BID	3/1/2007 2/28/2010	Barry Campbell 972.581.5307 bcampbel@novationco.com	MedVantage, Inc. Jim Egarian 800.743.5078 jegarian@medvantage.org	Diversity	Veteran		Labels
<b>Coverages:</b> Sterilization Load Labels, Labeling System, Patient Charge Labels, Tray Track Labeling							
CE40203 - MOBILE INSTRUMENT REPAIR	11/1/2004 4/30/2010	Scott Holbrook 972.581.5583 sholbroo@novationco.com	Mobile Instrument Repair Mick Reed 800.722.3675 mick.reed@mobileinstrument.com	LOP/LOC, Diversity	Service Disabled Veteran, Veteran		Instrument Repair
<b>Coverages:</b> Third Party Instr. Repair, On-Site Instr. Repair, Surgical Instr. Repair, Rigid Endoscope Repair, Flexible Endoscope Repair, Power Equipment Repair, Specialty Equip. Repair							
CE40204 - TOTAL SCOPE INSTRUMENT REPAIR-NOT BID	1/1/2006 4/30/2010	Scott Holbrook 972.581.5583 sholbroo@novationco.com	Total Scope Inc Dennis Kennedy 800.471.2255 dkennedy@totalscopeinc.com	LOP/LOC, Diversity	Women Business Enterprise		Instrument Repair
<b>Coverages:</b> Third Party Instr. Repair, On-Site Instr. Repair, Surgical Instr. Repair, Rigid Endoscope Repair, Flexible Endoscope Repair, Power Equipment Repair, Specialty Equip. Repair							
CE50172 - FRANCES KOLTUN ARTWORK-NOT BID	7/1/2005 7/31/2010	Barry Campbell 972.581.5307 bcampbel@novationco.com	Frances Koltun Enterprises Ltd. Frances Koltun 212.628.8842 fkoltun@nyc.rr.com	Diversity, StdRoom	Women Business Enterprise		Artwork
<b>Coverages:</b> Artwork, Framed Pictures, Sculpture Art, Paintings, Frames							
CE80142 - DURFOLD FURNITURE-NOT BID	5/1/2008 4/30/2011	Barry Campbell 972.581.5307 bcampbel@novationco.com	Durfold Corp Dawn Warren 800.345.6849 durcorp@netdoor.com	Diversity, StdRoom	Women Business Enterprise		Furniture
<b>Coverages:</b> Furniture, Treatment Chairs, Patient Room Furniture							
CE80148 - NEUTRAL POSTURE FURNITURE-NOT BID	5/1/2008 4/30/2011	Barry Campbell 972.581.5307 bcampbel@novationco.com	Neutral Posture Inc Paula Overall 800.446.3746 Ext-107 poverall@neutralposture.com	Diversity, StdRoom	Women Business Enterprise		Furniture
<b>Coverages:</b> Furniture, Ergonomic Seating, Chairs Office Areas, Seating Accessories, Chairs Lab Areas							
CE80200 - SYMX CORP LIFE CYCLE MANAGMENT-NOT BID	10/1/2008 9/30/2011	Chris Roof 972.581.5649 croof@novationco.com	Symphony Medical Inc Tim Callahan 804.869.5809 Tim.Callahan@symxtech.com	Diversity	Hispanic American, Minority Owned (MBE)		Refurbished Beds, Stretchers & Tables
<b>Coverages:</b> Refurbished Patient Beds, Refurbished Stretchers, Refurbished O.R. Tables, RFID Asset Management Trk							
CE80210 - SR INSTRUMENTS PATIENT SCALES-NOT BID	10/15/2008 10/14/2011	Jane Flenner 972.581.5956 jflenner@novationco.com	SR Instruments David Low 716.693.5977 Ext-129 david@srinstruments.com	Diversity	Veteran		Scales And Accessories
<b>Coverages:</b> General Patient Scales, Scale Accessories, Pediatric Scales, Bariatric Scales, Chair Scales, Daily Weigh Scales, Wheelchair Scales							
CE90233 - CASE MEDICAL STERILIZATION CONTAINERS	2/1/2004 10/31/2010	Scott Holbrook 972.581.5583 sholbroo@novationco.com	Case Medical Inc Tania Lupu 800.639.3264 tlupu@casemed.com	Diversity, StdRoom	Women Business Enterprise		Sterilization And Decontamination
<b>Coverages:</b> Sterilization Containers							

