

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

**JULY 16, 2009**

**ATTENDANCE**

Present: Chairman Warren L. Batts; Vice Chairman Ramirez and Directors David A. Ansell, MD, MPH; Hon. Jerry Butler; David Carvalho; Quin R. Golden; Benn Greenspan, PhD, MPH, FACHE; Sister Sheila Lyne, RSM; Luis Muñoz, MD, MPH; Heather E. O'Donnell, JD, LL.M.; and Andrea Zopp (11)

Absent: None (0)

Also Present: Michael Ayres – Chief Financial Officer (designate), Cook County Health and Hospitals System; Johnny Brown – Chief Operating Officer, John H. Stroger, Jr. Hospital of Cook County; Pitt Calkin – Interim Chief Financial Officer, Cook County Health and Hospitals System; Leslie Duffy – Director of Procurement, Cook County Health and Hospitals System; Sylvia Edwards – Chief Operating Officer, Oak Forest Hospital of Cook County; William T. Foley – Chief Executive Officer, Cook County Health and Hospitals System; Hon. Bridget Gainer – Cook County Commissioner; Lucio Guerrero – Director of Public Relations and Community Affairs, Cook County Health and Hospitals System; Jeanene Johnson – Director of the Office of Performance Improvement, Cook County Health and Hospitals System; Randall Johnston – Office of the State's Attorney; Richard Keen, MD – Chairman, Department of Surgery, John H. Stroger, Jr. Hospital of Cook County; Roz Lennon – Chief Clinical Officer (designate), Cook County Health and Hospitals System; Kelvin Magee – Senior Director of Finance, Cook County Health and Hospitals System; Randall Mark – Director of Policy Analysis, 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; Matt Powers – Health Management Associates; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Deborah Santana – Office of the Secretary to the Board of Commissioners of Cook County; David R. Small – Chief Operating Officer, Cook County Health and Hospitals System; Deborah Tate – Director of Human Resources, Cook County Health and Hospitals System; Anthony J. Tedeschi, MD, MPH, MBA – Interim Chief Operating Officer (designate), Cook County Health and Hospitals System; Sidney Thomas – Chief Operating Officer, Provident Hospital of Cook County; Kim Velasquez - Director of Budget, Cook County Health and Hospitals System; Joy Wykowksi – Special Assistant to the Chief Executive Officer (designate), Cook County Health and Hospitals System

Ladies and Gentlemen:

Your Board of Directors of the Cook County Health and Hospitals System met and held their annual meeting pursuant to notice on Thursday, July 16, 2009 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

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

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

PUBLIC COMMENTS

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

The Secretary called upon the following registered public speaker:

1. George Blakemore                      Concerned Citizen

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DISCUSSION OF PERSONNEL MATTERS

**Director Golden, seconded by Director O'Donnell, moved to recess the regular session and convene into closed session, pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(1), which permits closed meetings for consideration of "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity." THE MOTION CARRIED UNANIMOUSLY.**

**Chairman Batts declared that the closed session was recessed. The Board reconvened into regular session.**

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ELECTION OF CHAIRMAN OF THE BOARD OF DIRECTORS  
OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Chairman Batts opened the floor to nominations for Chairman of the Cook County Health and Hospitals System Board of Directors.

**Director Lyne, seconded by Director Muñoz, moved to nominate Warren L. Batts as Chairman of the Board of Directors of the Cook County Health and Hospitals System.**

Finding that there were no other nominations for Chairman from the floor, Chairman Batts closed the floor to nominations.

**On the motion made by Director Lyne, seconded by Director Muñoz, to elect Warren L. Batts as Chairman of the Board of Directors of the Cook County Health and Hospitals System, a voice vote was taken and THE MOTION CARRIED UNANIMOUSLY.**

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ELECTION OF VICE-CHAIRMAN OF THE BOARD OF DIRECTORS  
 OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Chairman Batts opened the floor to nominations for Vice-Chairman of the Cook County Health and Hospitals System Board of Directors.

**Director Ansell, seconded by Director Butler, moved to nominate Jorge Ramirez as Vice-Chairman of the Board of Directors of the Cook County Health and Hospitals System.**

Finding that there were no other nominations for Vice-Chairman from the floor, Chairman Batts closed the floor to nominations.

**On the motion made by Director Ansell, seconded by Director Butler, to elect Jorge Ramirez as Vice-Chairman of the Board of Directors of the Cook County Health and Hospitals System, a voice vote was taken and THE MOTION CARRIED UNANIMOUSLY.**

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APPOINTMENT OF DIRECTORS TO STANDING COMMITTEES BY THE CHAIRMAN OF THE  
 BOARD OF DIRECTORS OF THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM

Standing Committees – Current Membership

	<b>Audit and Compliance</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Quality and Patient Safety</b>
<b>Chairman</b>	Muñoz	Carvalho	Zopp	Ansell
<b>Members:</b>	Greenspan	Golden	Carvalho	Butler
	O'Donnell	Muñoz	Golden	Muñoz
		O'Donnell	Lyne	
		Ramirez	Ramirez	
<b>Ex-Officio Member (non-voting)</b>	Board Chairman	Board Chairman	Board Chairman	Board Chairman
<b>Non-Director Member (non-voting)</b>	Gerald Bauman			All CMOs; All CNOs; All COOs; All Presidents of the Medical Staffs; Mary Driscoll; Pat Merryweather, Lois Elia

Chairman Batts stated that unless there were any objections, the appointments of Directors to the Standing Committees would remain the same, with no changes. Hearing no objections, he proceeded to the next item on the agenda.

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APPROVAL OF THE MINUTES OF THE MEETING OF THE COOK COUNTY HEALTH  
AND HOSPITALS SYSTEM BOARD OF DIRECTORS OF FRIDAY, JUNE 26, 2009

During the discussion of the item, Director Butler indicated that the report should be amended with regard to the real estate matter approved by the Board. He stated that the report should reflect the exact dollar amount involved in the transaction, to match the backup information also included as part of the record.

**Director Butler, seconded by Director O'Donnell, moved to approve the minutes of the meeting of the Cook County Health and Hospitals System Board of Directors of Friday, June 26, 2009, as amended. THE MOTION CARRIED UNANIMOUSLY.**

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REPORT FROM SYSTEM BOARD CHAIRMAN WARREN L. BATTS

Chairman Batts presented information regarding the following:

*Legislative updates*

Chairman Batts stated that he and Mr. Foley traveled to Washington, DC to call upon the Illinois Congressmen involved in the health care bill. Their purpose was to present the System's position that some issues on the table with regard to the proposed bill would be disastrous for safety net hospitals.

*Strategic Planning update*

Chairman Batts provided an update on meetings in relation to strategic planning. So far, they have met with a couple of County Commissioners and will continue to try meeting with the rest of the Commissioners to seek their input in the strategic planning process.

*FY2010 Budget kickoff*

Chairman Batts stated that he attended the FY2010 budget kickoff meeting on July 15<sup>th</sup>.

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REPORT FROM THE SYSTEM  
CHIEF EXECUTIVE OFFICER WILLIAM T. FOLEY

Mr. Foley presented information regarding the following (Attachment #1):

*Revised Chief Executive Officer's 90 Day – 6 Month – 1 Year Plan for the Cook County  
Health and Hospitals System*

Mr. Foley briefly reviewed the plan. He stated that Navigant Consulting's performance improvement assessment will probably not be completed until the end of September, as they are having difficulties gathering the data that is needed.

*CCHHS Organizational Chart and Announcement Memos for Jeanene Johnson, Lucio Guerrero and Deborah Tate*

Mr. Foley introduced the following individuals who have recently joined the System as part of its leadership team:

Michael Ayres, System Chief Financial Officer - Effective September 1<sup>st</sup>  
Roz Lennon, System Chief Clinical Officer - Effective July 27<sup>th</sup>  
Dr. Anthony J. Tedeschi, System Interim Chief Operating Officer - Effective July 27<sup>th</sup>  
Jeanene Johnson, Director of the Office of Performance Improvement - Effective June 29<sup>th</sup>  
Deborah Tate, Director of Human Resources - Effective July 13<sup>th</sup>  
Lucio Guerrero, Director of Public Relations and Community Affairs - Effective July 6<sup>th</sup>  
Joy Wykowski, Special Assistant to the Chief Executive Officer - Effective August 3<sup>rd</sup>  
Elizabeth Reidy, General Counsel – Effective August 10<sup>th</sup>

Additionally, Pitt Calkin, Interim Chief Financial Officer of the Cook County Health and Hospitals System, announced that John Morales has assumed the position of Chief Financial Officer of the John H. Stroger, Jr. Hospital of Cook County.

Director Zopp stated that it should be recognized that although it usually takes six months to get a senior team in place, Mr. Foley had done it in ninety days. She thanked him for his efforts.

*Proposed County Procurement Ordinance Amendment  
sponsored by Commissioner Roberto Maldonado*

Mr. Foley asked the State's Attorney's Office to provide background on the issue.

Jeff McCutchan, Supervisor for the Transactions and Health Law Division in the Office of the State's Attorney, provided a brief summary of the issue, which involves a proposed ordinance amendment sponsored by Commissioner Roberto Maldonado, which was introduced and possibly intended to affect the System Board's group purchasing organization (GPO) decision. Ultimately, it was Mr. McCutchan's opinion that if passed, the proposed amendment should have no impact.

*Update on Surgical Consolidation project*

Dr. Richard Keen, Chairman of the Department of Surgery at John H. Stroger, Jr. Hospital of Cook County, provided a brief update on the Surgical Consolidation project.

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COMMITTEE REPORT

Finance Committee.....Meeting of 6-30-09\*

\* note: the following were approved by the Finance Committee at this meeting: Contracts and Procurement Items, as amended; and an amendment to a contract.

Discussion took place on request number 32 under the Contracts and Procurement items contained within the report, which was a request to enter into and execute a contract with Cook County Radiology Oncology, S.C., for the provision of radiation therapy services. It was determined that the item would be deferred at this time and re-presented to the Finance Committee, so that additional information could be obtained.

**Director Golden, seconded by Director Greenspan, moved to approve the Report of the Finance Committee for the meeting of June 30, 2009, with the exception of request number 32 under the Contracts and Procurement items, which was deferred. THE MOTION CARRIED.**

**Director Ansell recused himself and voted PRESENT on request numbers 10, 11 and 35 contained within the Report under the Contracts and Procurement items.**

**Directors Greenspan and Muñoz recused themselves and voted PRESENT on request numbers 1 and 12 contained within the Report under the Contracts and Procurement items.**

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APPROVAL OF DRAFT PERSONNEL RULES  
FOR THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
AND AUTHORIZATION FOR THE CHIEF EXECUTIVE OFFICER TO  
TAKE STEPS NECESSARY FOR FINALIZATION AND IMPLEMENTATION

(Attachment #2)

Director Zopp provided a brief background on the efforts of the many individuals involved in this project.

Director Greenspan inquired regarding the detailed procedures that will need to be in place in order for these rules to be implemented. Elizabeth Reidy, Deputy Chief of the Civil Actions Bureau of the Office of the State's Attorney, responded that those involved with implementation of these Rules will be the System's Human Resources Director, the County's Human Resource Director and the County Comptroller. Director Greenspan stated that this subject should come back to the Board or the Human Resources Committee on a periodic basis, so that the Board knows there is oversight at the process level.

**Director Lyne, seconded by Director Zopp, moved to approve the draft Personnel Rules for the Cook County Health and Hospitals System, and moved to authorize the Chief Executive Officer to take the steps necessary for finalization and implementation. THE MOTION CARRIED UNANIMOUSLY.**

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REQUEST TO EXECUTE CONTRACT

(Attachment #3)

Requesting authorization to execute a contract with Bank of America for the Master Lease Agreement. The contract amount is \$30,000,000.00, for a period not to exceed seven (7) years.

Upon approval, this contract will be presented to the Cook County Board of Commissioners for their approval.

**Director Greenspan, seconded by Director Muñoz, moved to approve the request to execute a contract with Bank of America for the Master Lease Agreement. THE MOTION CARRIED UNANIMOUSLY.**

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REQUEST TO ENTER INTO AND EXECUTE CONTRACT

(Attachment #4)

Requesting authorization for the Cook County Purchasing Agent to enter into and execute a contract with Clarke Environmental Mosquito Management, to conduct mosquito vector prevention directed at the larval control of Culex mosquitoes within all areas of suburban Cook County not covered by a mosquito abatement district. The contract amount is \$160,000.00 (grant funded), for a period to commence on July 1, 2009 and end on October 30, 2009.

**Director Greenspan, seconded by Director Muñoz, moved to approve the request to enter into and execute a contract with Clarke Environmental Mosquito Management. THE MOTION CARRIED UNANIMOUSLY.**

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PRESENTATION AND RECOMMENDATION ON PROJECT BROTHERHOOD

(Attachment #5)

Requesting approval of System support of Project Brotherhood, through the designation of three funded positions, with salaries totaling \$140,231.00

Mr. Foley provided a brief background on the issue. He stated that at a previous meeting, representatives from Project Brotherhood addressed the Board regarding their funding issues. Since then, they have been working with the System to address these issues; as a result, a report with recommendations on the subject is presented.

Sidney Thomas, Chief Operating Officer at Provident Hospital of Cook County, and Kelvin Magee, Senior Director of Finance for the Cook County Health and Hospitals System, presented the report.

The Board reviewed and discussed the information.

Director Muñoz requested information on the total budget of the program.

Director Carvalho inquired whether this item relates to FY2009 or FY2010. He pointed out that if this request relates to the FY2010 budget, it will need to go through the budget planning process. Mr. Foley responded that with regard to this item presented, approximately 25% (or \$35,000) pertains to FY2009 and the rest pertains to FY2010.

Director Butler stated that the program will have to shut down if they do not get this funding. He suggested that the program should be allowed to proceed for FY2009, and should go through the budget process for FY2010.

Mr. Foley stated that he supports funding of this program for the balance of this year, and recommends inclusion in the budget for next year. He added that there will be a full briefing of the program at the next Finance Committee meeting.

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UPDATE ON STATE BUDGET

Randall Mark, Director of Policy Analysis for the Cook County Health and Hospitals System, and Matt Powers, of Health Management Associates, presented an update on the State budget.

Mr. Mark stated that a State budget was agreed to and signed by the Governor yesterday evening. The outlines of the budget are known, but some of the details are not known. Key to the Medicaid fee-for-service payments are DSH and BIPA payments was HB2206, which authorizes all special appropriations and intergovernmental agreements with the System and other entities. After the budget was signed, the Governor also signed HB2206, so the System is now in a position to draw down the Medicaid payments.

Dave Barker, MD, Chief Medical Officer of the Ruth M. Rothstein CORE Center, added that the Core Foundation received \$3.5 million in the State capital spending bill for refurbishment of facilities.

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PROPOSED RESOLUTION

(Attachment #6)

Transmitting a proposed resolution urging the restoration of Local Health Protection Grant Funds for Illinois County Health Departments.

Following discussion, and due to recent actions that had taken place with the State budget, this item was deferred.

Director O'Donnell requested a list of the grants involved, with additional information on what might be in jeopardy as a result of the State budget. Chairman Batts added that this should be a list of grants System-wide.

On the subject of grants, Mr. Foley stated that at some point, the Board or Finance Committee should receive a briefing on Hektoen; there are \$30 million in grants that involve the System that are run through Hektoen. Director Muñoz informed the Board that the Audit and Compliance Committee is currently looking at Hektoen; there should be a report on the subject by the end of the month.

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UPDATE ON PURCHASING ISSUES

Status of GPO contracts with UHC and Owens & Minor; and  
Status of System's preparations for August 1<sup>st</sup> "go-live" takeover  
of purchasing and contract compliance functions

Leslie Duffy, Director of Procurement for the Cook County Health and Hospitals System, provided an purchasing overview which included past successes, current activities, and future developments. She provided information on the subject (Attachment #7).