DM60031 - AMERICAN MEDICAL DEPOT MEDICAL DISTRIBUTION	9/1/2006 8/31/2011	Barbara Crutchfield 972.581.5998 bcrutchf@novationco.com	American Medical Depot Jeff Summerour 305.364.0888 jeff.summerour@american-depot.com	LOP/LOC, Diversity	Asian-Indian American, Minority Owned (MBE)		Distribution - Medical- Surgical
<b>Coverages:</b> Med Surg Distribution							
DM60046 - PROFESSIONAL HOSPITAL SUPPLY DISTRIBUTION	9/1/2006 8/31/2011	Barbara Crutchfield 972.581.5998 bcrutchf@novationco.com	Professional Hospital Supply, Inc. John Luyben 951.296.2600 Ext-1217 jluyben@phsyces.com	LOP/LOC, Diversity	Women Business Enterprise		Distribution - Medical- Surgical
<b>Coverages:</b> Med Surg Distribution							
DX60013 - JEFFERSON HUB IMAGING DISTRIBUTION	4/1/2006 3/31/2010	Gloria Sumler 972.581.5244 gsumler@novationco.com	Jefferson Medical & Imaging Inc Susan Kurylo 800.935.0427 susan.kurylo@jeffmed.com	Diversity	Women Business Enterprise		Distribution - Diagnostic Imaging
<b>Coverages:</b> Imaging Distribution, Imaging Accessories, Imaging Product Delivery, Processor Service, Imaging Standardization							
FD80110 - HOPE'S COOKIES-NOT BID	7/1/2008 6/30/2011	Ed Hauser 972.581.5475 ehauser@novationco.com	Hope's Cookies dba Country Fresh Batter, Inc. Mike Sherwin 817.431.9776 mikelff@aol.com	Diversity, Std	Women Business Enterprise	Standardization: Food Service 2009	Cookies And Crackers
<b>Coverages:</b> Frozen Cookie Dough, Gourmet 100% Butter, Home-Style Butter Blend, Reduced Fat-Low Sugar, Value Line							
FM80054 - CARTER BROS. FACILITIES OP SERVICES	9/1/2008 7/31/2011	Phil Thrapp 972.581.5005 pthrapp@novationco.com	Carter Brothers Steven Board 404.763.6547 sboard@carterbrothers.com	Diversity, StdRoom	African American, Minority Owned (MBE)		Facilities And Energy Services
<b>Coverages:</b> Facility Operations Svcs., Security Systems, Fire Detection Systems							
MS40255 - DIGITCARE EXAM GLOVES-NOT BID	2/1/2005 12/31/2009	Chris Roof 972.581.5649 croof@novationco.com	DigitCare Corp Bill Jordan 888.287.2990 bjordan@digitcare.net	LOP/LOC, Diversity, Std	Asian-Pacific American, Minority Owned (MBE)	Standardization: Medical IV Standardization Program	Exam Gloves
<b>Coverages:</b> Latex Exam Gloves, Nitrile Exam Gloves, Synthetic Exam Gloves, Sterile Latex Gloves, Exam Gloves							
MS40256 - NOVAPLUS LOWRIE EXAM GLOVES-NOT BID	7/15/2005 12/31/2009	Chris Roof 972.581.5649 croof@novationco.com	Lowrie & Company John Lowrie 847.249.9360 Ext-13 John@lowriecoinc.com	NOVAPLUS, Diversity, Std	Veteran	Standardization: Medical IV Standardization Program	Exam Gloves
<b>Coverages:</b> Latex Exam Gloves, Synthetic Exam Gloves, Nitrile Exam Gloves, Exam Gloves							
MS40482 - SAGE PREPACKAGED PATIENT CLEANSING	4/1/2005 9/30/2009	Kimberly Woods 972.581.5174 kwoods@novationco.com	Sage Products Inc Steve Anderson 800.323.2220 Ext-2910 sanderson@sageproducts.com	LOP/LOC, Diversity, Std	Veteran	Standardization: Medical III Standardization Program	Patient Cleansing Products
<b>Coverages:</b> Pre-Pck Patient Cleaning, Pre-Pck Bathing Products, Pre-Pck Hair Care Product, Pre-Pck Incontinence Prod							
MS50092 - CURRIE PNEUMATIC COMPRESSION	4/1/2005 9/30/2009	Deborah Archer 972.581.5351 darcher@novationco.com	Currie Medical Specialties Inc Doug Kolesar 800.669.3521 Ext-142 dkolesar@curriemedical.com	LOP/LOC, Diversity, Std	Veteran	Standardization: Medical III Standardization Program	Pneumatic Compression Devices
<b>Coverages:</b> Pneumatic Compression, Calf Length Sleeves, Thigh Length Sleeves, Foot Covers							
MS50095 - CTC PCD'S-NOT BID	4/1/2005 9/30/2009	Deborah Archer 972.581.5351 darcher@novationco.com	Compression Therapy Concepts Inc Len Nass 800.990.9013 lnass@ctcdvt.com	Diversity, Std	Women Business Enterprise	Standardization: Medical III Standardization Program	Pneumatic Compression Devices
<b>Coverages:</b> Pneumatic Compression, Calf Length Garments, Thigh Length Garments, Foot Garments							
MS50151 - SPSMEDICAL STERILITY ASSURANCE-NOT BID	1/15/2006 3/31/2010	Scott Holbrook 972.581.5583 sholbroo@novationco.com	SPSMedical Supply Corporation Mariann Pierce 800.722.1529 Ext-108 mpierce@spsmedical.com	Diversity	Minority Owned (MBE), Women Business Enterprise		Sterility Assurance Products
<b>Coverages:</b> Sterility Assurance Prod, Biological Indicators, Chemical Indicators, Steam Indicators, Steam Integrators, EO Integrators, Bowie-Dick Test Packs							
MS50303 - OP-MARKS O.R. ACCESSORIES-NOT BID	2/1/2008 5/31/2010	Patrick McComber 972.581.5235 pmccombe@novationco.com	Op-Marks, Inc. Kathy Lober 866.307.2757 kathy@opmarks.com	Diversity	Women Business Enterprise		Or Accessories
<b>Coverages:</b> OR Accessories, Surgical Site Markers, Sterile Surgical Labels, Nonsterile Surgical Label							
MS50362 - ACTION BAG COMPANY SPECIALTY BAGS	7/1/2005 6/30/2010	Darren Victory 972.581.5150 dvictory@novationco.com	Action Bag Company Mari Jo Chamberlain 630.496.621 mchamberlain@actionbag.com	Diversity	Women Business Enterprise		Specialty Bags
<b>Coverages:</b> Plastic Specialty Bags, Chemo Transport Bags, Non-Sterile Equip Covers, General Zip Closure Bags, Laboratory Bags, Patient Belongings Bags, Specimen Transport Bags							

MS50363 - RD PLASTICS SPECIALTY BAGS	10/1/2006 6/30/2010	Darren Victory 972.581.5150 dvictory@novationco.com	R.D. Plastics Company, Inc. Jeffrey Loveless 800.795.7007 jeffl@rdplastics.com	Diversity	Veteran, Women Business Enterprise		Specialty Bags
<b>Coverages:</b> Plastic Specialty Bags, Chemo Transport Bags, Non-Sterile Equip Covers, General Zip Closure Bags, Kick Bucket Liners, Laboratory Bags, Patient Belongings Bags							
MS50622 - CIN SUB-ZERO CONDUCTIVE WARMING & COOLIN	4/1/2006 3/31/2010	Yvonne Odimgbe 972.581.5788 yodimgbe@novationco.com	Cincinnati Sub-Zero Products Inc Katherine McFerren 800.668.2900 Ext-5841 kmcferren@cszinc.com	Diversity	Women Business Enterprise		Hypo-Hyperthermia Management
<b>Coverages:</b> Water Circulated Heating, Water Circulated Cooling, Disposable Warming Blkts, Localized Heating Units, Localized Heating Pads, Disposable Vests, Disposable Pads							
MS50670 - CARE LINE NON-STERILE KITS-NOT BID	11/1/2005 3/31/2010	Chris Roof 972.581.5649 croof@novationco.com	Care Line Industries Inc Don Kusterer 314.830.4005 dkusterer@carelineinc.com	Diversity	Veteran		Non-Sterile Kits
<b>Coverages:</b> Non-Sterile Kits, Admission Kits, Maternity Kits, Baby Care Kits							
MS50722 - SMALL BEGINNINGS NEONATAL SPECIALTY PROD	2/1/2006 1/31/2011	Nicole Barker 972.581.5644 nbarker@novationco.com	Small Beginnings Inc PHIL ROGONE 800.676.0462 phil@small-beginnings.com	Diversity	Women Business Enterprise		Neonatal Specialty Products
<b>Coverages:</b> Neonatal Specialty Prods, Developmental Products, Neonatal Utility Products, Medication Administering, Critical Care Products							
MS60233 - CIN SUB-ZERO CONVECTIVE AIR WARM-NOT BID	1/1/2007 9/30/2009	Jay Mallinckrodt 972.581.5339 jmallinc@novationco.com	Cincinnati Sub-Zero Products Inc Katherine McFerren 800.668.2900 Ext-5841 kmcferren@cszinc.com	LOP/LOC, Diversity, StdRoom, Stdn	Women Business Enterprise	Standardization: Anesthesia 2007	Convective Air Warming
<b>Coverages:</b> Convective Air Warming, Blankets, Air Warming Accessories							
MS60373 - SOURCEMARK LARYNGEAL MASK AIRWAYS-NOT BID	1/1/2008 12/31/2010	Jay Mallinckrodt 972.581.5339 jmallinc@novationco.com	SourceMark LLC Chris Brown 866.528.7001 cbrown@sourcemarkusa.com	LOP/LOC, Diversity	African American, Minority Owned (MBE)		Supraglottic Airways
<b>Coverages:</b> Laryngeal Mask Airways							
MS70290 - SAGE PATIENT PREOPERATIVE SKIN PREP-NOT	7/1/2007 6/30/2010	Amy Herrin 972.581.5358 aherrin@novationco.com	Sage Products Inc Steve Anderson 800.323.2220 Ext-2910 sanderson@sageproducts.com	Diversity	Veteran		Preoperative Skin Prep
<b>Coverages:</b> 2% CHG Cloth, Surgical Skin Prep Cloths							
MS70393 - TZ MEDICAL VASCULAR CLOSURE PRODUCTS	10/1/2007 9/30/2010	Scott Casey 972.581.5711 scasey@novationco.com	TZ Medical, Inc. Roy Vogelanz 800.944.0187 royv@tzmedical.com	Diversity	Disabled Veteran, Veteran		Vascular Closure Products
<b>Coverages:</b> Hemostatic Patches							
MS70500 - SAGE PRESSURE RELIEF HEEL PROT-NOT BID	1/1/2008 12/31/2010	Kimberly Woods 972.581.5174 kwoods@novationco.com	Sage Products Inc Steve Anderson 800.323.2220 Ext-2910 sanderson@sageproducts.com	Diversity	Veteran		Pressure-Relieving Heel Protection
<b>Coverages:</b> Prevalon Pressure-Relieving Heel Protector, Prevalon Foot and Leg, Stabilizer Wedge							
MS70550 - SMART MEDICAL TECH PATIENT LIFTS-NOT BID	1/1/2008 12/31/2010	Jane Flenner 972.581.5956 jflenner@novationco.com	Smart Medical Technology Curtis Pouncy 800.605.9868 cpouncy@smartmedtechnology.com	Diversity	African American, Minority Owned (MBE)		Patient Lifts
<b>Coverages:</b> Patient Lifts							
MS80712 - LASERBAND PATIENT ID BANDS-NOT BID	5/1/2008 4/30/2011	Shawn Fleming 972.581.5012 sfleming@novationco.com	LaserBand LLC David Freshwater 615.881.2341 dave.freshwater@laserband.com	Diversity	Veteran, Women Business Enterprise		Patient Id Bands
<b>Coverages:</b> Patient ID Bands							
MS80713 - PRICE CHOPPER PATIENT ID BANDS-NOT BID	5/1/2008 4/30/2011	Shawn Fleming 972.581.5012 sfleming@novationco.com	Price Chopper Medical Wristbands Inc Shara Sooknarine 407.679.1600 shara@pchopper.com	Diversity	Asian-Pacific American, Minority Owned (MBE)		Patient Id Bands
<b>Coverages:</b> Patient ID Bands							
MS80723 - NOVAPLUS LSL INFUSION THERAPY KITS	5/1/2008 4/30/2011	Chris Roof 972.581.5649 croof@novationco.com	LSL Industries Inc Aaron Lucas 773.878.1100 Ext-110 aaron.lucas@lsind.com	NOVAPLUS, Diversity	Asian-Indian American, Minority Owned (MBE)		Infusion Therapy Kits
<b>Coverages:</b> Infusion Therapy							