During the presentation, the subject of the proposed Amendment to the County's Procurement Ordinance, sponsored by Commissioner Roberto Maldonado, arose. The Board discussed the subject further.

The following was hereby resolved by the Board of Directors of the Cook County Health and Hospitals System: with regard to the proposed Amendment to the Cook County Procurement Ordinance, sponsored by Commissioner Roberto Maldonado, presented to the Cook County Board of Commissioners for their consideration at the meeting of July 21<sup>st</sup>, if the intent of the proposed Amendment is to affect the System's ability to utilize and operate the GPO, then the System Board opposes the proposed legislation.

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REPORT FROM CCHHS AD HOC WORKING GROUP  
ON MEDICAL SCHOOL RELATIONSHIPS

Director O'Donnell stated that there is a meeting scheduled for July 17<sup>th</sup> on the subject.

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UPDATE FROM AD HOC  
STRATEGIC PLANNING COMMITTEE

Director Greenspan provided a brief update on the subject, and added that information had also been provided during Mr. Foley's report.

Director Golden reminded the Directors that the town hall meetings will be starting soon.

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Cook County Health and Hospitals System  
Report of the Meeting of the Board of Directors  
July 16, 2009

ATTACHMENT #1

### Agenda Item #9

#### Report from the System Chief Executive Officer William Foley

1. 90 Day-6-month-1 Year Plan
2. CCHHS Organization Chart
3. Announcement Memos for Jeanene Johnson, Lucio Guerrero and Deborah Tate
4. Proposed Procurement and Contracts Ordinance sponsored by Commissioner Roberto Maldonado

**WILLIAM T. FOLEY**  
**CCHHS CEO**  
**90 DAY—6 MONTH—1 YEAR PLAN**  
**REVISED—JUNE, 2 2009**

**9/1/09:**

<b>Task</b>	<b>Status</b>
Complete Navigant Consulting Performance Improvement Assessment	Due to difficulties in collecting data, anticipated completion date delayed until 9/30/09.
Initiate ERP installation	Contract with ACS for ERP installation approved by CCHHS Board on 6/26/09. Installation in process.
Revise MedAssets agreement	Scheduled for CCHHS Board approval on 7/16/09.
Establish Office of Performance Improvement and hire a Director as an interim, full-time position for a period of no longer than 1 year.	Jeanene Johnson, Director of Performance Improvement, assumed position on 6/29/09
Hire Director of Human Resources	Deborah Tate assumed position on 7/13/09.
Hire Director of Public Relations/Communications	Lucio Guerrero assumed position on 7/6/09.
Hire Chief Compliance Officer	Recruitment in process.
Hire Chief Clinical Officer	Roz Lennon to assume position on 7/27/09.
Hire General Counsel	Elizabeth Reidy offered and accepted position on 7/14/09. Will assume position on 8/10/09.
Complete Solucient FTE benchmarking study and implement Phase 1 reduction-in-force.	Benchmarking Study complete. Navigant to assist in implementation.
Select Group Purchasing Organization (GPO) and finalize agreement.	UHC/Novation approved by CCHHS Board as GPO on 6/ /09. Agreement in process of being finalized with assistance of Navigant Consulting.

**12/1/09:**

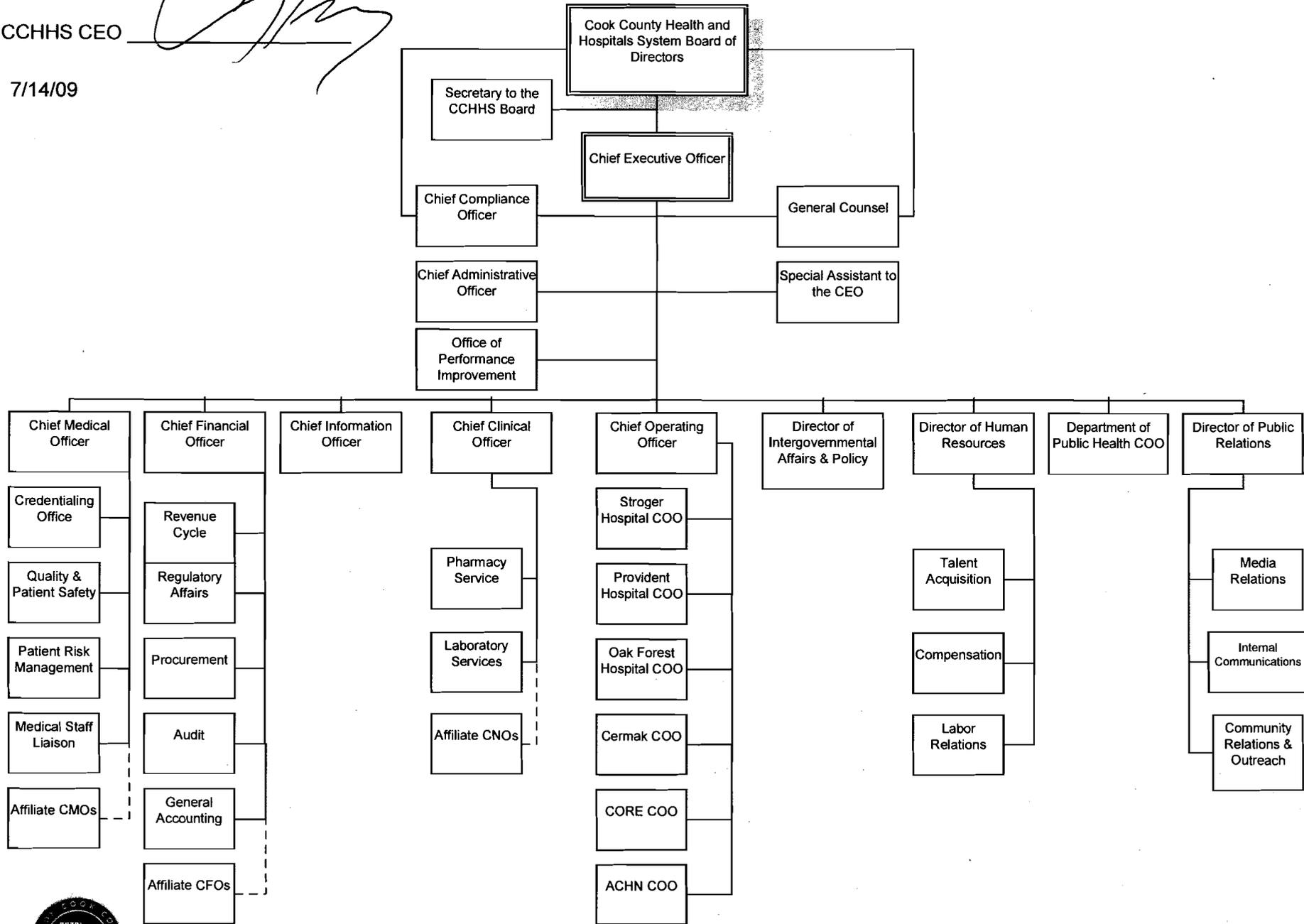
<b>Task</b>	<b>Status</b>
Complete Phase 1 of performance improvement project with focus on revenue cycle management, labor productivity, non-labor productivity, and physician services.	
Complete Phase 1 or ERP installation: financial reporting/general ledger.	
Implement Phase 2 reduction-in-force.	
Hire CCHHS CFO.	Michael Ayres to assume position on 9/1/09.
Hire CCHHS CMO.	
Hire CCHHS CIO.	
Finalize and approve CCHHS Strategic Plan.	
Finalize and approve CCHHS 3-Year Financial Plan.	

6/1/10:

Task	Status
Complete Phase 2 (final phase) of performance improvement project including staff education and training.	
Complete Phase 2 of ERP installation: human resources, payroll, productivity, and supply chain.	
Implement Phase 1 strategic plan strategies.	



7/14/09



# Cook County Health & Hospitals System

**Todd H. Stroger** • President  
Cook County Board of Commissioners

**Warren L. Batts** • Chairman  
Cook County Health & Hospitals System

**Jorge Ramirez** • Vice-Chairman  
Cook County Health & Hospitals System

**William T. Foley** • CEO  
Cook County Health & Hospitals System



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**Health & Hospitals System Board Members**

Dr. David A. Ansell  
Commissioner Jerry Butler  
David N. Carvalho  
Quin R. Golden  
Benn Greenspan  
Sr. Sheila Lyne  
Dr. Luis R. Muñoz  
Heather E. O'Donnell  
Andrea L. Zopp

July 6, 2009

**TO:** Cook County Health & Hospitals System Board Members  
Health System Executive Team  
Chief Medical Officers  
All Department Heads

**FROM:** William T. Foley  
Chief Executive Officer  
Cook County Health & Hospitals System

**RE:** Appointment of Jeanene M. Johnson

I am pleased to announce that Jeanene M. Johnson joined the Cook County Health & Hospitals System on June 29, 2009, as Director of Performance Improvement. Ms. Johnson has more than 20 years of experience in healthcare operations and performance improvement. She is the founding Managing Director of the Oland Group, LLC, a firm that specializes in healthcare financial turnaround and interim management. Prior to her joining Oland, Ms. Johnson served as a Director with Wellspring Partners (a Huron Consulting Group), Speltz and Weis, Price-Waterhouse Coopers, and V4 Consulting. She has served as Interim Chief Operating Officer of government and non-government hospitals and healthcare systems across the country. She has also served as a CEO advisor in the Middle East.

At the Cook County Health & Hospitals System, Ms. Johnson will be responsible for directing and facilitating all performance improvement initiatives throughout the system.

WTF/rt

# Cook County Health & Hospitals System

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## Health & Hospitals System Board Members

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Commissioner Jerry Butler  
David N. Carvalho  
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Sr. Sheila Lyne  
Dr. Luis R. Muñoz  
Heather E. O'Donnell  
Andrea L. Zopp

July 6, 2009

**TO:** Cook County Health & Hospitals System Board Members  
Health System Executive Team  
Chief Medical Officers  
All Department Heads

**FROM:** William T. Foley  
Chief Executive Officer  
Cook County Health & Hospitals System

**RE:** Appointment of Lucio M. Guerrero

I am pleased to announce that Lucio M. Guerrero joined the Cook County Health & Hospitals System on July 6, 2009 as Director of Public Relations and Community Affairs. Mr. Guerrero has worked almost 20 years in the communications field – first as a newspaper reporter and then as a public relations and community affairs specialist. Prior to joining the Cook County Health & Hospitals System, Mr. Guerrero worked as the chief communications officer for Cook County Assessor James Houlihan and for the Office of the Governor. He has worked at newspapers in Florida, Indiana, Delaware and Chicago.

At the Cook County Health & Hospitals System, Mr. Guerrero will be responsible for directing our public relations, communications and community relations activities; including interfacing with the media and the public.

WTF/rt

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

We Bring Health **CARE** to Your Community

# Cook County Health & Hospitals System

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Cook County Board of Commissioners

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Dr. Luis R. Muñoz  
Heather E. O'Donnell  
Andrea L. Zopp

July 14, 2009

**TO:** Cook County Health & Hospitals System Board Members  
Health System Executive Team  
Chief Medical Officers  
All Department Heads

**FROM:** William T. Foley *WTF*  
Chief Executive Officer  
Cook County Health & Hospitals System

**RE:** Appointment of Deborah A. Tate

I am pleased to announce that Deborah A. Tate joined the Cook County Health & Hospitals System (CCHHS) on July 13, 2009, as System Director of Human Resources. Deborah has almost 20 years of human resources experience in the Chicago area. Most recently, she served as the Director of Corporate Human Resources for the Sara Lee Corporation. She has worked at implementing and developing strategic human resources programs in both start-up organizations and Fortune 300 companies.

At the Cook County Health & Hospitals System, Deborah will be responsible for overseeing all aspects of our System Human Resources Department, including employee relations, recruitment, compensation, and labor relations.

Deborah's appointment, along with the pending approval of the CCHHS Personnel Rules by the CCHHS Board, will allow for the implementation of the delegated authorities for Human Resources from the County to CCHHS.

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

We Bring Health **CARE** to Your Community

**COMMISSIONERS****PROPOSED ORDINANCE AMENDMENT****ITEM #15**

Submitting a Proposed Ordinance Amendment sponsored by

**ROBERTO MALDONADO**, County Commissioner

Co-Sponsored by

**JOSEPH MARIO MORENO, JOAN PATRICIA MURPHY, DEBORAH SIMS**  
and **ROBERT B. STEELE**, County Commissioners

**PROPOSED ORDINANCE AMENDMENT****PROCUREMENT AND CONTRACTS ORDINANCE**

**BE IT ORDAINED**, by the Cook County Board of Commissioners that Chapter 34 Finance, Article IV, Division 1, Section 34-121 of the Cook County Code is hereby amended as follows:

**Sec. 34-121. Contracts for supplies, material and work.**

All contracts for supplies, materials and equipment for the County of Cook shall be let as provided in this Article IV, regardless of whether such contract is let directly by Cook County or by a person, corporation, partnership, joint venture, alliance, purchasing consortia, cooperative arrangement, trust, association, limited liability company, unincorporated business, individually owned business, sole proprietorship or similar type of organization or association on behalf of Cook County. All contracts for supplies, materials and equipment for Cook County, including the separately elected Officials, which involve an expenditure of \$100,000.00 or more shall be approved by the Board of Commissioners and signed by the President of the Board, the County Purchasing Agent and the Comptroller. All contracts for supplies, materials, and equipment for Cook County, including the separately elected Officials, which involve an expenditure of less than \$100,000.00 shall be approved by the Purchasing Agent; however, all contracts for supplies, materials and equipment for Cook County, including the separately elected Officials, shall also require Board approval in circumstances where the aggregate of expenditures by a Department within the County, or any separately elected official, to the same vendor for the same, or substantially the same, supplies, materials, or equipment within the same fiscal year equal a sum of \$100,000.00 or more.

All contracts for professional and managerial services for the County of Cook shall be let as provided in this Article IV. All contracts for contractual services for Cook County, including the separately elected Officials, which involve an expenditure of \$25,000.00 or more shall be approved by the Board of Commissioners and signed by the President of the Board, the County Purchasing Agent and the Comptroller. All contracts for professional and managerial services for Cook County, including the separately elected Officials, which involve an expenditure of less than \$25,000.00 shall be approved by the Purchasing Agent; however, all contracts for contractual services for Cook County, including the separately elected Officials, shall also require Board approval in circumstances where the aggregate of expenditures by a Department within the County, or any separately elected official, to the same vendor for the same, or substantially the same contractual services within the same fiscal year equal a sum of \$25,000.00 or more.

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In accordance with Cook County Code Section 2-108(z)(1) Amendment or suspension of rules, Commissioner Goslin, seconded by Commissioner Daley, moved to suspend Section 2-108(h)(1) Prior notice to public agendas. **The motion carried unanimously.**

Commissioner Maldonado, seconded by Commissioner Sims, moved that the Proposed Ordinance Amendment be referred to the Committee on Finance. (Comm. No. 301513). **The motion carried unanimously.**

Cook County Health and Hospitals System  
Report of the Meeting of the Board of Directors  
July 16, 2009

ATTACHMENT #2

Draft 07-08-09

**COOK COUNTY HEALTH  
AND HOSPITALS SYSTEM**

**P E R S O N N E L R U L E S**

Draft 07-08-09

**IMPORTANT NOTICE**

These Personnel Rules are issued pursuant to the Cook County Human Resources Ordinance and the Ordinance Establishing the Cook County Health and Hospitals System. The Rules reflect procedures developed to comply with applicable federal, state and county laws, the Judgment and Consent Decrees and Supplemental Relief Order entered in Michael L. Shakman, et al. v. The Democratic Organization of Cook County, et al., No. 69 C 2145, on January 5, 1994 and other applicable laws. In the event that provisions of these Rules vary from the terms of effective collective bargaining agreements, the terms of those agreements shall govern for affected members of the collective bargaining unit.