MS80781 - CASE MEDICAL INSTRUMENT CARE/ CLNG CHEMIS	7/1/2008 6/30/2011	John Engles 972.581.5905 Jengles@novationco.com	Case Medical Inc Marcia Frieze 201.313.1999 mfrieze@casemed.com	Diversity, Std	Women Business Enterprise	Standardization: Surgical III Standardization Program	Instrument Care Products
<b>Coverages:</b> Pre-Soak Cleaners, Enzymatic Cleaners, Detergents, Neutralizing Rinses, Instrument Lube, Descalers							
MS80835 - TRINITY STERILE HAND-HELD SURG-NOT BID	1/1/2009 7/31/2011	Scott Holbrook 972.581.5583 sholbroo@novationco.com	Trinity Sterile Inc Abrar Solatch 410.860.5123 AN34@aol.com	Diversity	Asian-Pacific American, Minority Owned (MBE)		Surgical Instruments
<b>Coverages:</b> Hand-Held Surgical Instrs, Laparoscopic Instruments, Disposable Surgical Instr, Genl & Special Surg Instr							
MS80852 - PRINCIPLE NON-ACUTE INCONTINENCE CARE	6/1/2008 9/30/2009	Shawn Fleming 972.581.5012 sfleming@novationco.com	Principle Business Enterprises, Inc. Houston Legg 972.966.1190 rhj@tx.rr.com	Diversity	Women Business Enterprise		Incontinence Products
<b>Coverages:</b> Adult Briefs, Protective Underwear, Pads and Liners							
MS80880 - MEDFILTERS EQUIPMENT REPLACEMENT FILTERS	11/1/2008 10/31/2011	CC Aldrich 972.581.5416 caldrich@novationco.com	MedFilters LLC Brad Elmore 877.572.9985 belmore@medfilters.com	Diversity	Women Business Enterprise		Medical Equipment Filters
<b>Coverages:</b> Endoscopic Filters, Autoclave Filters, Steam Sterilizer Filters							
MS80911 - NOVAPLUS PITT PLASTICS CAN LINER-NOT BID	8/15/2008 8/14/2011	Darren Victory 972.581.5150 dvictory@novationco.com	Pitt Plastics Paul Ebbert 620.230.5775 pebbert@pittplastics.com	NOVAPLUS, Diversity	Minority Owned (MBE), Native American		Poly Can Liners
<b>Coverages:</b> NOVAPLUS Can Liners							
MS90903 - MYCO SURGICAL BLADES & SCALPELS	5/1/2009 4/30/2012	Amy Herrin 972.581.5358 aherrin@novationco.com	Myco Medical Supplies Inc Zachary Perryman  zperryman@mycomedical.com	Diversity	Asian-Pacific American, Disadvantaged Business Enterprise, Minority Owned (MBE)		Surgical Blades And Scalpels
<b>Coverages:</b> Blades and Scalpels, Conventional Surg Blades, Conventional Surg Handles, Disposable Safety Scalpel, Disposable Convnt Scalpel							
MS91511 - NOVAPLUS PRINT MEDIA CHART PAPER	1/1/2009 12/31/2011	Shawn Fleming 972.581.5012 sfleming@novationco.com	Print Media Inc Robert Gonzalez 800.994.3318 Ext-210 rgonzalez@printmedia-inc.com	NOVAPLUS, Diversity	Hispanic American, Minority Owned (MBE)		Chart Paper
<b>Coverages:</b> Chart Paper, Electrocardiogram (ECG), Fetal Monitoring, Stress Testing							
MS91522 - NOVAPLUS PRINCIPLE PATIENT FOOTWEAR	1/1/2009 12/31/2011	Chris Roof 972.581.5649 croof@novationco.com	Principle Business Enterprises, Inc. Houston Legg 972.966.1190 rhj@tx.rr.com	NOVAPLUS, Diversity, Std	Women Business Enterprise	Standardization: Medical IV Standardization Program	Patient Footwear
<b>Coverages:</b> Patient Footwear							
MS91580 - PREFERRED SURGICAL EQUIPMENT-NOT BID	3/1/2009 2/29/2012	Scott Holbrook 972.581.5583 sholbroo@novationco.com	Preferred Surgical Products LLC. Debbie Wooley 205.253.5410 dwooley@pspstat.com	Diversity	Women Business Enterprise		Surgical Equipment Covers
<b>Coverages:</b> Equipment Covers, OR Turnover Kit Product, AMC							
MS91590 - MEDCOM CPM EQUIPMENT SALES&RENT-NOT BID	1/15/2009 1/14/2012	CC Aldrich 972.581.5416 caldrich@novationco.com	Medcom Group, LTD. Steven Barnett 970.674.3032 steven@medcomgroup.com	Diversity	Women Business Enterprise		Cpm Machines And Bracing
<b>Coverages:</b> CPM Sales and Rental, Knee CPM, Hand/Wrist CPM, Shoulder CPM, Hip CPM, Ankle CPM, Great Toe CPM							
MS91600 - MECTRA ELECTRO LUBE ELECTROCAUTER COATING-NOT BID	2/1/2009 1/31/2012	Patrick McComber 972.581.5235 pmccombe@novationco.com	Mectra Labs Inc Lorena Smith 800.323.3968 mectrasales@mectralabs.com	Diversity	Asian-Pacific American, Minority Owned (MBE)		Electrocautery Coating
<b>Coverages:</b> Electrocautery Coating							
MS91610 - SAGE PRODUCTS ORAL CARE	4/1/2009 3/31/2012	Kimberly Woods 972.581.5174 kwoods@novationco.com	Sage Products Inc Steve Anderson 800.323.2220 Ext-2910 sanderson@sageproducts.com	Diversity	Veteran		Pre-Packaged Oral Care
<b>Coverages:</b> Pre-Packaged Oral Care, Q-Care System							
ND60041 - MEDICAL SPECIALITIES NON-ACUTE MS DISTRI	4/1/2007 3/31/2012	Joshua Fitzgerald 972.581.5215 jfitzger@novationco.com	Medical Specialities Richard Worthen	LOP/LOC, Diversity	Hispanic American, Minority		Non-Acute Distribution -