Please be advised that these Rules do not constitute a contract, and the language used in these Rules is not intended to create or to be construed as a contract or promise of continued employment. The Rules set forth general information and guidelines and do not purport to address every situation or contingency. Employees should direct questions about policies, programs or other applications of these Rules to the Department of Human Resources within the Cook County Health and Hospitals System (“System”). Employees should also be advised that the Cook County Board of Commissioners may enact Ordinances, that the President of the Cook County Board may promulgate Executive Orders and that the Board of Directors of the System (“System Board”) or the System’s Chief Executive Officer may adopt policies that apply to all System Employees. These Ordinances, Executive Orders and Policies are hereby incorporated into these Rules by reference.

Please also be advised that the System Board or its authorized designee may enact amendments, revisions and changes to these Rules. Nothing in these Rules shall be construed to limit the authority of the System Board or its designee to enact such amendments, or revisions. Employees should consult the Rules from time to time to familiarize themselves with any revisions or additions to these Rules.

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(\*\*Note: This Table will be revised at the time the final draft is completed.\*\*)

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**RULE 1**  
**GENERAL PROVISIONS**

**1.01 Purpose of Rules**

The fundamental purpose of these Rules is to establish personnel policies and procedures which will:

- a. Provide fair and equitable merit-based selection procedures for all Employees and Applicants for employment.
- b. Ensure competitive wage rates for all job Classifications.
- c. Provide management with the necessary flexibility and control to assure the delivery of quality public service.
- d. Attract, retain and motivate competent Employees.
- e. Develop and maintain a professional and progressive human resources management system.

**1.02 Definitions**

**AFFILIATE or SYSTEM AFFILIATE:** Any one of the following entities constituting the Cook County Health and Hospitals System: John H. Stroger, Jr. Hospital of Cook County, Oak Forest Hospital of Cook County, Provident Hospital of Cook County, Cermak Health Services of Cook County, the Cook County Department of Public Health, the Ruth M. Rothstein CORE Center, the Ambulatory and Community Health Network of Cook County, and any future Affiliate designated as such by the System Board.

**AFFILIATE CMO:** The Chief Medical Officer of a System Affiliate.

**AFFILIATE COO:** The Chief Operating Officer of a System Affiliate.

**ANNIVERSARY DATE:** The date utilized for purposes of determining an Employee's step progression within his/her current Classification in accordance with the applicable salary schedule. The Anniversary Date is established by the original date of employment as modified by these Rules in connection with a promotion, leave of absence, demotion, reclassification and/or upgrade.

**APPLICANT:** A person who on proper forms has applied to the System for a Position, including a current Employee who applies for another Position within the System.

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**APPOINTMENT:** Approval by the System's Human Resources Director or his/her designee of an Applicant to be employed in a particular Position.

**CAREER SERVICE:** A uniform system of recruitment, selection, promotion, discipline, and compensation set forth in certain of these Rules designated as Career Service provisions and encompassing all Positions under the jurisdiction of the System Board that are not Exempt Positions.

**CAREER SERVICE EMPLOYEE:** An Employee who is in a Career Service Position and who has successfully completed the Probationary Period, including any extension thereto.

**CAREER SERVICE POSITION:** A Position that is not an Exempt Position and is covered by all of these Rules.

**CHIEF EXECUTIVE OFFICER, CEO or SYSTEM CEO:** The Chief Executive Officer of the Cook County Health and Hospitals System appointed by the System Board.

**CLASSIFICATION or TITLE:** A Position or group of Positions identified by a particular Title and job code which identifies the education, experience, knowledge and proficiency qualifications required and the typical duties associated with the Position or group of Positions.

**CLASSIFICATION PLAN:** An orderly arrangement of Titles to which Positions are allocated.

**CONTINUOUS SERVICE:** Employment with Cook County that is served without a break or interruption. An authorized leave of absence shall not constitute a break or interruption of Continuous Service. Discharges for cause, retirements, resignations, and layoffs not followed by reinstatement within one year, shall interrupt Continuous Service.

**CONTINUOUS SERVICE CREDIT:** The period of time covered by Continuous Service, minus any periods during which an Employee has taken an authorized leave of absence greater than 30 days without pay other than a military leave and any periods during which an Employee has been suspended or laid off for more than 30 calendar days.

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM OR SYSTEM:** The system created by the Cook County Board of Commissioners through the adoption of the Ordinance Establishing the Cook County Health and Hospitals System. (Cook County Code of Ordinances, Section 38-70 *et seq.*)

**COUNTY:** Cook County, Illinois.

**COUNTY BOARD:** The Board of Commissioners of Cook County, Illinois.

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**DENTIST:** A person who possesses a general license to practice dentistry under the Illinois Dental Practice Act and who is employed by Cook County to work as a Dentist within the System.

**DEPARTMENT:** A discrete area or group of services, both clinical and non-clinical, identified by the Chief Executive Officer or his/her designee as a Department for purposes of these Rules.

**DEPARTMENT HEAD:** The individual who is responsible for the policy and administration of a Department.

**DIRECTOR:** A Director of the Cook County Health and Hospitals System.

**ELIGIBLE:** An Applicant who has been determined to be eligible for consideration in the selection process.

**EMPLOYEE:** An individual employed by the County and the System to work within the System, whether part-time or full-time or by a contract of employment.

**EXEMPT EMPLOYEE:** An individual employed by the County to work in an Exempt Position.

**EXEMPT POSITION:** A Position listed as Exempt from either the Career Service provisions of these Rules or the Classification and Compensation Provisions of these Rules, or both, as set forth in Section 1.04 of these Rules.

**FULL-TIME EMPLOYEE:** An Employee who is required to work an average of at least 2080 hours in a calendar year, inclusive of any Vacation, Sick and Holiday Leave.

**LAYOFF:** Separation from employment for a reason other than cause, including, but not limited to, lack of work or funds, abolition of Position, or material change in duties or organizational structure.

**MEDICAL EXAMINATION:** An examination performed by, or at the direction of, any Employee Health Service Unit of the Health System or County, which may include physical as well as psychological or psychiatric evaluation and laboratory testing.

**NOTICE OF JOB OPPORTUNITY or JOB POSTING:** The official document that is posted to notify the public about an available vacant Position.

**PHYSICIAN:** A person employed to work as a physician within the System who is (a) licensed under the Illinois Medical Practice Act to practice medicine in all of its branches; (b) licensed as a chiropractic physician under the Illinois Medical Practice Act to treat human ailments without the use of drugs and without operative surgery; or (c) licensed to practice podiatric medicine under the Illinois Podiatric Medical Practice Act of 1987.

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**POSITION:** A group of duties and responsibilities identified by a particular Title and job code requiring the Full-Time or part-time employment of at least one person.

**PROBATIONARY PERIOD:** The working test period during which a newly appointed Employee is required to demonstrate his/her fitness for his/her Position. Unless extended in writing by the HR Director or his/her designee, the Probationary Period for any new Employee shall be twelve (12) months of Continuous Service Credit. Unless extended in writing by the HR Director or his/her designee, the Probationary Period for a current Employee who has been promoted to a new Position shall be six (6) months of Continuous Service Credit.

**SENIORITY:** The Continuous Service Credit earned by an Employee.

**SUPERVISOR:** An individual with supervisory authority over that Employee.

**SYSTEM:** The Cook County Health and Hospitals System.

**SYSTEM BOARD:** The Board of Directors of the Cook County Health and Hospitals System.

**SYSTEM CHIEF MEDICAL OFFICER or SYSTEM CMO:** The Chief Medical Officer of the Cook County Health and Hospitals System.

**SYSTEM CHIEF OPERATING OFFICER or SYSTEM COO:** The Chief Operating Officer of the Cook County Health and Hospitals System.

**TEMPORARY EMPLOYEE:** An Employee who works on an intermittent, temporary or seasonal basis not exceeding 150 days per year. This shall include short-term employees as defined in the Illinois Public Relations Act.

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**1.03 Transition; Implementation and Effective Date of Rules**

The Cook County Ordinance Establishing the Cook County Health and Hospitals System provides that the System Board shall have authority over all human resource functions currently performed by the Cook County Bureau of Human Resources with regard to all Employees, including Physicians and Dentists, within the System, including, but not limited to, Position Classification, compensation, recruitment, selection, hiring, discipline, termination, grievance, affirmative action, performance management, Probationary Periods, training, promotion and maintenance of records. The System Board shall adopt written rules, regulations and procedures with regard to these functions. Until such time as the System Board adopts its own rules, regulations or procedures with regard to these functions, the existing Personnel Rules, regulations and procedures of the County shall apply. The System Board may exercise the authority granted in this Section, in whole or in part, pursuant to its discretion and consistent with existing collective bargaining agreements and obligations.

These Rules and any amendments hereto shall be subject to the approval of the System Board. In order to provide for an orderly transition of responsibilities from the County's Bureau of Human Resources to the System, the provisions of these Rules will become effective and be implemented, in whole or in part, at the direction of the Chief Executive Officer. Upon their implementation, in whole or in part, these Rules shall supersede the existing Personnel Rules, regulations and procedures of the System and the County with regard to Employees of the System.

**1.04 Scope; Exemptions**

- a. These Rules apply to all Employees except as expressly provided in this Section 1.04. These Rules shall apply to Employees represented by a labor organization, except where there is a conflict between these Rules and a collective bargaining agreement, in which instance the collective bargaining agreement controls. These Rules shall also apply to Employees who are employed subject to an employment contract, except where there is a conflict between these Rules and that contract, in which instance that contract controls. These Rules apply to a Physician's and Dentist's employment with the County and do not pertain to medical staff membership or grant of clinical privileges by a medical staff within the System.
- b. The following Positions shall be Exempt Positions to which neither Rule 2, Position Classification and Compensation, nor the Rules designated as Career Service provisions, shall apply:

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1. CEO
  2. System COO
  3. System Chief Financial Officer
  4. System CMO
  5. System HR Director
  6. System Procurement Director
  7. General Counsel
  8. System Corporate Compliance Officer
  9. System Chief Clinical Officer
  10. System Chief Information Officer
  11. System Public Relations Director
  12. Affiliate COO
  13. Affiliate Chief Financial Officer
  14. Affiliate CMO
  15. Affiliate HR Director
- c. The following Positions shall be Exempt Positions to which Rule 2, Position Classification and Compensation, applies, but to which the Rules designated as Career Service provisions do not apply:
1. Employees working directly for the System Board and its various committees
  2. Employees working directly for the Exempt Employees identified in Section 1.04(b), above
  3. Department Heads
  4. Temporary Employees
  5. Positions identified as Executive/Senior Managerial Staff in accordance with the judgment and consent decrees entered in Michael L. Shakman, et.al. v. The Democratic Organization of Cook County, et al., No. 69 C 2145 and also designated as such in a policy adopted by the System Board.
- The above notwithstanding, hiring procedures for the above Exempt Employees shall comport with any policy approved pursuant to the Michael L. Shakman, et.al. v. The Democratic Organization of Cook County, et al., No. 69 C 2145.
- d. The CEO may recommend additional Positions to be Exempt from these Rules. In such a case, the System Board shall have the final authority to approve or disapprove the Positions designated as Exempt. A list of all Positions or categories exempt from these Rules will be maintained by the System. Such list will be available for inspection upon written request directed to the HR Director.

Notwithstanding anything stated elsewhere in these Rules, all Exempt Employees are considered “at will” Employees, are not covered by the Career Services provisions of these Rules and shall serve at the pleasure of the System unless otherwise provided for by law or contract. The Career Service provisions of these Rules are defined as the provisions designated as such at the beginning of each Rule.

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- e. **The above notwithstanding**, the System is fully committed to and enthusiastically embraces the achievement of diversity within exempt Positions in the System. In keeping with its equal employment opportunity policy, the System welcomes the participation of all Employees without regard to their race, color, sex, age, religion, disability, national origin, citizenship status, ancestry, sexual orientation, gender identity, marital status, and military discharge status.

#### **1.05 Effect of Rules**

Upon implementation by the CEO, these Rules repeal, supplant and supersede the Cook County Bureau of Human Resources Rules and Regulations (County of Cook Personnel Rules) and the Cook County Bureau of Health Services Personnel Rules for Physicians and Dentists.

#### **1.06 Political Activities**

- a. No Director, Employee or other person working for or on behalf of the System shall compel, coerce or intimidate any Employee to make or refrain from making any political contribution or to participate or refrain from participating in political activities. Nothing in this section shall be construed to prevent any Director, Employee, or other person working for or on behalf of the System from voluntarily making a contribution or from receiving a voluntary contribution or from voluntary participation in political activities.
- b. Political preference, contributions to political campaigns, political activities or political sponsorship shall not be required as a condition to employment or promotion in the System and may not be used as a basis for hiring, promotion, transfer, disciplinary action or discharge.
- c. Nothing herein shall affect the right of an Employee to hold membership in and support a political party or candidate, to vote as he/she chooses, to express his/her opinions, to attend political meetings and to maintain political neutrality.
- d. Employees shall not use or attempt to use political influence in order to secure preferential treatment in employment decisions for themselves or other persons.
- e. Complaints about violations of this Rule may be made to the HR Director, the System's Compliance Officer, the Shakman Compliance Administrator or the Office of Independent Inspector General.

#### **1.07 Equal Employment Opportunity**

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- a. It is the System's policy to be an equal opportunity employer. In keeping with this policy, the System will continue to recruit, hire, train and promote the most qualified persons without regard to race, color, sex, age, religion, disability, national origin, citizenship status, ancestry, sexual orientation, gender identity, marital status and military discharge status. Similarly, the System will continue to administer compensation, benefits, transfers, layoffs, training, and all other terms and conditions of employment in accordance with this policy.
- b. These Rules will be administered and enforced without regard to race, color, sex, age, religion, disability, national origin, citizenship status, ancestry, sexual orientation, marital status, gender identity, military discharge status, source of income or housing status.
- c. The HR Director will be responsible for developing and maintaining a program of equal employment opportunity to assure equality of opportunity for employment within the System.

#### **1.08 Interpretation and Implementation of Rules**

- a. The HR Director may develop and approve policies, procedures and forms to implement these Rules. These policies, procedures and forms shall supersede applicable policies, procedures and forms utilized within the Affiliates except as expressly approved by the HR Director. All questions concerning the specific application of the provisions of these Rules shall be interpreted and resolved by the HR Director.
- b. Unless otherwise provided in these Rules, any reference to a specific number of "days" shall mean calendar days. If the counting of days for the performance of a specific action ends on a Saturday, Sunday or holiday, the following weekday shall be the end of the counting period.
- c. No Employee will be discriminated against because he/she has exercised a right under these Rules.
- d. Any Employee who believes that he/she has been discriminated against in violation of Section 1.07, Equal Employment Opportunity, or Section 1.08 c. above, may file a written complaint with the HR Director.

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## **RULE 2**

### **POSITION CLASSIFICATION AND COMPENSATION**

#### **2.01 Scope**

This Rule 2, Position Classification and Compensation, applies to Career Service Employees and to those categories of Exempt Employees listed in Rule 1.04(c).

#### **2.02 Classifications**

- a. Positions shall be classified in appropriate Titles and set forth in a System Classification Plan.
- b. The HR Director shall maintain, as part of the Classification Plan, an inventory of the standard qualifications, duties and requirements (“standards”) for each Title. These standards shall be changed only by authority of the HR Director.
- c. The Classification Plan may be amended in writing by the HR Director. In determining the Classification to which any Position should be allocated, the requirements of each Classification shall be considered in their entirety. Consideration shall be given to the general duties, specific tasks, responsibilities and qualifications desired and relation to other Classifications.
- d. The Standards for each Classification shall not be construed as limiting or modifying the power of any Department Head or his/her designee to assign specific duties and to direct the work of Employees under his/her supervision.
- e. No Title used to designate any Position in the Classification Plan may be changed to another Title (i.e., reclassified) without prior written approval of the HR Director.
- f. Each Department Head shall maintain a written functional job description setting forth the duties and requisite qualifications for each Position in his/her Department and make each description available to the HR Director.

#### **2.03 Salary Schedules; Entry Rate**

Salary schedules set forth the compensation rates and the corresponding intervals at which these compensation rates are payable (“steps”), if any, within each Classification in the Classification Plan, including salary schedules that set forth the compensation rates and the corresponding intervals at which these compensation rates are payable to unionized Employees pursuant to the terms of applicable collective bargaining agreements. The salary schedule shall also set forth the rules applicable to step advancement, including any provisions for merit-based step advancement as may be established by the HR Director.

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Different Classifications which have identical compensation rates and corresponding intervals at which these compensation rates are payable are in the same “salary grade.” Unless advanced step placement is approved by the HR Director, a new Employee shall be paid the minimum salary set forth on the applicable salary schedule as the first step in the grade assigned to the Classification.

#### **2.04 Applicability of Step Progression and Step Placement**

- a. Employees shall be required to work a minimum of one year at each step of the grade assigned to their Title on the applicable salary schedule, except as otherwise provided in the salary schedule.
- b. In general, anniversary step advancement will be effective the first day of the full pay period following the Employee's Anniversary Date.
- c. Eligibility for longevity step advancement and longevity step placement must be in conformance with the provisions set forth in the applicable salary schedule.

#### **2.05 Transfers and Compensation**

An Employee transferring from one Department to another in the same Classification shall be eligible to receive the salary he/she has been receiving at the time of transfer, provided the budget of the Department to which he/she has been transferred can accommodate the salary and, if not, the Employee shall be eligible to have the salary received prior to the transfer restored at the earliest possible date. Such transfer shall not set a new Anniversary Date. All changes in pay shall be implemented the first full pay period following the effective date of the transfer.

#### **2.06 Promotions and Compensation**

Except as otherwise approved by the HR Director, an Employee who is promoted to a Position in a higher salary grade shall be placed in the step of the new salary grade which will provide a salary increase commensurate with his/her new responsibilities. All changes in pay shall be implemented the first full pay period following the effective date.

In all cases of promotion, the effective date will set a new Anniversary Date.

#### **2.07 Demotions and Compensation**

The following shall apply to demotions from one grade to another:

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- a. An Employee who is demoted to a Position in a lower salary grade shall be entitled to receive the salary rate associated with the same step of the new salary grade as was received in the corresponding step in the salary grade of the Position from which the Employee was demoted. The Employee's Anniversary Date does not change.
- b. An Employee promoted to a Position in a higher salary grade and subsequently demoted to a Position in a lower salary grade shall be entitled to receive the salary corresponding to the step to which the Employee would have been entitled had the Employee remained in the salary grade from which he/she was promoted.
- c. All changes in pay shall be implemented the first full pay period following the effective date of the demotion.

## **2.08 Reclassification of Positions and Compensation**

- a. An Employee whose Position is reclassified to a Position in a lower grade shall continue to receive the compensation rate received immediately prior to reclassification. Such action shall not change the Employee's Anniversary Date. If the salary rate received immediately prior to reclassification is less than the rate in the last step of the grade associated with the new Classification, the Employee shall be entitled to further step advancement.
- b. An Employee whose Position is reclassified to a Classification associated with a higher salary grade shall be placed in the first step of the higher grade which provides a salary at least one step above the salary received at the time of the reclassification. Such action will change the Employee's Anniversary Date.
- c. In all cases of reclassification, the Employee shall be placed in the first step of the grade to which the Position is reclassified.
- d. All changes in pay shall be implemented the first full pay period following the effective date of the reclassification.

## **2.09 Upgrading of Positions and Compensation**

An Employee whose Position is upgraded shall be placed in the first step of the new salary grade which is at least the same as the salary the Employee was receiving prior to being upgraded. The Employee shall retain the Anniversary Date held prior to the upgrading. All changes in pay shall be implemented the first full pay period following the effective date of the upgrade.

## **2.10 Full-Time Service**

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Salaries are fixed on the basis of Full-Time service for a normal work week. The determination of what constitutes a normal work week for a particular Classification shall be made by the CEO in consultation with the appropriate Department Head. The Department Head shall establish the work schedule, including on-call schedules and location of work assignments, for Employees in his/her Department.

## **2.11 Work Assignments**

While Employees of the System shall typically be assigned to work within one or more System Affiliates, the locations of their work assignments shall be as determined by the CEO, in consultation with the appropriate Affiliate COO or Department Head. In order to best meet the needs of the System and its patients and to make maximum use of the skills and abilities of existing staff, the CEO or his/her designee may assign or reassign Employees to any facility utilized by the System to provide services.

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**RULE 3**  
**RECRUITMENT AND APPLICATION**

**3.01 Scope**

This Rule 3, Recruitment and Application, applies to all Career Service Employees and does not apply to any Exempt Employee.

**3.02 System Hiring Policies**

The provisions of the System Policy titled Hiring Process for Non-Physicians and Physicians (“Hiring Policy”), as approved by the System Board, and as amended from time to time, is hereby incorporated into this Rule 3, Recruitment and Application. To the extent the language in these Rules conflicts with the language in the Hiring Policy, the language in the Hiring Policy shall control.

**3.03 Vacant Positions**

When a Department Head wishes to fill a vacancy in a Career Service Position in his/her Department, the Department Head shall provide, in a manner prescribed by the HR Director, the following information:

- a. The Department in which the vacancy exists;
- b. The source of funding for the Position and the budget sequence number;
- c. The Title and grade or salary range of the Position, if it is a Position previously classified; if not, then the date and manner of its creation and a statement of the duties thereof;
- e. Whether the Department Head desires to fill the vacancy by transfer, promotion or open recruitment;
- f. Whether filling the Position is an emergency matter, and if so, the nature of and reasons for the emergency;
- g. Whether there are any special skills, knowledge, abilities, licensure, certifications, degrees, training, or experience required;

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- h. A copy of the job description for the vacant Position; and
- i. Such other information as the HR Director may require for a particular Position.

### **3.04 Qualifications of Applicants**

- a. In order to qualify as an Applicant for any Position, a person must:
  - 1. Be, on the first date for filing applications, at least 18 years of age, unless the HR Director sets a different age limit for a Classification in the Notice of Job Opportunity.
  - 2. File an Application on the form furnished by the HR Director, within the prescribed filing period.
  - 3. Meet all the requirements specified by law, in these Rules, and in the Notice of Job Opportunity.
- b. The HR Director may exclude any Applicant from further consideration at any time prior to Appointment for any non-discriminatory or non-political reason including, but not limited to, the reasons set forth below.
  - 1. The Applicant has been convicted of a felony, or for certain Positions in certain facilities, a misdemeanor.
  - 2. The Applicant fails to demonstrate the skills, abilities and qualifications set forth in the job description contained in the job posting.
  - 3. The Applicant is unable to perform the essential functions of the job with reasonable accommodation.
  - 4. The Applicant tests positive for or is a current user of non-prescribed controlled substances.
  - 5. The Applicant has engaged in conduct which would reflect adversely on, or bring discredit to the System or the County.
  - 6. The Applicant has been previously discharged for cause from the County or has resigned to avoid discharge for cause from any prior employment.
  - 7. The Applicant has an unsatisfactory reference or history of performance in connection with prior employment or professional service.

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8. The Applicant has made a false statement or omitted any material fact during the application, selection or interview process or on the Application itself.
  9. The Applicant has engaged in or has attempted to engage in any deception or fraud in connection with the Application or in securing eligibility or Appointment.
  10. The Applicant advocates the overthrow of the government of the United States or the State of Illinois by force or violence.
  11. The Applicant is or has been the subject of an adverse action taken against the Applicant's license to practice a profession, if applicable, in Illinois or another State or against the Applicant's authority to prescribe controlled substances, if applicable.
  12. The Applicant is or has been the subject of an adverse action taken against the Applicant's medical staff membership or clinical privileges at any health care entity, if applicable.
  13. The Applicant is or has been the subject of an adverse action or a medical malpractice payment report to the Illinois Department of Financial and Professional Regulation or the National Practitioner Data Bank.
  14. The Applicant is or has been the subject of an adverse action taken with respect to participation in Medicare, Medicaid or another third party payor.
  15. The Applicant fails to secure a medical staff appointment and clinical privileges which appointment and clinical privileges are required by the System Affiliates to which the Applicant will be assigned.
- c. To remain eligible, Applicants must participate in the selection process including the provision of any interviews, information or materials or consent to any medical examinations that are requested by the HR Director.
  - d. The HR Director reserves the right to review all Applications to identify the best qualified Applicant for a Position.

### **3.05 Applications**

- a. The date and time of receipt of an Application submitted in response to a Notice of Job Opportunity shall be recorded. An Application executed or dated prior to the date of the Notice of Job Opportunity shall be rejected.

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- b. Applicants shall be required to furnish satisfactory evidence of their education, training, experience and/or licensure as required to meet the qualifications for the particular Position.
- c. Applications will not be returned to Applicants.
- d. Minor defects or omissions in an Application on file may be corrected or supplied with the authorization of the HR Director.
- e. No person may apply for a Position for which he/she participates in the Selection process.

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## **RULE 4 SELECTION**

### **4.01 Scope**

This Rule 4, Selection, applies to all Career Service Employees, and does not apply to any Exempt Employees.

### **4.02 System Hiring Policies**

It is the policy of the System to hire, promote and retain the best qualified candidates for all positions.

The provisions of the System Policy titled Hiring Process for Non-Physicians and Physicians (“Hiring Policy”), as approved by the System Board, and as amended from time to time, is hereby incorporated into this Rule 4, Selection. To the extent the language in these Rules conflicts with the language in the Policy, the language in the Policy shall control.

### **4.03 General Criteria**

In selecting an Applicant for Appointment to a Position, the HR Director may consider relevant factors including, but not limited to, education, training, relevant work experience, knowledge, skill, ability, references, written tests, oral tests, performance tests, licensure, board certification, reports of the National Practitioner Data Bank and the Illinois Department of Professional Regulation, or any other job-related qualifications which, in the judgment of the HR Director or his/her designee, determine the relative fitness of Applicants. In the event the Applicant is a Physician or Dentist, the Applicant may be required to secure a medical staff appointment at one or more System Affiliate hospitals or another hospital within which the System delivers services.

### **4.04 Applicant's Background Investigation**

The HR Director may investigate the background of Applicants, including, but not limited to, fingerprinting to ascertain criminal record, queries to the National Practitioner Data Bank or Illinois Department of Financial and Professional Regulation, and verification of education, experience and training, as he/she determines is necessary to evaluate the fitness and qualifications of Applicants or as required by law, including, but not limited to, the Illinois Health Care Workers Background Check Act.

### **4.05 Eligible Lists**

The HR Director shall identify Applicants who meet the minimum requirements set forth on the Job Description that is included with the posted Notice of Job Opportunity and shall forward a list of the Applicants deemed eligible for further consideration to the Department Head.

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**4.06. Veterans' Preference**

The HR Director shall afford preferential consideration, when other factors are substantially equal, to Applicants who are Veterans and who, within twelve (12) months prior to the Job Posting: (1) returned from a period of not less than six months of continuous service on active duty in the United States Armed Services, (2) were not dishonorably discharged, and (3) provide documentation confirming status as an eligible veteran.

**4.07 Consideration of Applicants on Eligible Lists**

The HR Director shall develop and adopt procedures to be followed by Department Heads in evaluating Applicants on the Eligible Lists, in selecting finalists for interview and in recommending an Applicant for appointment to a vacant position.

**4.08 Appointments**

The HR Director shall notify an Applicant in writing of any offer of Appointment, and shall include in such notification any conditions which must be satisfied before an Appointment is made.

**4.09 Probationary Period**

- a. A Probationary Period for a new Employee shall be twelve (12) months of Continuous Service Credit. The Probationary Period for an Employee who has been transferred, promoted or demoted to a new Position shall be a period of six (6) months of Continuous Service Credit.
- b. Probationary Periods may be extended with the approval of the HR Director upon advance written notice to the Employee.
- c. An Employee who successfully completes the Probationary Period will have Career Service Status.
- d. An Employee may be terminated for any lawful reason at any time during the Probationary Period, including any extension thereto. The reasons for such termination shall be documented and reviewed by the HR Director. The Employee shall not have a right to a pre-disciplinary meeting or to grieve or appeal such termination.

**4.10 Transfer**

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- a. Upon request of the affected Department Heads, the HR Director may authorize a transfer of an Employee from a Position in one Department to a Position in another Department in the same Classification, provided that the HR Director determines that the Employee is eligible to be assigned to the Position to which transfer is contemplated.
- b. An Employee who is transferred shall not be required to serve another Probationary Period unless a full Probationary Period was not completed prior to the transfer, in which case the Employee shall start a new probationary period in the Position to which he/she transferred.

#### **4.11 Demotion**

- a. A demotion shall refer to the transfer of an Employee from a Position in one classification to a different Position in another Classification which is associated with a lower range of salary rates (i.e., a lower grade). An Employee may be demoted to a Position within the same Department or to a Position in another Department, provided that the Employee is qualified for the Position to which demotion is contemplated.
- b. All demotions shall be subject to the approval of the HR Director.
- c. A demotion may be either voluntary or involuntary. An involuntary demotion should ordinarily be based upon unsatisfactory work performance.
- d. An Employee who is demoted either voluntarily or involuntarily shall be required to serve a six (6) month probationary period in the new job Classification.

Draft 07-08-09

## **RULE 5 PERFORMANCE MANAGEMENT**

### **5.01 Scope:**

This Rule 5, Performance Management, applies to all Career Service Employees and does not apply to any Exempt Employees.

### **5.02 Performance Evaluation Policy**

The performance of all Employees shall be evaluated periodically in accordance with minimum intervals, systems and procedures established by the HR Director, in consultation with the appropriate Department Head. The periodic evaluation of performance shall be an integral part of the responsibility of each Supervisor, under the direction of the Department Head. The final responsibility for performance ratings shall be with the Department Head. It shall be the responsibility of each Department Head to ensure that performance evaluations of Employees are made and used in an appropriate manner.

### **5.03 Performance Evaluation Systems**

The HR Director shall develop performance evaluation systems which may take into account differences in work performed and level of positions involved. In addition, the HR Director may authorize certain Departments to develop and use their own standards and criteria provided basic requirements are met.

The HR Director may develop and require the use of special rating systems for promotions, which may report on an Employee's promotional potential as well as performance.

### **5.04 Performance Evaluation Records**

The evaluation of the performance of individual Employees shall be reported on forms and at times prescribed by the HR Director. Such evaluation reports shall be maintained by the Department and the HR Director as a part of the Employee's personnel record, and shall be available to the Employee in accordance with the System's policy on disclosure of personnel-related information in Rule 10, Personnel Records and Certification of Payrolls.

### **5.05 Performance Evaluation Results**

Draft 07-08-09

The Supervisor responsible for conducting the performance evaluation shall provide and discuss the written evaluation with the Employee prior to its submission to the Department Head. The Employee shall sign and date the performance evaluation to indicate that he/she has been informed of the evaluation. The Employee may include a statement of the reasons he/she disagrees with the evaluation. If the Employee refuses to sign the evaluation form, the refusal shall be noted in the space designated for the Employee's signature.