			800.967.6400 rworthen@msdistributors.com		Owned (MBE)		Medical-Surgical
<b>Coverages:</b> Non-Acute MS Distribution, Secondary dist for., CareMax Med Resources, Accredo Health, Hemophilia Hlth Svc HHS, Long Term Care							
NDC002 - NDC-ADCO FL NON-ACUTE MS DISTRIBUTION	4/1/2007 3/31/2012	Joshua Fitzgerald 972.581.5215 jfitzger@novationco.com	ADCO Medical Lisa Basom 561.688.1264	Diversity	Veteran		Non-Acute Distribution - Medical-Surgical
<b>Coverages:</b> Non-Acute MS Distribution, Ambulatory Care, Physician Offices, Long Term Care							
NDC003 - NDC-ADCO ME NON-ACUTE MS DISTRIBUTION	4/1/2007 3/31/2012	Joshua Fitzgerald 972.581.5215 jfitzger@novationco.com	ADCO Medical Diane Simpson 207.942.5273	Diversity	Veteran		Non-Acute Distribution - Medical-Surgical
<b>Coverages:</b> Non-Acute MS Distribution, Ambulatory Care, Physician Offices, Long Term Care							
NDC022 - NDC-HOSPITAL ASSOCIATES NON-ACUTE MS DIS	4/1/2007 3/31/2012	Joshua Fitzgerald 972.581.5215 jfitzger@novationco.com	Hospital Associates Cynthia Juhas 714.632.6939	Diversity	Women Business Enterprise		Non-Acute Distribution - Medical-Surgical
<b>Coverages:</b> Non-Acute MS Distribution, Ambulatory Care, Physician Offices, Long Term Care							
RX10101-2007 - STRATUS PHARMACEUTICALS	10/1/2007 7/31/2009	Brenda Saunders 972.581.5171 bsaunder@novationco.com	Stratus Pharmaceuticals Carlos Hoyo 305.254.6793 Ext-18 choyo@bellsouth.net	Diversity	Hispanic American, Minority Owned (MBE)		Pharmaceuticals
<b>Coverages:</b> Pharmaceuticals							
RX50040 - NOVAPLUS X-GEN PHARMACEUTICALS	3/15/2005 3/15/2010	Brenda Saunders 972.581.5171 bsaunder@novationco.com	X-Gen Pharmaceuticals Inc Greg Gunter 770.886.3295 ggunter@x-gen.us	NOVAPLUS, Diversity, Stdn	Women Business Enterprise	Standardization: NOVAPLUS Pharmaceutical Standardization Program 2007	Pharmaceuticals
<b>Coverages:</b> Generic Injectables							
RX70130 - BLU PHARMACEUTICALS	10/1/2007 7/31/2009	Douglas Kucera 972.581.5519 dkucera@novationco.com	Blu Pharmaceuticals LLC Sharon Bigay 270.586.6386 sbigay@blurx.us	Diversity	Hispanic American, Minority Owned (MBE)		Pharmaceuticals
<b>Coverages:</b> Pharmaceuticals							
RX70220 - HUB PHARMACEUTICALS	10/1/2007 9/30/2010	Jennifer Williams 972.581.5445 jwilliam@novationco.com	HUB Pharmaceuticals, LLC Ron Clark 888.393.3767 ronc4109@yahoo.com	Diversity	Asian American, Minority Owned (MBE)		Pharmaceuticals
<b>Coverages:</b> Pharmaceuticals							
RX86600-2007 - X-GEN PHARMACEUTICALS, INC.	10/1/2007 9/30/2010	Brenda Saunders 972.581.5171 bsaunder@novationco.com	X-Gen Pharmaceuticals Inc Greg Gunter 770.886.3295 ggunter@x-gen.us	Diversity	Women Business Enterprise		Pharmaceuticals
<b>Coverages:</b> Generic Injectables							
RX88261 - MEDEFIL PHARMACY	12/15/2008 12/14/2011	Brenda Saunders 972.581.5171 bsaunder@novationco.com	Medefil, Inc. Brian Zweben 516.992.0280 brian@medefil.com	Diversity	Asian-Pacific American, Minority Owned (MBE)		Pharmaceuticals
<b>Coverages:</b> Pharmaceuticals							
RX88262 - WILLIAMS MEDICAL COMPANY	1/23/2009 1/23/2012	Brenda Saunders 972.581.5171 bsaunder@novationco.com	Williams Medical Company David Lowrie, Lewis Archibeck 800.252.8646, 800.252.8646 dlowrie@williamsmedical.com, larchibeck@williamsmedical.com	Diversity	Veteran		Pharmaceuticals
<b>Coverages:</b> Dry Wipes, Sterile Wipes, Tacky Mats, Disinfectant Cleaner, Mops, Mop Covers, Floor Mats, Cleanroom Notebooks, Swabs							
U0707 - HYGIA HIGH LEVEL DISINFECTING SERVICES	2/1/2008 1/31/2011	Salima Moore 630.954.1516 smoore@uhc.edu	Hygia Health Services, Inc. Scott Comas 205.314.3920 Ext-102 scott.comas@hygia.net	Diversity	Women Business Enterprise		Environmental / Housekeeping Services
<b>Coverages:</b> High Lvl Disinfecting Svs							

Total Records Returned = 60

**\* Additional Information Legend**

**Diversity:** Novation provides business opportunities for qualified minority, women and small veteran-owned businesses.

**ES:** Energy Star related products. Energy Star is a government-sponsored program that identifies energy-efficient products & services.

- GG:** Greenguard certified products. The Greenguard Certification Program™ is an independent, third-party testing program for low-emitting products and/or materials.
- GS:** Recommended by Green Seal. Green Seal is an independent, non-profit organization concerned with conserving resources and minimizing pollution.
- LOP/LOC:** Contains Letter of Participation or Letter of Commitment, which can be found in Form Manager.
- NOVAPLUS®:** Quality products at the best prices – that's the Power of Positive Purchasing®. That's NOVAPLUS.
- Stdn:** Standardization - Assists in reducing variation for non-clinically preferred products while increasing ordering efficiencies.
- StdRoom:** The Standard Room Configuration tool allows you to view a variety of rooms that provide a suggested design and include information about each piece of equipment.

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**COMPLIANCE**  
Policies and Procedures  
Cook County Office of Contract Compliance

**I. PROFESSIONAL SERVICE AND SOLE SOURCE CONTRACTS**

The following applies to receipt of all Contract Agreements for Professional Service and Sole Source Contracts in the Office of Contract Compliance:

**A. CONTRACT AGREEMENT RECEIPT**

All Contract Agreements are received in the Office of Contract Compliance from the Purchasing Department.

Purchasing Staff are responsible for logging the Contract Agreement information into the **Professional Service/Sole Source Log (See EXHIBIT #1)** located at the Reception Desk.

- a) Upon receipt, all Contract Agreements are delivered to the Professional Service Team.
- b) Upon receipt of the Contract Agreement, the Receptionist is responsible for date and time stamping the Contract Agreement and delivering it to the Professional Service Team.

**B. ASSIGNMENT PROCEDURES**

All Contract Agreements shall be assigned to Compliance Officers by the Team Leader.