#### **5.06 Application of Results of Performance Evaluation**

The results of performance evaluations may be used in the manner prescribed by these rules and by procedures established by the HR Director as one criterion for performance related actions. The performance evaluation of Employees may be used as a criterion for termination or retention of an Employee on probation; as a factor in promotions and transfers; as a factor in layoffs and reinstatements; and, as a factor in disciplinary actions.

Draft 07-08-09

**RULE 6**  
**LEAVE FROM DUTY**

**6.01 Scope**

This Rule 6, Leave From Duty, applies to all Employees under the jurisdiction of the System.

Employees shall be entitled to designated holidays and leave from duty in accordance with the provisions set forth herein, except as modified by collective bargaining agreements which stipulate otherwise.

**6.02 Leave From Duty With Pay****a. Designation of Holidays**

1. Except in an emergency and as required for necessary operations, Full-Time Employees shall be entitled to leave with pay on the following holidays:

New Year's Day	January 1
Martin Luther King's Birthday	Third Monday in January
Lincoln's Birthday	February 12
Washington's Birthday	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25

In addition to the holidays listed above, Employees who are on the payroll on the first day of the fiscal year shall be entitled to one day of leave for a floating holiday provided that it must be used in that fiscal year or it shall be forfeited. Part-time Employees working at least twenty hours per week shall be granted holidays on a pro rata basis commensurate with hours worked.

2. Full-time Employees who are required to work on the above holidays shall be entitled to equivalent paid days off provided that such equivalent days must be taken during the fiscal year in which the holiday occurs or it shall be forfeited.
3. Should a certain holiday fall on Saturday, the preceding Friday shall be set as the holiday; should a certain holiday fall on a Sunday, the following Monday shall be set as the holiday.

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4. In addition to the above, any other day or part of a day shall be considered a holiday when so designated by the System Board.

**b. Sick Leave**

1. Sick leave is paid leave granted because an Employee is unable to perform assigned duties, or because the Employee's presence at work would jeopardize the health of co-workers. Sick leave shall not be used as additional vacation leave.
2. All Full-Time Employees, other than Temporary Employees, shall be granted sick leave with pay at the rate of one working day for each month of service. Sick leave accruals will be carried out in accordance with the bi-weekly payroll system. Employees must be in a pay status for a minimum of five (5) days in a pay period to accrue sick leave in that period.
3. All individuals employed on a part-time work schedule of twenty (20) hours per week or more shall be granted sick leave proportionate to the time worked per pay period.
4. Sick leave may be accumulated to equal, but at no time to exceed, one-hundred fifty (150) days. Records of sick leave credit and use shall be maintained by each Affiliate. Severance of employment terminates all right to compensation for accumulated sick leave. The amount of sick leave accumulated at the time any sick leave begins shall be available in full, and additional leave shall continue to accrue while an Employee is using that already accumulated leave.
5. Sick leave may be used for illness; disability not caused by a work-related injury or illness; appointments with physicians, dentists, or other recognized health practitioners; or for serious illness, disability, or injury in the immediate family of the Employee (see Definitions). Sick leave may also be used during approved maternity or paternity leave. After five (5) consecutive sick days, Employees shall submit to the Employee Health Service a doctor's certificate setting forth the reason for absence including a diagnosis and may be required to undergo an examination or provide additional information in order to obtain clearance to return to work. Employees may also be required to provide information to, or submit to examination by, the Employee Health Service if there are reasonable concerns about whether sick leave is properly used or whether an absence should be excused; for example, when there is a pattern or an excessive amount of absenteeism.

Draft 07-08-09

6. If, in the opinion of the Employee Health Service, the health of an Employee warrants prolonged absence from duty, the Employee will be permitted to combine his/her accumulated vacation and sick leave days. An Employee may be required to utilize all accumulated sick leave before being permitted to take an unpaid leave.
7. Eligible Employees may apply for disability benefits under the rules and regulations established by the Pension Fund. Such benefits are not considered County salary and the procedure for requesting them is separate from and in addition to the procedure for requesting leave from the workplace.

**c. Vacation Leave**

1. Full-time Employees, other than Temporary Employees who have completed one year of service with Cook County or who have at least one year of reciprocal service credit as described in paragraph 5 below, shall be granted vacation leave with pay as follows:

<b><u>Anniversary of Employment</u></b>	<b><u>Days of Vacation</u></b>	<b><u>Maximum Accumulation</u></b>
1st thru 6th	10 working days	20 working days
7th thru 14 <sup>th</sup>	15 working days	30 working days
15th and over	20 working days	40 working days

2. Vacation accruals will be carried out in accordance with the bi-weekly payroll system. Employees must be in a pay status for a minimum of five (5) days in a pay period to accrue vacation leave in that period.
3. All individuals employed on a part-time work schedule of twenty (20) hours per week or more shall be granted vacation leave with pay proportionate to the time worked per pay period.
4. Employees may use only such vacation leave as has been earned and accrued provided, however, that five (5) working days of the vacation leave may be allowed after completion of the first six (6) months of service. Department Heads may establish the time when the vacation shall be taken.

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5. Any Employee who has previously rendered Continuous Service to the City of Chicago, the Chicago Park District, the Forest Preserve District, the Metropolitan Water Reclamation District of Greater Chicago and/or the Chicago Board of Education shall receive reciprocal credit for such prior service which shall be added to Continuous Service to the County for the limited purpose of accruing and accumulating vacation leave. Entitlement to credit for such prior service shall be established by filing, in the Office of the Comptroller of Cook County, a certificate of such prior service from such former place or places of employment.
6. Upon separation from service or in the event of death, the Employee or the Employee's spouse or estate, as applicable, shall be entitled to receive payment for unused maximum accumulated vacation leave at the most recent rate of pay received by the Employee.
7. Employees shall continue to accrue vacation leave during periods of duty disability.
8. For purposes of determining accrual and accumulation of vacation leave, an Employee who is reemployed by the County following a leave of absence due to service in the Armed Forces of the United States shall have the period of military service credited toward total continuous service as if County employment had continued without interruption by military service.
9. Holidays recognized by the System Board are not to be counted as part of a vacation.

**d. Bereavement Leave**

Up to three (3) days of leave with pay will be granted to an Employee for the funeral of a member of the Employee's immediate family (see Definitions). Part-time Employees who work at least twenty (20) hours per week shall be granted a proportionate amount of leave to cover scheduled days while the Employee is on bereavement leave. An Employee may request leave to attend the funeral of someone other than a member of the Employee's immediate family, but must utilize accumulated leave, other than sick leave, for this purpose.

**e. Jury Duty**

Employees summoned for jury duty will be granted leave with pay on those scheduled work days on which the Employee is required to fulfill the summons. Any compensation received, less any amount allocated for travel expenses, shall be submitted to the County.

**f. Veterans' Convention Leave**

Draft 07-08-09

Any Employee who is a delegate or alternate delegate to a national or state convention of a recognized veterans' organization may request paid leave in order to attend up to one such convention per fiscal year, if the Employee:

1. Is a delegate or alternate delegate to the convention as established in the by-laws of the organization;
2. Is registered with the credentials committee as a delegate or alternate delegate at the convention;
3. Produces, upon returning from the leave, a registration card signed by a proper official of the convention, confirming attendance as a delegate or alternate delegate during the dates for which leave was taken.

Such leave must be approved by the HR Director or his/her designee.

g. **Military Leave**

Any Employee who has at least six (6) months of Continuous Service and is a member of the Illinois National Guard or any of the Reserve components of the Armed Forces of the United States shall be entitled to paid leave for limited service in field training, cruises, and kindred recurring obligations. Such leave will normally be limited to 11 working days in each year and must be approved by the HR Director or his/her designee.

**6.03 Leaves of Absence Without Pay**

An Employee may be granted the following leaves of absence, without pay, only with the approval of the HR Director.

a. **Personal Leave**

A personal leave of absence shall be intended to take care of emergency situations and shall be limited to one month for every year of Continuous Service Credit, with a maximum of one year of leave. During a personal leave, the County shall not pay any insurance benefits. An Employee granted a personal leave of absence shall be eligible, when such leave expires, to receive the salary he or she received at the time the leave of absence was granted.

b. **Maternity/Paternity Leave**

Draft 07-08-09

An Employee shall be granted a leave of absence during periods of disability due to pregnancy and during the period following the birth or adoption of a child. Employees need not exhaust all accumulated vacation leave before beginning a maternity/paternity leave, but shall be required to use any accumulated sick leave during the maternity/paternity leave. In general, maternity/paternity leave shall not exceed six months, but may be extended in the discretion of the Department Head. Maternity/paternity leave is counted as part of, and not in addition to, any entitlement an Employee may have to FMLA leave. The following rules shall apply:

1. An Employee requesting a maternity/paternity leave shall inform the Supervisor in writing at least 30 days before to the expected date of delivery and shall include a signed statement by a physician stating the expected date of delivery.
2. A pregnant Employee may continue in her assignment as long as her personal physician deems her to be able to perform her normal work routines. Her physician shall specify in writing the latest date maternity leave shall commence.
3. An Employee who has taken a maternity leave shall be eligible for reinstatement as soon as her physician deems her to be able to assume her regular duties. The Employee shall report to Employee Health Services with a written statement from her physician indicating when the Employee is physically capable of returning to her duties in order to obtain clearance to return to work.

c. **Family and Medical Leave (FMLA)**

1. Employees eligible for leave under the Family and Medical Leave Act, including the regulations adopted thereunder (collectively referred to in these Rules as the FMLA), shall be entitled to take leave in accordance with the provisions of the FMLA.
2. Employees with accumulated sick leave must use such leave during the FMLA leave, but need not exhaust all of their accumulated vacation leave prior to or during the FMLA leave.
3. If spouses are both employed by the County, FMLA leave for the birth or adoption of a child or to care for a member of the Employee's immediate family is limited to an aggregate for both Employees of 12 weeks in a 12-month period. Leave for the birth or adoption of a child shall be taken within 12 months of the birth or placement.

Draft 07-08-09

4. Employees may take FMLA leave in one continuous block or intermittently, as needed and permitted under the FMLA. Intermittent leave may also take the form of a reduced work schedule. Employees should make every effort to avoid disruption of Department operations in requesting intermittent leave or a reduced work schedule. A Department may temporarily reassign an Employee on a reduced work schedule to other duties that better accommodate the reduced schedule. Employees must take FMLA leave for the birth or adoption of a child in a single block unless intermittent FMLA leave is approved by the Department Head. Employees with approved intermittent FMLA leave must still comply with a Department's procedures for requesting sick leave except in an emergency. Employees may use intermittent FMLA leave only to the extent and for the purposes outlined in their approved leave requests and may be required to submit documentation with respect to their use of intermittent FMLA leave consistent with applicable law.
5. Requests for FMLA leave shall be made in accordance with the time frames applicable to requests for leave generally. Regardless of how a leave request is characterized, leave to which an Employee is entitled under the FMLA is counted for purposes of determining whether the Employee has exhausted his/her entitlement to leave under the FMLA. However, to the extent the County permits an Employee to request longer periods of unpaid leave, an Employee's leave request shall not be limited by the FMLA.
6. A doctor's certification must be provided in support of a request for FMLA leave. The County reserves the right to require a second opinion at County expense and a third opinion, again at County expense, should the two opinions conflict.
7. During FMLA leave, the County will continue to pay its share of an Employee's health insurance premiums. Employees must arrange with the Benefits office to pay their share of premiums normally paid through payroll deduction. The County may recover the cost of paid health insurance premiums from Employees who do not return to work at the end of a period of FMLA in accordance with the provisions of the FMLA.
8. Employees will not lose accumulated vacation leave during an FMLA leave. No additional vacation or sick leave shall accrue during periods of unpaid FMLA leave. Except as provided under the FMLA, Employees will be entitled to reinstatement to the same Position or equivalent Position upon the return from FMLA leave consistent with the requirements of the FMLA. Periods of unpaid FMLA leave lasting more than thirty (30) days will be deducted in computing Continuous Service Credit and will effect a change in the Anniversary and Seniority Dates.

Draft 07-08-09

9. Pursuant to the record keeping requirements of the FMLA, all FMLA-related requests, reports and certifications shall be forwarded to the HR Director who may refer them to Employee Health Service for review and maintenance.
10. Employees may only use FMLA leave for the purposes set forth in the approved requests. Employees must file additional FMLA requests to cover situations that may qualify for FMLA leave but are not covered by the approved request. Employees are entitled to a maximum total of twelve weeks of FMLA leave per year regardless of the number of FMLA requests that are made.

d. **Military Leave**

1. The System Board shall grant military leave, with or without pay to the same extent such leaves are granted to other System Employees or as provided under applicable law. Military leave that is permissibly taken under the FMLA is counted as part of, and not in addition to, any entitlement an Employee may have to FMLA leave. Reinstatement rights shall be as provided by the System Board or pursuant to applicable law.
2. Any Employee granted a leave of absence to enter service in the Armed Forces of the United States, either voluntarily or by reason of conscription, shall upon return to County service, be restored to the Position held prior to going on leave with the same anniversary and seniority dates, status and pay as if the Employee had been employed continuously by Cook County.
3. The Employee must present a copy of military orders when requesting a leave. The Employee must file written request for reinstatement to a former position or re-employment within 60 days after termination of military or naval service, along with a copy of military discharge papers.

**6.04 Disability Leave**

a. **Ordinary Disability**

Employees who are disabled due to a non-work related health condition shall be entitled to request a leave of absence for the period during which they use their accumulated sick leave and, in addition, for the period during which they are receiving ordinary disability benefits from the Cook County Annuity and Benefit Fund (“Fund”). Employees should contact the Fund to obtain application and benefit information, eligibility rules and other documentation.

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In addition to any application that is made to the Fund, Employees must request a disability leave of absence from the Affiliate COO. Disability leave that is permissibly taken under the FMLA is counted as part of, and not in addition to, any entitlement an Employee may have to FMLA leave.

An Employee who is on approved disability leave and returns to work within 60 calendar days after disability leave is terminated shall be eligible to receive the salary paid at the time disability leave started, provided the budget of the Department can accommodate the salary and, if not, the Employee shall be eligible to have the salary received at the time disability leave started restored at the earliest possible date.

b. **Duty-Related Disability**

1. Employees who are disabled as a result of an injury or illness arising out of and in the course of employment are eligible for benefits in accordance with the provisions of the Illinois Workers' Compensation Act.
2. Employees must file an accident report with their Supervisor immediately following a job-related injury or illness.
3. Any Employee who is entitled to temporary total disability benefits may be eligible to receive additional duty disability benefits from the Cook County Employees' Annuity and Benefit Fund. Separate application must be made with the Fund.
4. An Employee who is entitled to temporary total disability benefits shall not be entitled to utilize accumulated sick, vacation or other paid leave during the period for which temporary total disability benefits are payable.
5. An Employee's request for temporary total disability benefits is subject to review by the Cook County Injury Compensation Committee. The Committee is authorized to require a physical examination to determine eligibility for benefits.

**6.05 Maintenance of Records**

Records of Employee leaves shall be maintained by the HR Director.

**6.06 Duty of Employee**

Draft 07-08-09

Employees must inform their Supervisors and Department Heads of their intention to request a leave and must comply with the requirements of the HR Director with respect to applications, documentation and Medical Examinations. The Employee must provide the HR Director with a current address and telephone number and maintain current contact information while on leave. The Department Head may require an Employee who is on leave of absence to report in on a reasonable periodic basis. All leaves of absence shall be subject to the approval of the HR Director and the appropriate Affiliate COO.

An Employee who wishes to request an extension of a leave must notify their Supervisor and Department Heads and submit the required application for extension at least thirty (30) days before their leave is scheduled to expire, unless a medical emergency precludes such notice. Employees must contact their Departments at least two weeks before returning from leave and complete all processing required by the HR Director, including Medical Examinations, before they can return. Failure to comply with these provisions may lead to disciplinary action, delays in reporting and forfeiture of pay.

**6.07 Medical Examinations; Return to Duty Following Leave**

The System may require an Employee who requests or who is on leave of absence for medical reasons to submit to a Medical Examination to review the Employee's health status. Failure to submit to a Medical Examination, or a determination that the Employee is no longer disabled, may result in denial of leave or termination of approved leave. Prior to returning to duty from a leave of absence for medical reasons, an Employee must submit to a Medical Examination by Employee Health Service to obtain clearance to return to duty.

Draft 07-08-09

**RULE 7**  
**LAYOFFS AND REINSTATEMENTS**

**7.01 Scope**

This Rule 7, Layoffs and Reinstatements, applies to all Career Service Employees and does not apply to any Exempt Employees.

**7.02 General**

In the event a layoff is necessary, the Department Head shall notify the HR Director of the number of positions which must be eliminated. The HR Director shall notify, in writing, the Employees affected by the reduction in force. The Department Head shall conduct the reduction in accordance with the direction of the HR Director.

**7.03 Order of Layoff**

The HR Director, after consulting with the Department Head, shall determine whether a layoff may be implemented within each affected Classification within a work unit within a Department, or within each affected classification within a Department or Affiliate. Before Employees are laid off, Probationary Employees in the affected group shall be laid off. In determining the Employees who shall be laid off, the System shall consider the Employees' education, training, experience, knowledge, skill, ability, qualifications, credentials, productivity and seniority. When all of these factors are equal, the least senior Employee shall be laid off.

**7.04 Layoff Lists**

- a. The names of Employees who are laid off shall be placed on appropriate layoff lists for preferential reinstatement, upon written application by the Employee, in accordance with this Section 7.04.
- b. Layoff lists contain the names of persons who were Employees with Career Service Status who have been laid off, and have made written application for a place on a layoff list within 60 days after being laid off. The name of such person will only be maintained on a layoff list for the Department in which the person was working at the time of the layoff. These lists shall be by Department only.
- c. The name of an Employee shall be retained on a layoff list until the person is re-employed or for two (2) years, whichever comes first; provided, however, that a name will be removed if the person is offered and declines an Appointment to a Position in the same Classification during the layoff period.

Draft 07-08-09

**7.05 Reinstatement**

The HR Director may offer to reinstate an Employee in lieu of posting a Notice of Job Opportunity. In determining the Employees who shall be recalled, the HR Director shall consider the Employees' education, training, experience, knowledge, skill, ability, qualifications, credentials, productivity and seniority. When all of these factors are equal, the most senior Employee who has made application to be placed on the layoff list shall be recalled.

Draft 07-08-09

**RULE 8**  
**CONDUCT AND DISCIPLINE OF PERSONNEL**

**8.01 Rules of Conduct**

As a general principle, Employees shall conduct themselves in an honest, courteous and cooperative manner, shall adhere to all applicable rules and policies and shall dedicate their full effort to the performance of quality services for and on behalf of the Health System. Failure to do so, or commission of an infraction as defined in this Rule, shall be considered a failure to comply with the Rules of Conduct.

**8.02 Scope**

This Rule 8, Conduct and Discipline of Personnel, applies to all Career Service Employees and shall not apply to Exempt Employees.

**8.03 Policy**

- a. Employee behavior contrary to the Rules of Conduct shall be subject to disciplinary action, up to and including discharge, depending on the nature of the rule infraction.
- b. In general, disciplinary action shall be progressive. This notwithstanding, progressive discipline shall not require that a less severe level of discipline always occur before the imposition of a more severe level of discipline.
- c. Disciplinary action for major cause infractions may result in the imposition of more severe levels of discipline regardless of whether any prior disciplinary action has been taken. "Major Cause" infractions include but are not limited to, the following:
  1. Seeking to work, reporting to work or being present on System premises, in System vehicles, or engaged in System activities while under the influence of illegal drugs, alcohol or legal drugs which adversely affect safety or job performance.
  2. The unlawful or unauthorized manufacture, distribution, dispensation, possession or use of a controlled substance, drug paraphernalia or alcohol while on System premises, while on duty, while in System vehicles or while engaged in System activities.
  3. Fighting or disruptive behavior.
  4. Employee abuse or harassment of patients, visitors, Employees or any other person while on duty or on System premises including, but not limited to, racial, ethnic or other offensive slurs.

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5. Unauthorized possession of weapons.
6. Willful destruction of property.
7. Gross insubordination.
8. Theft or unauthorized possession of patient, Employee, or System property.
9. Performance of duties at a level that is substantially less than satisfactory.
10. Misuse of timekeeping facilities or records by:
  - a. Intentionally punching or swiping the timecard of another Employee.
  - b. Altering or falsifying time sheets, timecards, or other records.
11. Absence from duty without notifying the direct Supervisor or Department Head.
12. Conviction of a criminal offense, or plea of nolo contendere, regardless of whether on duty or on the premises of any System facility.
13. Violation of the County's Human Rights Ordinance, Ethics Ordinance, or an executive order or Ordinance applicable to Health System Employees; violation of a County, System or Affiliate policy or procedure, including, but not limited to, the policies governing Corporate Compliance and Dual Employment.
14. Falsification of, or failure to complete, patient records, applications for medical staff appointment or clinical privileges, billing records, employment records or any other records required to be completed in conjunction with an Employee's duties through misstatement or omission of pertinent facts or information.
15. Loss of, or restriction upon, any license, certification or permit required to fulfill the qualifications of the Employee's Position.
16. Being the subject of an adverse action taken against the Employee's license to practice a profession either in Illinois or another State, or being the subject of an adverse action against the Employee's authority to prescribe controlled substances.
17. Being the subject of an adverse action taken against the Employee's medical staff membership or clinical privileges at an Affiliate or at another institution.
18. Being the subject of a report to the National Practitioner Data Bank or the Illinois Department of Financial and Professional Regulation.

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19. Being the subject of an adverse action taken with respect to the Employee's participation in Medicare, Medicaid, or another third party payor program.
20. Failure to report timely to the Department Head when the Employee becomes the subject of any actions/reports addressed in item numbers 15, 16, 17, 18 and 19 immediately above.
21. Failure to complete medical records in accordance with the policies of the System and its Affiliates.
22. Failure to maintain medical staff appointment(s) and clinical privileges required to perform assigned duties.
23. Failure to comply with a valid request to undergo a drug or alcohol test or testing positive for illegal drugs or the presence of alcohol while on duty.
24. Using System facilities or resources for private purposes.
25. Engaging in conduct which would reflect adversely on, or bring discredit to, the System or that harms, or has the potential of harming, another individual.
26. Falsification of employment records or any other System or County records through misstatement or omission of pertinent facts or information.
27. Misuse or improper access or disclosure of confidential or proprietary information including, but not limited to, patient or personnel records, Hospital reports or tests, or System files, documents or data.
28. Engaging in gambling while on duty or on System premises.
29. Intimidating or coercing another Employee including, but not limited to, conduct that amounts to a written, physical or verbal threat.
30. Sleeping or inattention to duty during working hours.
31. Violating safety, security or fire prevention rules and regulations of the System, any System Affiliate, the Cook County Department of Corrections, the Cook County Juvenile Temporary Detention Center or any other facility at which the Employee is engaged in System Activities.
32. Misuse of, or willful damage to, System property including, but not limited to, information technology and equipment.

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33. Contributing to or creating an unsafe condition.
  34. Job abandonment.
  35. Any conduct an Employee should reasonably know is prohibited.
- d. Disciplinary action for infractions other than those set forth in paragraph (c) above will initially result in the imposition of lesser levels of discipline unless disciplinary action has previously been imposed, in which case, a more severe level of discipline may be imposed. "Non-Major Cause" infractions include, but are not limited to, the following:
1. Performance at a less than a satisfactory level for the Employee's Position.
  2. Use of any information technology or System instrumentality, including, without limitation, e-mail, Internet services or telephone, for an unauthorized purpose. Employees are forbidden from installing or using unlicensed computer software on System-issued computers.
  3. Failure to follow instructions or failure to work in accordance with System policies, procedures and/or practices.
  4. Posting or distribution of unauthorized literature or pamphlets or removal of authorized notices from bulletin boards without prior permission while on duty, on System premises, or engaged in System activities.
  5. Engaging in non-System business or sales of any kind without prior authorization while on duty, on System premises, or engaged in System activities.
  6. Repeated tardiness or excessive absenteeism; absence or tardiness without justification or proper notification.
  7. Leaving the assigned place or area of work during working hours without permission of the Supervisor.
  8. Loitering or remaining on System premises outside of duty hours without authorization from supervisory personnel.
  9. Littering, creating or contributing to unsanitary conditions.
  10. Failure to maintain a current address and telephone number on file with the System.

#### **8.04 Levels and Types of Disciplinary Action**

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- a. Disciplinary action is taken when an Employee has committed an infraction as specified in this Rule 8, Conduct and Discipline of Personnel, or other behavior deemed unacceptable.
- b. Disciplinary action shall be timely and shall be given only for just cause.
- c. Discipline shall be reasonably proportionate to the nature of the infraction. In determining the level and type of disciplinary action that is appropriate, consideration shall be given to the following:
  1. The Employee's past conduct.
  2. Whether or not the Employee reasonably should have been aware of the consequences of his/her conduct.
  3. The Employee's length of service.
  4. The severity and circumstances of the particular offense.
  5. Department practice in recent similar cases unless a policy providing for specific levels of discipline has been announced.
  6. Motives and reason for the behavior resulting in disciplinary action.
- d. In general, discipline will consist of the following levels, from least severe to more severe:
  1. 1st Level - Oral Reprimand.
  2. 2nd Level - Written Reprimand.
  3. 3rd Level - Suspension.
  4. 4<sup>th</sup> Level - Discharge.

Discipline may also consist of other measures designed to address the specific circumstances.

- e. Disciplinary action may begin at, or advance to, any step specified above dependent upon the nature of the infraction.
- f. Disciplinary action may only be appealed in accordance with the Procedure set forth in Rule 9, Grievances, or as provided in an applicable collective bargaining agreement.

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- g. No Employee may be discharged, demoted or suspended for more than ten days for disciplinary reasons unless the statement of charges and any supporting documentation or evidence are first reviewed by the HR Director.

#### 8.05 **Disciplinary Action Procedure:**

- a. **Predisciplinary Conference.** Before imposing discipline, a predisciplinary conference shall be conducted for the purpose of informing the Employee of the basis of the charges and giving the Employee an opportunity to explain or refute the charges. Except as otherwise directed by the Department Head, the Employee's direct Supervisor may conduct the predisciplinary conference and impose discipline if the maximum disciplinary action to be taken is a verbal or written reprimand. In all other cases, the recommendations of the Employee's direct Supervisor shall be solicited and shall receive serious consideration by the Department Head or his/her designee who shall conduct the predisciplinary conference and determine the level of discipline to be imposed. In more serious matters, the COO or his/her designee may conduct the predisciplinary conference.
- b. **Notice.** The Department Head or his/her designee or the Supervisor shall serve proper notice of the predisciplinary conference upon the Employee either by providing a letter to the Employee or mailing the letter to the Employee. The notice shall set forth the date, time and place of the predisciplinary conference and shall indicate the nature of the alleged infractions and the possible disciplinary action that may be imposed should the charges be sustained.
- c. **Representation.** Employees shall be entitled to bring a representative to the predisciplinary conference, provided that, given the informal nature of the predisciplinary conference, the representative shall not be an attorney. If the Employee is represented by a union, that union shall have the exclusive right of representation unless the Employee expresses a desire for other representation in writing. Union members are entitled to representation by duly elected or appointed union representatives, but may not insist upon representation by a specific union official or steward. Health System managers, Supervisors and members of the Human Resources/Labor Relations staff may not serve as representatives. The right to limit the number of representatives or participants at a predisciplinary conference is reserved to the individual conducting the predisciplinary conference.
- d. **Written Response.** At the end of the predisciplinary conference, the Employee may request to submit a written statement within five calendar days after the predisciplinary conference. With the exception of circumstances in which the Employee is already on emergency suspension, if the Employee makes such a request, the individual who is conducting the predisciplinary hearing shall review the Employee's written response prior to imposing the disciplinary action.

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e. **Disciplinary Action Form.** Disciplinary Action shall be issued in writing on a Disciplinary Action Form. Generally, the Disciplinary Action Form shall be given to the Employee at the end of, or within a reasonable period of time after, a predisciplinary conference or, if the Employee has requested to file a written statement, within five calendar days after the written statement is submitted or is due to be submitted. A letter prepared and given to the Employee that contains all of the information required to be included in the Disciplinary Action Form can be used in lieu of the Disciplinary Action Form.

1. The Disciplinary Action Form shall include the following:

- (a) A statement of the charges and the basis therefor and any relevant previous disciplinary action.
- (b) Unless the disciplinary action is for discharge, a statement that committing the same, similar, or other infraction will result in further disciplinary action up to and including discharge.
- (c) The Disciplinary Action Form shall include the signature of the direct Supervisor, the COO or his/her Designee and the Employee. If the Employee refuses to sign the form, the refusal is noted in the space designated for the Employee's signature.

2. Copies of the Disciplinary Action Form are distributed as follows:

- (a) The Employee.
- (b) The Employee's Department Head.
- (c) The Affiliate HR Office, for inclusion in the Employee's HR file.
- (d) HR Director.
- (e) The Employee's collective bargaining representative, if any.

f. **Consideration of Prior Discipline**

- 1. **Oral Reprimand:** An oral reprimand will be disregarded if after twelve months there has been no further disciplinary action.
- 2. **Written Reprimand:** A written reprimand will be disregarded after twelve months if there has been no further disciplinary action.

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3. **Suspension**: The fact that a suspension has been imposed previously may be considered in a subsequent disciplinary matter.

#### **8.06 Discharge**

Discharge is invoked for just cause, which is defined as repetition of the same or similar infractions, or a combination of infractions of the Rules of Conduct for which there has been progressive disciplinary action, or commission of an infraction considered “Major Cause” as defined previously. An Employee who has been previously suspended may be subject to discharge for the next offense.

#### **8.07 Emergency Suspension**

An emergency suspension may be given prior to any step of disciplinary action when it is believed by the Department Head or his/her Designee that the presence of the Employee will pose a danger or will result in the disruption of operations or when major cause is alleged and time is needed to conduct an investigation. Department Heads must report all emergency suspensions to the HR Director and the COO of the applicable Affiliate. In no case shall an emergency suspension exceed ten (10) working days without the prior written approval of the HR Director.

#### **8.08 Time Limits**

Departments should convene a predisciplinary conference and impose disciplinary action promptly. Generally, the predisciplinary conference shall be convened within thirty (30) days of the time the alleged infraction occurred or became known to the Department. This time frame shall not be strictly applied and may be extended if the Employee or the Employee’s representative is granted a delay of the predisciplinary conference or if the predisciplinary conference or its completion is delayed for reasonable cause. Should an Employee fail to appear at a predisciplinary conference after proper notice without a showing of good cause, that Employee shall forfeit any right to appeal any disciplinary action imposed.

#### **8.09 Appeals from Disciplinary Action**

An Employee may appeal from disciplinary action by filing a grievance as provided in Rule 9, Grievances.

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## **RULE 9 GRIEVANCES**

### **9.01 Scope**

This Rule 9, Grievance, applies to Career Service Employees and does not apply to any Exempt Employee.

### **9.02 Definition**

A grievance is a difference between an Employee and the System or the County with respect to the interpretation or application of, or compliance with, these Rules, regulations, policies, disciplinary action or the terms in an applicable collective bargaining agreement. "Grievance," as defined herein, shall not include disputes over salary scales or wage rates.