**C. CONTRACT AGREEMENT REVIEW PROCESS**

**1. Desk Audit**

Compliance Officer shall photocopy all appropriate Execution Forms from the Contract Agreement for our

internal records before returning the document to the Purchasing Department.

The Compliance Officer shall conduct a Desk Audit, evaluating the following:

- a) Contract Term (AG-1)
- b) Economic Disclosure Statement (EDS-1 thru EDS-6)
- c) Utilization Plan (EDS-1 and EDS-2)

Each Utilization Plan must be complete at the time of the Proposal Submission and include the following:

1. Indication of the Vendor status as a MBE or WBE
2. Name, address, telephone number, email address and contact person(s) for all MBE/WBEs clearly listed
3. Dollar amounts and corresponding percentages (%) of proposed participation, and whether participation is direct (EDS-1) and/or indirect (EDS-2)

**Note: If indirect participation has been indicated, then Vendor must provide:**

- Letter of explanation and documented efforts towards securing direct participation
  - Subcontractor Agreement (**See Sample Letter of Intent**)
4. Letter of Intent attached
  5. Letter of Certification attached
  6. Where the Utilization Plan is blank or the proposed participation does not

meet the MBE/WBE goals and the bidder has **not** petitioned for a Waiver or Reduction Waiver, the Compliance Officer contacts the Vendor via the telephone to inform them of the absence of documentation.

d) Letter(s) of Intent  
(EDS-3 and EDS-4)

Letter(s) of Intent shall be complete and include the following:

1. Contract title and number
2. Detailed description of service(s) to be performed and/or item(s) to be supplied and cost of description service(s) and or item(s)
3. Original notarized signature by MBE/WBE
4. Original notarized signature by Prime Vendor

All Letter(s) of Intent (LOI) not included in the Agreement and/ or other pertinent data must be submitted to the Office of Contract Compliance within **three (3) business days** by the close of business.

1. LOI(s) submitted via fax are acceptable provided the original LOI(s) are received within 5 business days after contact by the Office of Contract Compliance.
2. Where Vendor indicates in Utilization Plan, that LOI(s) are included with the Agreement but LOI(s) are not in receipt from Purchasing, the Vendor is contacted to verify that LOI(s) was submitted with agreement, the Office of Contract Compliance will contact Purchasing to verify and obtain documents.
3. All LOI(s) must be complete and submitted within 5 business days by close of business.

Where the Letter(s) of Intent are not submitted to the Office of Contract Compliance within the

aforementioned time frame, then the Vendor Agreement is withheld from the Contracts and Bonds Letter until the following Board Meeting.

Where the documents are received prior to the following Board Meeting, the Agreement is then placed on the Contracts and Bonds Letter for approval.

Where the documents are not received prior to the following Board Meeting, the Contract Agreement is returned to Purchasing indicating Vendor is non-responsive. **(see exhibit 2)**

**NOTE:** Any firm certified as both MBE and WBE may only be used as one or the other on any given contract and may not fulfill both the MBE and WBE goals on the same contract (Minority – Women Owned Business Enterprise Ordinance 10-43.6 (d)).

Any firm having the same owner(s) and are certified as MBE or WBE or both, may not be used on the same contract to fulfill both the MBE/WBE goals. In addition, an owner of a certified firm may not subcontract to another company that they own to fulfill the MBE/WBE goals on a contract.

e) Petition for Waiver

A Vendor's Petition for Waiver (EDS-5) and Good Faith Efforts (EDS-6) must be submitted with the Contract Agreement.

A Petition for Waiver must be supported with documentation demonstrating all Good Faith Efforts to achieve the goals conducted. opening.

All supporting documentation not included in the Contract Agreement must be submitted within **three (3) business days**, by the close of business.

Where such supporting documentation is absent and/or unclear within the Contract Agreement, Compliance Officer shall contact

Vendor to request its delivery and/or clarification, within **three (3) business days**, by the close of business.

f) Letter of Certification(s) (LOC)

Each MBE/WBE firm listed on the Utilization Plan must be currently certified by Cook County, or by one of the following certifying agencies as an MBE or WBE:

- 1) Cook County
- 2) Small Business Administration  
(SBA (8a))
- 3) Illinois Unified Certification Program  
(IL UCP)

All Letter(s) of Certification not included in the Contract Agreement must be received by the Office of Contract Compliance within **three (3) business days**, by the close of business.

The Office of Contract Compliance will honor CMBDC, WBDC and the City of Chicago's Current Certification Letters, for one time only, pending the Vendor will certify with Cook County Government... prior to any future Contract Agreements to be submitted.

When the Letter(s) of Certification are not received by the Office of Contract Compliance within the aforementioned time frame and neither the Vendor nor it's MBE/WBE participant is currently certified by the Office of Contract Compliance, then the Contract Agreement shall be considered non-responsive.

## D. Contract Agreement PROPOSAL ANALYSIS

1. The Compliance Officer completes a **Professional Service/Sole Source Contract Analysis** form, detailing compliance. (See EXHIBIT 4)

The file is submitted to the Team Leader, who reviews the analysis and supporting documentation.

When the file is completed the Team Leader shall initial the **Contract Analysis** and return the file to the Compliance Officer.

Where the file is incomplete and further review is necessary, the Team Leader shall indicate deficiency(ies) and return the file to the Compliance Officer for correction.

The Compliance Officer shall draft a **Contracts and Bonds Letter** informing the Purchasing Agent of the responsiveness of the Contract Agreements(See EXHIBIT 5)

a) Responsive

Where the goals have been met by participation of 35% M/WBE, the Contract Agreement shall be considered to be responsive to the goals of the MBE/WBE Ordinance.

Where a request for a partial or full waiver has been granted, the Contract Agreement shall be considered to be responsive to the goals of the MBE/WBE Ordinance.

Where a Joint Venture has been submitted and approved by the Office of Contract Compliance, the Contract Agreement shall be considered responsive to the Ordinance.

Where the Vendor has entered into a Mentor/Protégé Program as approved by the Office of Contract Compliance, the Contract Agreement shall be found responsive.

b) Non Responsive

Where the goals have not been met by any of the good faith documentation as outlined in section a) above, the Contract Agreement shall be found non-responsive to the goals of the MBE/WBE Ordinance.

c) Contracts and Bonds Letter

A Compliance letter addressed to the Purchasing Agent is drafted by the Compliance Officer outlining responsiveness or non-responsiveness for each

Contract Agreement reviewed. The letter is referred to the Team Leader for final approval.

Team Leader refers the letter for signature to the Contract Compliance Director or designee.

The Compliance Officer shall deliver the Contracts and Bonds letter with all approved Contract Agreements to the Purchasing Department for the upcoming Cook County Board Meeting.

A copy of the Contracts and Bonds letter is retained in the contract file.

## **E. FILE MAINTENANCE**

A file for each Contract Agreement is reviewed and approved by Contract Compliance Director or designee.

The file should contain the following:

- Recommendation letter from the Purchasing Department
- Completed Analysis Form
- Copies of applicable execution page(s), (e.g., EDS-1 thru EDS-6)
- Appropriate Vendor Execution form(s) (EDS Forms)
- Copies of any additional supporting documentation
- Copy of Proposal of Acceptance
- Copy of the Contracts and Bonds Letter

## **F. EXHIBITS (see documents)**

## **II. COOK COUNTY AUTOMATED BOARD AGENDA**

The following applies to receipt of all Professional Service and Sole Source items for the Automated Board Agenda.

### **A. AUTOMATED BOARD AGENDA RECEIPT**

Information regarding agenda items are received in this Office via e-mail from the Clerk of the Board and or documentation brought to the Office of Contract Compliance from the Using Department.

Compliance Officer logs onto the Automated Board website at <http://agenda.cookctyclerk.com> for review of agenda items for concurrence.

Agenda Items are Proposed Contracts, Contract Increases, Contract Renewals, and Proposed Contract Addendums.

- a) Proposed Contracts are generated from Using Departments via RFP and Sole Sourcing. Compliance Officer has previously reviewed RFP for compliance and concurs on the automated board system. Items that met compliance are then sent to the pending Draft Agenda.
- b) For items that were not generated via RFP process, the Compliance Officer then contacts the Using Department for M/WBE participation documents. Upon receipt of M/WBE documents, the Compliance Officer reviews for compliance then concurs on the automated system. The item is then sent to the pending Draft Agenda.

Revised 6/25/09

Cook County Health and Hospitals System  
Report of the Meeting of the Finance Committee  
July 24, 2009

ATTACHMENT #4



***Project Brotherhood: A Black Men's Clinic***

Woodlawn Health Center  
6337 South Woodlawn  
Chicago, IL 60637  
Ph: 773-753-5508 Fax:

Marcus Murray  
Executive Director

Bonnie "Pete" Thomas M.D.  
Medical Director

July 23, 2009

Memo

To: Cook County Health and Hospital System  
Finance Committee

From: Bonnie "Pete" Thomas M.D., Medical Director, [bonnie\\_w\\_thomasjr@yahoo.com](mailto:bonnie_w_thomasjr@yahoo.com)  
Marcus T. Murray, Executive Director, [mr.murray@sbcglobal.net](mailto:mr.murray@sbcglobal.net)

RE: Questions concerning Project Brotherhood Funding

We understand that questions were asked concerning some details of Project Brotherhood funding. We will attempt to answer those questions briefly below. Please feel free to contact us directly if you.

**GRANT FUNDING:** Project Brotherhood has been supported through outside grants throughout its inception. The original support \$30,000 provided by Stroger Hospital Department of Trauma provided the needs assessment for the program in our inception. Michael Reese Foundation supplied grants during the first two years. The major and consistent funding has been federal dollars under Title X for Male Reproductive Health. In addition to Title X funding, we have had in the past funding through the Illinois Department of Public Health Minority Health Department, American Cancer Society – Illinois Chapter, AIDS Foundation of Chicago. These grants have supported our Executive Director (Mr. Murray), a variety of part time "consultants" (e.g. barbers, yoga instructors, social workers, student workers) and supply refreshments, supplies, T-Shirts and other incentives used with Barbershops, outreach programs like health fairs, and working with students. We have periodically received grants to work directly with neighborhood High Schools.

Today we are funded by a Minority Health (IDPH) HIV initiative of \$100,000 due to end August 30, 2009 and our Title X grant of \$140,000. We have provided Mr. Magee with the budgets for these grants.

**SYSTEM FUNDING:**

Historical Background: Clearly with such small grants, the in kind support of the health system has been critical. The previous senior management of ACHN was committed to developing a network of Community Health Centers that would address the needs of the community. An important goal of the previous leadership was to have each health center

maintain extended hours and remain open two evenings a week and a half a day on Saturday. Unfortunately budget cuts never allowed these goals to be realized. However, Woodlawn Health Center chose to be open on Thursday evenings and devote that session to Project Brotherhood.

Present System Contributions:

**Personnel Costs:**

Today the regular staff assignments of clerks, nurses, and lab technicians are simply shifted to accommodate the Project Brotherhood session. No overtime is permitted for such sessions in the system today. The budget for Woodlawn that is printed in the budget documents is misleading. It is not unusual for the budget to not accurately reflect who is actually working at a center. More importantly, the most expensive personnel (physicians) are not listed if they are budgeted elsewhere. Provider time from ACHN, Provident, and CCDPH Physicians as well as unpaid volunteer physicians comprise the largest dollar in kind contributions. The physicians that staff Project Brotherhood simply count this session as one of their assigned clinical responsibilities. The Woodlawn staff is devoted to Project Brotherhood and the entire atmosphere of the center changes on Thursday evenings.

**Non-personnel Costs:**

These are difficult to determine because they are not usually reported by health center. However, Woodlawn is a city owned building and shared with a Chicago Department of Health Mental health center; and there is no cost to the County for rent or most utilities. The County system pays for phones used by County staff, security and cleaning for the entire building. So the marginal cost of the program is simply the cost of security.

**Utilization:** The Project Brotherhood session normally sees around thirty medical patients and another 25-30 patients for a variety of non-exam room activities per evening. The medical utilization is easily within the range seen in the other 10 sessions a week that occur at Woodlawn Health Center.