### **9.03 Policy**

- a. The County is committed to fair employment practices and recognizes its responsibility to review and make a reasonable effort to resolve Employees' grievances. All eligible Employees have a right to file a grievance and shall be assured freedom from coercion, restraint, or reprisal. The term "Employee" as used throughout this procedure shall also be understood to include any collective bargaining representative, unless otherwise stated.
- b. An Employee is encouraged first to discuss the problem/dispute with the direct Supervisor. This is referred to as step one of the grievance process.
- c. If the Employee feels the problem/dispute has not been satisfactorily resolved as a result of this discussion with the direct Supervisor, the Employee may advance review in accordance with Section 9.05, Grievance Procedure.
- d. Grievances of a general nature or affecting more than one (1) Employee may be presented by collective bargaining representatives to the Affiliate COO or his/her designee. This is referred to as Step 2 in the grievance process.
- e. For grievances not related to the Employee's Affiliate, the grievance should be filed with the HR Director for response or forwarding as appropriate.
- e. Employees are entitled to a representative of their own choosing at any of the applicable steps of the grievance process, except that managers, Supervisors or Human Resources/Labor Relations staff may not serve as representatives.
- g. Grievances appealing from disciplinary action shall be follow the procedures set forth in Section 9.06 below.

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- h. New Employees in their probationary period shall have no right to file a grievance.
- j. No Employee shall be entitled to file a grievance concerning an action taken with respect to medical staff membership or clinical privileges pursuant to the applicable Affiliate Medical Staff Bylaws.

#### **9.04 Time Limits**

- a. Grievances must be filed with the appropriate Affiliate Human Resources Office within thirty (30) calendar days from the occurrence of cause for the grievance or thirty (30) calendar days from the date cause should have been known to the Employee, whichever occurs later, except that: (1) for errors in pay, the time period shall be six (6) months and (2) for grievances appealing from a disciplinary action, the time period shall be five (5) days from the date of receipt by the Employee of the Disciplinary Action Form.
- b. An Employee's failure to file a grievance within the time period specified shall constitute a waiver of any rights to advance the grievance. Failure to appear for a hearing after proper notice at any step of the grievance process shall constitute a waiver of rights to further advance a grievance.

#### **9.05 Grievance Procedure**

- a. Prior to initiating a grievance, the Employee must obtain a Grievance Form from the Affiliate's Human Resources office and must complete the form indicating the nature of the grievance and the resolution sought. The Affiliate Human Resources office shall assign a grievance reference number and retain a copy of the completed Grievance Form and shall keep a log of all grievances filed. Upon receiving a grievance reference number from the Affiliate Human Resources office, the Employee may advance the grievance.
  - 1. **Step One:** The Employee advances the grievance as follows:
    - (a) The Employee represents the Grievance Form to the direct Supervisor.
    - (b) Within five (5) calendar days after receipt, the direct Supervisor shall meet with the Employee to discuss the grievance. This time period for holding a meeting may be extended if, during the five (5) day period, the parties attempt to schedule a meeting date but are unable to do so.

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- (c) Within five (5) calendar days of the meeting, the direct Supervisor shall provide a response to the Employee which shall be recorded on the Grievance Form and shall provide a copy of the response to the Affiliate Human Resources Office.
- (d) If the response is satisfactory, the grievance procedure is concluded at Step 1.
- (e) If the response is not satisfactory, the Employee may, within five (5) calendar days after receipt of the Step 1 response, or if no response is provided, within five (5) calendar days after the periods for meeting and responding to the grievance in writing have expired, advance the grievance to Step 2.
- (f) Failure to advance the grievance within five (5) calendar days after receipt of the Step 1 response or within five (5) calendar days after the Step 1 response is due, concludes the grievance procedure.

2. **Step Two:** The Employee advances the grievance to Step 2 as follows:

- (a) On the Grievance Form, the Employee checks that the Step 1 response is not satisfactory, writes the date next to "Step 2," signs the form and files a copy with the Affiliate Human Resources office. The Human Resources office then transmits the Step 2 grievance to the Affiliate Chief Operating Officer or his/her designee.
- (b) Within five (5) calendar days after receipt, the Affiliate COO or his/her designee shall meet with the Employee to discuss the grievance.
- (c) Within 10 calendar days after the meeting specified in (b) immediately above, the Affiliate COO/designee, writes the response on the Grievance Form and transmits the response to the Employee.

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- (d) If the response is not satisfactory, within five (5) calendar days after receipt of the Step 2 response, or, if no response is provided, within five (5) calendar days after the response was due, the Employee may proceed to Step 3 as set forth below.

3. **Step Three:**

Step 3 grievances shall be referred to a hearing officer appointed by the HR Director. The Employee may advance the grievance to Step 3 as follows:

- (a) Within 5 calendar days after receipt of the Step 2 response, or, if no response is provided, within five (5) calendar days after the response was due, the Employee mails or delivers a letter to the HR Director, stating that the response given at Step 2 is unsatisfactory, including specific reasons as to why this response is unsatisfactory and requesting a review hearing at Step 3.
- (b) The HR Director shall then select a hearing officer to hear the grievance. The hearing officer will set a date for a hearing within thirty (30) days, and submit a written decision to the Employee. The decision of the hearing officer is final.

b. Procedures: Non-Disciplinary Matters

An Employee may grieve non-disciplinary action pursuant to Steps 1 through 3 set forth immediately above.

c. Procedures: Disciplinary Matters

An Employee may grieve disciplinary action as follows:

1. Appeals from Verbal or Written Reprimand or Suspension of ten (10) or fewer days

To appeal from disciplinary action consisting of a verbal or written reprimand or a suspension of ten (10) or fewer days, a grievance must be filed with the Affiliate Human Resources Office within five days of the date the Employee receives the Disciplinary Action Form. These grievances shall be considered by the COO or his/her designee at Step 2 and the disposition shall be final. The HR Director may establish procedures to be followed in the consideration of these grievances

2. Appeals from Suspensions of more than ten (10) days or from discharge

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To appeal from suspensions of more than ten (10) days or from discharge, the grievance must be filed with the HR Director/designee for assignment to a Hearing Officer at Step 3 as provided below:

- (a) Within five (5) calendar days after receiving a Disciplinary Action form or letter imposing the disciplinary action, the Employee may appeal the decision by filing a grievance at Step 3 with the HR Director. The filing of a grievance shall not affect the effective date of discipline.
- (b) The HR Director shall assign the grievance to a hearing officer who shall schedule a hearing date not more than 45 days following receipt of the grievance. Either party may request a continuance for good cause shown, but the hearing must be completed within 60 calendar days of the initial hearing date, unless further delay is caused by the Employee.
- (c) The hearing officer may administer oaths and secure by notice both the evidence and witnesses for the production of relevant documents. All proceedings before the Step 3 hearing officer in these disciplinary appeals shall be recorded.
- (d) The hearing officer shall render a decision on the grievance not more than 50 calendar days after the close of the hearing unless a delay is caused by the Employee.
- (e) The hearing officer shall file a written report with the HR Director in all cases of a failure to meet a time limit, and shall describe the causes and circumstances of such failure.
- (f) The findings and decision of the hearing officer shall be certified to the HR Director, who may accept or reject the findings and decision. If the HR Director rejects the decision, the grievance shall be referred to a panel appointed by the System Board for review of the record and decision. The decision of this panel shall be final.
- (g) Upon acceptance of the findings and decision of the hearing officer by the HR Director, or after a final decision by a panel appointed by the System Board, the HR Director shall notify the appropriate Affiliate COO and the Employee of the decision.

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- (h) An Employee whose discipline is not upheld shall receive back pay and benefits as required to make the Employee whole with respect to any period when he/she was off work as a result of the disciplinary action, less any wages earned or amounts received in lieu of wages (i.e., unemployment compensation) during these periods. If applicable, the Employee shall be reinstated to his/her Position or such lower Position as determined by the HR Director. If applicable, the Employee shall be subject to such discipline as may be imposed by the hearing officer or the HR Director.
- (i) Nothing in this Section limits the power of the Affiliate COO or his/her designee to take disciplinary action against a subordinate pursuant to these Rules.

#### **9.06 Miscellaneous Provisions**

- a. In any case where the conduct of an Employee is the subject of criminal proceedings pending before the Grand Jury or in court the Employee may request that a grievance proceeding be delayed until such time as the criminal proceedings are terminated and such request shall be granted provided the Employee executes a waiver of all rights to back pay and benefits applicable to the period of delay occasioned thereby. The Employee may withdraw the request upon written notice to the HR Director, which notice shall be deemed granted ten (10) days after receipt, unless the HR Director determines that proceeding with the grievance could interfere with pending criminal proceedings involving another Employee.
- b. At any time prior to the announcement of findings and decision, upon the request of the Employee and the approval of the Affiliate COO or his/her designee, the Hearing Officer may accept the Employee's written resignation in lieu of the possible imposition of discipline.

Draft 07-08-09

**RULE 10**  
**PERSONNEL RECORDS AND CERTIFICATION OF PAYROLLS**

**10.01**        **Scope**

This Rule 10, Personnel Records and Certification of Payrolls, applies to all Employees under the jurisdiction of the System.

**10.02**        **Maintenance of Personnel Records**

The HR Director shall establish and maintain a system of personnel records and reports covering all System Employees under the jurisdiction of the System. Departments shall participate in the preparation and maintenance of such records and reports. The "official" Employee personnel record shall be maintained by each Affiliate Human Resources office.

**10.03**        **Statutory Requirements**

- a. State and federal laws address the confidentiality and disclosure of personnel-related records. The Illinois Freedom of Information Act ("FOIA") provides for the disclosure of public records, including "the names, salaries, titles and dates of employment of all Employees and offices of public bodies." The FOIA exempts from disclosure the "personnel files and personal information maintained with respect to Employees, appointees or elected officials of any public body or applicants for those positions."
- b. The Personnel Record Review Act ("PRRA") permits former Employees, current Employees and their union representatives to inspect and copy personnel records, with certain exceptions.
- c. The Illinois Public Labor Relations Act ("PLRA") gives labor unions the right to inspect and copy personnel records upon a showing of relevancy.
- d. The federal Americans With Disabilities Act ("ADA") requires that medical information relating to Employees be kept confidential.

**10.04**        **Policy on Confidentiality of Personnel Records**

- a. In performing their duties, Employees may have access to information and records concerning applicants, current Employees and former Employees. Although state and federal laws require the System to disclose certain information about applicants and Employees, the System is also required to protect the privacy rights of these individuals. To ensure that no individual's right to privacy is invaded, personnel information and records shall be treated as confidential.

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- b. Specifically, personnel information shall be discussed with others, including co-workers, only as necessary to the performance of System business or authorized by law. No copies of personnel records shall be made or disseminated except when necessary in the performance of System business or authorized by law. Personnel records, including computer records, shall be maintained in accordance with security procedures. For example, records are not to be left on desks or work areas when they are not being used. Access to computer files shall be restricted by the use of passwords.
- c. The terms "personnel information" and "personnel records" includes, but is not limited to:
  - employment applications
  - performance evaluations
  - disciplinary records
  - grievance forms
  - test documents
  - payroll records
  - medical records
  - drug test results and reports
  - workers' compensation records
  - tax forms
  - insurance records
  - dual employment reports
  - any other document in an Employee's personnel file

#### **10.05 Disclosure of Personnel Records**

- a. Personnel information and records may be disclosed to authorized System officials and Employees when it is necessary to the performance of System business. State laws (FOIA, PLRA and PRRRA) also require the disclosure of personnel-related information and documents under certain circumstances.
- b. The following procedures shall be followed in handling requests for information and records:
  - 1. Requests by County or System officials and Employees: These requests shall be put in writing and submitted to the Department Head or HR Director. This procedure does not apply to Employees in the County or System Human Resources offices or to requests by Affiliate COOs for information and records relating to Employees in their Affiliates.

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2. Requests by current Employees: Current Employees may inspect their personnel files at least twice in a calendar year, but requests may be limited to a reasonable number and interval. All requests for inspection and copying shall be put in writing. The request shall be directed to the Department Head, who shall authorize the release of the requested information or records.
  3. Requests by former Employees: A former Employee is one whose employment has terminated within the preceding year. All requests for inspection and copying shall be put in writing and directed to the Human Resources Director or the Department Head.
  4. Requests by Applicants: No information or documents shall be released to Applicants.
  5. Requests by labor organizations: All requests shall be directed to the HR Director in writing and shall reference any pertinent provision in a collective bargaining agreement or statute pursuant to which the request is made. There will be a copying charge of 10 cents per page.
  6. Requests by other third party: Requests shall be directed to the HR Director in writing. There will be a copying charge of 10 cents per page.
  7. Requests by law enforcement agencies, other government agencies and parties to a civil or criminal action: A valid Subpoena duces tecum must be served on the custodian of the records before such records may be disclosed. Records shall not be released without the authorization of the HR Director.
- c. The time for responding to requests for personnel-related information and documents made pursuant to the FOIA is five (5) working days. Additional time may be requested with permission of the HR Director.

## **10.06 Information and Documents that May Not Be Disclosed**

- a. Personnel Record Review Act. Under the PRRA, the following documents shall not be disclosed to a former or current Employee or a labor organization:
  1. Letters of reference;
  2. Any portion of a test document (including drug test results), except that an Employee (or former Employee) may be informed of a cumulative test score;
  3. Records relating to a pending claim between the County or System and an Employee (or former Employee) except when a valid subpoena duces tecum is served;
  4. Investigatory or security records maintained by the County or System to investigate criminal conduct or conduct harmful to County or System operations;

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5. Materials used for management planning, such as recommendations concerning future salary increases, promotions and job assignments;
- b. Freedom of Information Act. Under the FOIA, personnel files and personal information relating to Employees, Applicants and elected officials are exempt from disclosure to third parties.
- c. Americans with Disabilities Act. Under the ADA, medical information shall not be disclosed except when authorized by the HR Director. In general, medical information shall not be included in an Employee's personnel file.

#### **10.07 Preservation of Records**

Personnel-related records will be retained for five (5) years following an Employee's termination of employment. In the event of litigation, these records will be retained until the conclusion of the litigation or five (5) years, whichever is longer.

#### **10.08 Contact Information**

All Employees must maintain a current address and telephone number(s) on file with their Department Head and the HR Director. Failure to comply with this Section may expose Employees to disciplinary action.

#### **10.09 Discipline**

A violation of this Rule will result in disciplinary action.

#### **10.10 Certification of Payrolls**

- a. The HR Director shall certify that all Employees in System service named on every payroll have been employed in accordance with the current budget. The HR Director shall also certify that every Employee under the jurisdiction of the System named on every payroll has been appointed in accordance with the provisions of the Cook County Ordinance Establishing the Cook County Health and Hospitals System and these Rules.
- b. The HR Director shall remove the names of persons from a payroll when such certification cannot be made, and notify the Comptroller and Affiliate COO involved.
- c. The Comptroller or other disbursing or auditing officer shall only process a payroll for payment which has been certified by the HR Director or his/her designee.

Draft 07-08-09

**RULE 11**  
**MEDICAL EXAMINATIONS AND DRUG TESTS**

**11.01 Scope**

Except as set forth below, this Rule 11, Medical Examinations and Drug Tests, applies to all Employees under the jurisdiction of the System.

**11.02 Applicant**

The HR Director may require that prior to appointment, an Applicant undergo a Medical Examination which may include a test for illegal drugs. Such requirement shall be set forth in the notice of the Appointment which shall be contingent upon a negative drug test.

**11.03 Post-Appointment**

An Employee may, for good cause, be required by the HR Director to submit to a Medical Examination, a drug test or both.

**11.04 Return to Work**

Any Employee who returns from a period of absence including a layoff, may be required to submit to a Medical Examination that is job related and consistent with business necessity, and/or a drug test.