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
WOODLAWN CLINIC vs PROJECT BROTHERHOOD  
ANALYSIS FOR COOK COUNTY FISCAL YEAR 2009**

Budget Line	Woodlawn Clinic Total	Project Brotherhood Program			Grant Funding	Total Project Brotherhood
		9% Allocation 1 of 11 sessions	County In-Kind not included in Woodlawn Budget	Total County Funding		
Salaries (filled positions)	\$ 715,115.00	\$ 65,010.00	\$ 83,962.00	\$ 148,972.00	** \$ 165,190.00	\$ 314,162.00
Salaries (vacant positions)	130,612.00	-	-	-	-	0.00
Transportation / Travel	300.00	28.00	-	28.00	12,500.00	12,528.00
Postage	300.00	28.00	-	28.00	-	28.00
Delivery Services	100.00	9.00	-	9.00	-	9.00
Janitorial Services	48,000.00	4,364.00	-	4,364.00	-	4,364.00
Printing	2,000.00	182.00	-	182.00	-	182.00
Security Services	42,600.00	3,873.00	-	3,873.00	-	3,873.00
Office Supplies / Food	1,700.00	155.00	-	155.00	18,320.00	18,475.00
Books	500.00	45.00	-	45.00	-	45.00
Medical Supplies	3,000.00	273.00	-	273.00	-	273.00
Patient Care					11,776.00	11,776.00
Other					7,600.00	7,600.00
Computers					2,750.00	2,750.00
Indirect Costs					21,864.00	21,864.00
Sub-total	\$ 944,227.00	\$ 73,967.00	\$ 83,962.00 *			
County In-Kind (not included on Woodlawn Budget	83,962.00 *					
Total Woodlawn	\$ 1,028,189.00					
Total CCHHS Funding for P.B.				\$ 157,929.00		
Total Grant Funding for P.B.					\$ 240,000.00	
Total Funding for Project Brotherhood						\$ 397,929.00

**Detail of County In-Kind Amount**

Name	Occupation	Institution	Annual Salary	Allocation %	County In-Kind
Craig Spivey	Social Worker	Cermak	\$ 46,635.00	volunteer	\$
Glenn Harrison, M.D.	Internist	Stroger	139,968.00	10%	13,996.80
Gerald Cooke, M.D.	Internist	Ambulatory	139,871.00	10%	13,987.10
Lawrence Ngu, M.D.	Internist	Ambulatory	139,872.00	10%	13,987.20
Bonnie Thomas, M.D.	Internist, Medical Dir.	Provident	139,968.00	30%	41,990.40
Thomas Mason, M.D.	Internist			volunteer	
Raymond Nahr, M.D.	Internist			volunteer	
Total			\$ 606,314.00		\$ 83,961.50 *

**Detail of Salaries Paid by Project Brotherhood Grant**

Name	Job Title	Annual Salary	**
Marcus Murray	Executive Director	\$ 65,760.00	
Perrin Greene	Youth Coordinator	30,680.00	
Michael Woods	Coordinator	37,400.00	
Maurice Lockett	Barber	3,840.00	
6 Summer Interns	Outreach Workers	27,510.00	
Total		\$ 165,190.00	

\* rounded

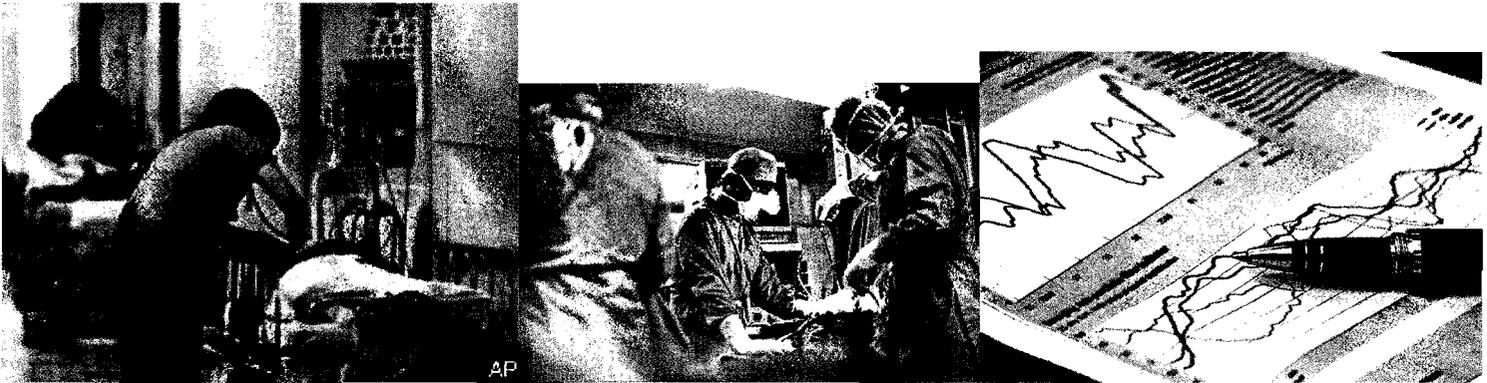
\*\* annual salary

Cook County Health and Hospitals System  
Report of the Meeting of the Finance Committee  
July 24, 2009

ATTACHMENT #5

# COOK COUNTY HEALTH & HOSPITALS SYSTEM

## FY 2010 BUDGET CALENDAR



<b>July</b>						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	<b>15</b>	16	17	18
19	20	21	22	23	24	25
26	27	28	<b>29</b>	30	31	

<b>August</b>						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	<b>3</b>	4	5	6	7	8
9	10	11	<b>12</b>	<b>13</b>	<b>14</b>	15
16	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	22
23	24	25	26	27	28	29
30	31					

### Notes

**July 15 – Budget Kick Off - Meeting**

**July 29 – Positions Reconciliation  
New/Management Positions/Hiring  
Plan/Position RECLASS**

**August 3 – Operating Budget/Goals &  
Objectives Overtime Request Due**

**August 7 – Capital Budget/Replacement Due**

**August 12-14 – Tentative Internal Hearings  
with Department Heads**

**August 17-20 – Final Budget for Submission**

**August 21 – Present to Finance Committee**