**11.05 Notification**

Employees shall provide to their direct Supervisors a copy of any document generated by Employee Health Services excusing them from duty or releasing them to return to duty. Failure to do so may subject the Employee to loss of pay or disciplinary action, up to and including discharge.

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**RULE 12**  
**DUAL EMPLOYMENT**

**12.01 Scope**

This Rule 12, Dual Employment, applies to all Employees under the jurisdiction of the System.

**12.02 Report of Dual Employment**

The Report of Dual Employment Form must be executed by the following:

1. Persons entering County service and assigned to work in the System;
2. Any person who after entering the service as an Employee becomes engaged in any other gainful employment;
3. Any Employee engaged in any outside employment, whose work schedule for the System or work schedule in any gainful outside employment has changed; and,
4. Any Employee whose dual employment has been discontinued.

**12.03 Parameters for Dual Employment**

- a. Dual employment for System Employees is permissible only within the following considerations:
  1. Does not exceed 20 hours per week.
  2. The type of work is approved by the Department Head.
  3. The specific hours of outside employment are not in conflict with the Employee's normal duty hours with the System.
  4. Dual employment includes self-employment, and practices or services rendered by professional persons and any grant payments or stipends an Employee receives, including stipends relating to teaching or residency programs.
  5. Part-time Employees shall not be subject to the time restrictions set forth in 12.03 (a) (1) above.
  
- b. No Employee shall engage in a business, profession, trade or occupation which will:
  1. Impair his/her efficiency;
  2. Seriously interfere with such Employee's ability to satisfactorily perform his/her duties;
  3. Impair or reflect poorly upon the reputation of the County or System.
  4. Impair an Employee's independence of judgment and/or constitute a conflict of interest as defined by the Cook County Ethics Ordinance.

Draft 07-08-09

- c. Employees in certain Positions shall be prohibited from engaging in dual employment. These Positions shall include the Positions set forth in Rule 1.04(b), Department Heads, the Positions designated as Executive and Senior Managerial Employees under the Judgment and Consent Decrees entered in Michael L. Shakman, et al. v. The Democratic Organization of Cook County, et al., No. 69 C 2145, and other such Positions as shall be set forth in a policy addressing dual employment approved by the System Board. This notwithstanding, upon request, the CEO may grant an exception in writing to this dual employment prohibition for certain activities such as activities related to academic pursuit. By way of example, these activities may include honorariums for speaking engagements, publishing and limited teaching responsibilities.

#### **12.04 Falsification or Omission of Information**

Failure by an Employee to disclose the above information to his/her Department Head or providing false information on the form shall be cause for disciplinary action up to and including discharge from employment.

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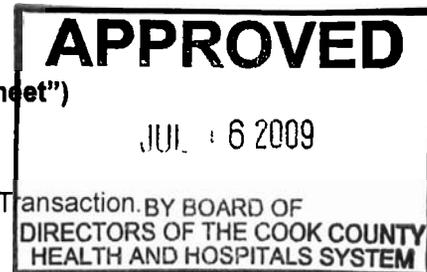
ATTACHMENT #3

EXHIBIT B  
TERM SHEET

83



Banc of America Leasing and Capital Corp ,LLC  
6560 Crescent View Drive  
St. Louis, MO 63129  
314-846-1426 tel  
980-233-7495 fax



**SUMMARY OF TERMS AND CONDITIONS ("Term Sheet")**

This Term Sheet includes only a brief description of the principal terms of the Transaction.

**Date:** July 10, 2009

**Lessee:** Cook County Health and Hospitals System and Cook County, Illinois as co-lessees

**Lessor:** Banc of America Leasing & Capital, LLC

**Equipment:** Various medical, pharmaceutical dispensing and IT equipment, all of which is subject to Lessor's approval.

**Lessor's Cost:** An amount not to exceed **\$30,000,000** which may, with Lessor's prior consent, include soft costs such as freight, installation and taxes paid up-front by Lessor not exceeding 20% of the Lessor's Cost, but may not exceed the fair market value of the Equipment. Lessor's cost for used Equipment, if any, may be subject to verification by an independent third party appraiser at Lessee's expense.

**Lease Structure:**

**True Lease:** It is assumed that Lessor will be the owner of the Equipment, and it is intended that depreciation deductions provided in the Internal Revenue Code will be available to Lessor.

**Term:** Medical Equipment—60 month term, Pharmaceutical Dispensing System—72 month term, IT Equipment—36 month term.

**Net Lease:** The lease will be a non-cancelable net lease with the Lessee responsible for paying rent under all circumstances, except in the event of non-appropriation

Lessee shall be specifically responsible for all expenses, including (but not limited to) insurance, maintenance, and taxes (other than taxes based solely upon the net income of Lessor) relating to the purchase, lease, possession and use of the Equipment.

**Rent:**

**Rental Adjustment:** The monthly indicative Rental Factor shall be increased or decreased on or prior to each Schedule Commencement Date for any change in the nearest average life United States Treasury Maturity SWAP ("SWAP") as follows: The indicative Rental Factor will be based on the average life SWAP yield in effect on the proposal date for each individual Schedule. The Rental Factor will then be adjusted, upwards or downwards, to

the equivalent SWAP for the yield on the date Lessor prepares the Schedule. Should Lessee not return the completed Schedule within 7 days of Lessor's Schedule preparation, Lessor has the right to readjust the Rental Factor to the then current SWAP.

Please be advised that the proposed indicative pricing set forth above is only available for transactions that are fully funded or for specific equipment that has commenced funding under a progress payment agreement pursuant to proposals presented for each individual Schedule within 90 days of the date of the proposal letter issued. Thereafter, Lessor may at its discretion adjust its pricing to reflect adverse changes in its cost of funds or changes generally in market credit margins.

End of

**Term:**

**Purchase Option:** At the expiration of the Lease Term Lessee may purchase all or any portion (subject to satisfaction of the conditions precedent described under **Complete Systems** below) of the Equipment on each Schedule on an AS-IS BASIS for its then fair market value, plus all applicable taxes and expenses associated with such sale.

**Return Option:** At the expiration of the Lease Term, Lessee may, at Lessee's expense, return all or any portion (subject to satisfaction of the conditions precedent described under **Complete Systems** below) of the Equipment to Lessor in the condition required by the lease and to a site designated by Lessor.

**Complete Systems:** Any election by Lessee to extend or purchase the Equipment under one Schedule shall be deemed to be the same election made by Lessee with respect to any other Schedule or Schedules under which there are items of Equipment that, together with Equipment under the one Schedule, constitute in Lessor's reasonable determination a Complete System. The term "**Complete System**" means items of Equipment that are by their configuration, or use, or both, designed or intended to function together. Any election by Lessee to extend or purchase with respect to a portion of the Equipment under a Schedule will be exercisable (or deemed exercised with respect to other Schedules as described above) only so long as such portion to be returned to Lessor is a Complete System and subject to Lessor's right to inspect such portion of Equipment to be returned, prior to such return, to determine that the Complete System to be returned to Lessor is in the condition required by the Master Lease.

**Utilization**

**Period**

12 months from approval of the Master Lease by the County Board.

**Filing Fees:**

An invoice in the amount of \$250 to cover the cost of UCC filings and searches will be included in Lessee's documentation package for each Schedule.

**Documentation:**

All documentation for the Proposed Transaction must be acceptable to Lessor, and will contain such terms, conditions, representations, warranties and indemnities as are customary for transactions of this type.

**Opinion of Counsel:**

Counsel to Lessee shall deliver an opinion to Lessor at closing in form and substance satisfactory to Lessor.

**Confidentiality:**

Except as otherwise required by law, this Term Sheet is delivered to Lessee with the understanding that neither it nor any of its terms and conditions will be disclosed to any persons or entities, except those having a confidential relationship with Lessee in relation to this Transaction or where disclosure is required by law. Further, Lessee may disclose to any and all persons, without limitation of any kind, any information with respect to the "tax treatment" and "tax structure" (in each case, within the meaning of Treasury Regulation Section 1.6011-4) of the Transaction and all materials of any kind (including opinions or other tax analysis) that are provided to Lessee relating to such tax treatment and tax structure.

**US Patriot Act**

**Compliance:** All financial institutions are required by Federal Law to obtain, verify and record information that identifies each customer who opens an account with us. When you open an account with us, we will ask you for your name, address and other information that will allow us to identify you, such as documents evidencing legal status and formation, and taxpayer identification number.

**Limitation on**

**Damages:** Lessor will not be responsible or liable for any damages, consequential or otherwise, that may be incurred or alleged by any person or entity, including Lessee, as a result of this Term Sheet.

**Market**

**Disruption:** Notwithstanding anything contained herein to the contrary, in the event any material change shall occur in the financial markets after the date of this Term Sheet, including but not limited to any governmental action or other event which materially adversely affects the extension of credit by banks, leasing companies or other lending institutions, Lessor may modify the indicative pricing described above.

Cook County Health and Hospitals System  
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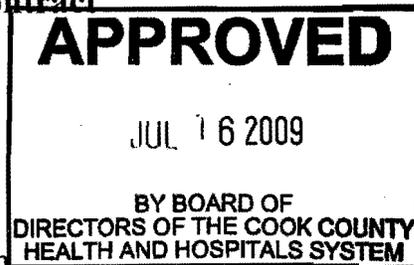
ATTACHMENT #4

**Cook County Health and Hospitals System  
Contract Item for Board Approval  
Request to Enter Into and Execute Contract**

**Date:** June 22, 2009

**Sponsor:** Stephen A. Martin, Jr., Ph.D., M.P.H.  
Chief Operating Officer

**Operating Unit:** Cook County Department of Public Health



**Description of Service:**

Requesting authorization for the Cook County Purchasing Agent to enter into and execute a contract with Clarke Environmental Mosquito Management to conduct mosquito vector prevention directed at the larval control of Culex mosquitoes within all areas of Suburban Cook County not covered by a Mosquito Abatement District.

**Justification for this contract:**

This request will allow the Cook County Department of Public Health (CCDPH) to contract with Clarke Environmental Mosquito Management who is the only known vendor who can supply state of Illinois licensed, qualified commercial mosquito applicators to conduct mosquito abatement, and prevention training in all areas of Suburban Cook County not covered by a Mosquito Abatement District.

**Cost of the contract and terms:**

This contract will commence on July 1, 2009, and end on October 30, 2009. The total anticipated cost of the contract is \$160,000.00. (grant funded)

**Budget information:** The cost for this contract has been provided for within the current grant operating budget of West Niles Mosquito Abatement.  
7550901.520835.300 Requisition # 97559015

**Signatures:**

Sponsor COO

Operating Unit CFO

CCHHS Director  
of Purchasing

---

CCHHS CEO

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Cook County Health and Hospitals System  
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ATTACHMENT #5

# Project Brotherhood A Black Men's Clinic

# Background

- Started in 1997 @ Woodlawn
- Dr. Eric Whitaker originator of concept
- Received grant support from Michael Reese Health Trust, Title XX
- Conducted focus groups with 200 Black men to assess their health beliefs, motivation

# Background

- Focus group data revealed serious apprehension about seeking health care
- Identity with provider and support services appeared to be motivators to seek care
- Black, male physicians from ACHN staffed PB as part of their clinical responsibility
- Woodlawn nurses and other ancillary staff provided support

# Background

- Barber, GED, computer training, HIV testing, resume preparation, fatherhood support provided via grant funds
- Both appointed and walk-in patients accommodated
- Presentations at APHA and other public health conferences

# Background

## Past Grant Funders

- Michael Reese
- Title X Family Planning
- American Cancer society
- Ryan White Title II
- IL Dept. Minority Health
- Dept. Human Services
- CCDPH

# Impact

- Increased men engaged in primary care
- Connecting men with needed social services
- Diagnosis and care of chronic illnesses
- Created network of peer health educators
- Incubator of other men's health initiatives (Provident, Near North Health Corp)
- Featured on CNN Black in America series

# Impact

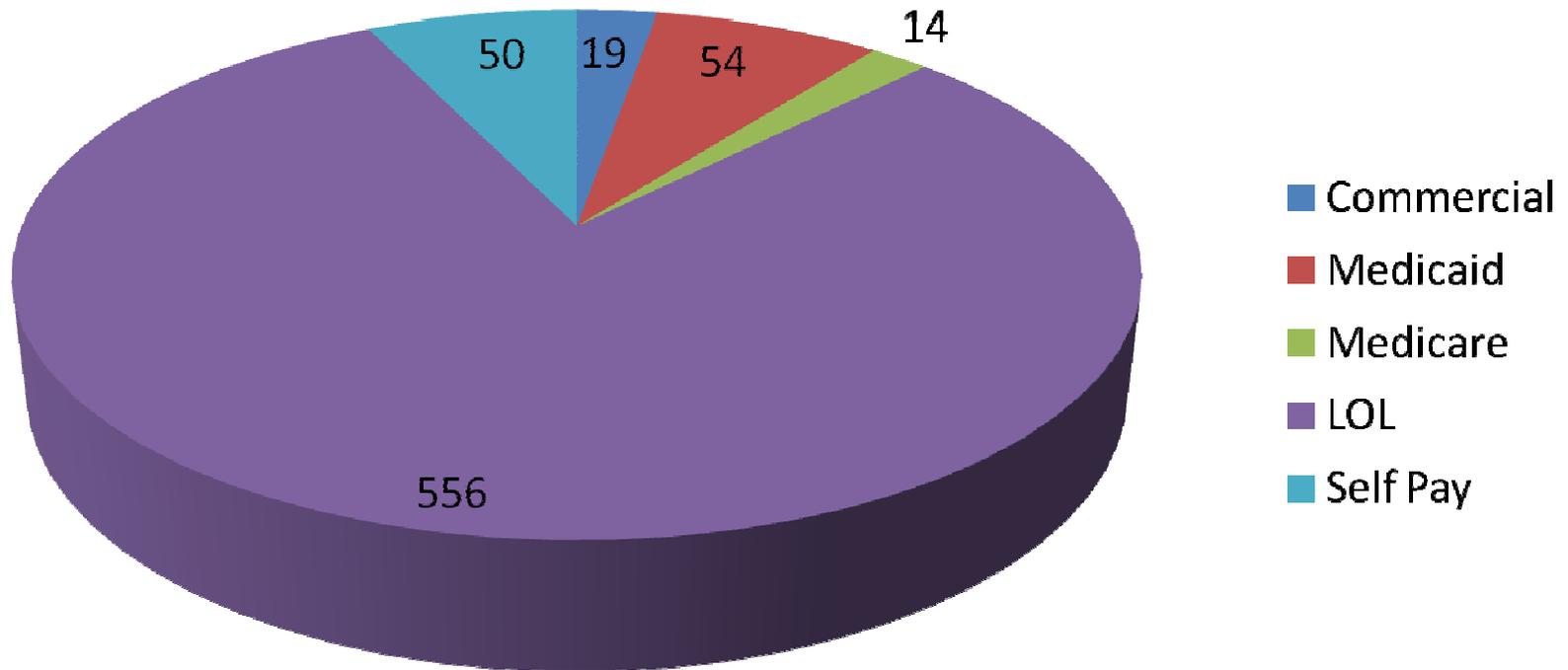
**ACHN Community-Based Health Center Patient-Visits:Gender Distribution, 01/01/09 to 06/30/09**

**Percentage of male patients is higher at Woodlawn than ACHN combined**

Entity	Male		Female		Unknown		Total
	#	%	#	%	#	%	#
<b>ACHN Community-Based Health Center</b>	24,929	32.83	50,964	67.12	36	0.6234	<b>75,929</b>
<b>Woodlawn</b>	2,475	42.86	3,297	57.09	3	0.0037	<b>5,775</b>
<b>Total</b>	<b>27,404</b>	<b>33.54</b>	<b>54,261</b>	<b>66.41</b>	<b>39</b>	<b>0.0514</b>	<b>81,704</b>

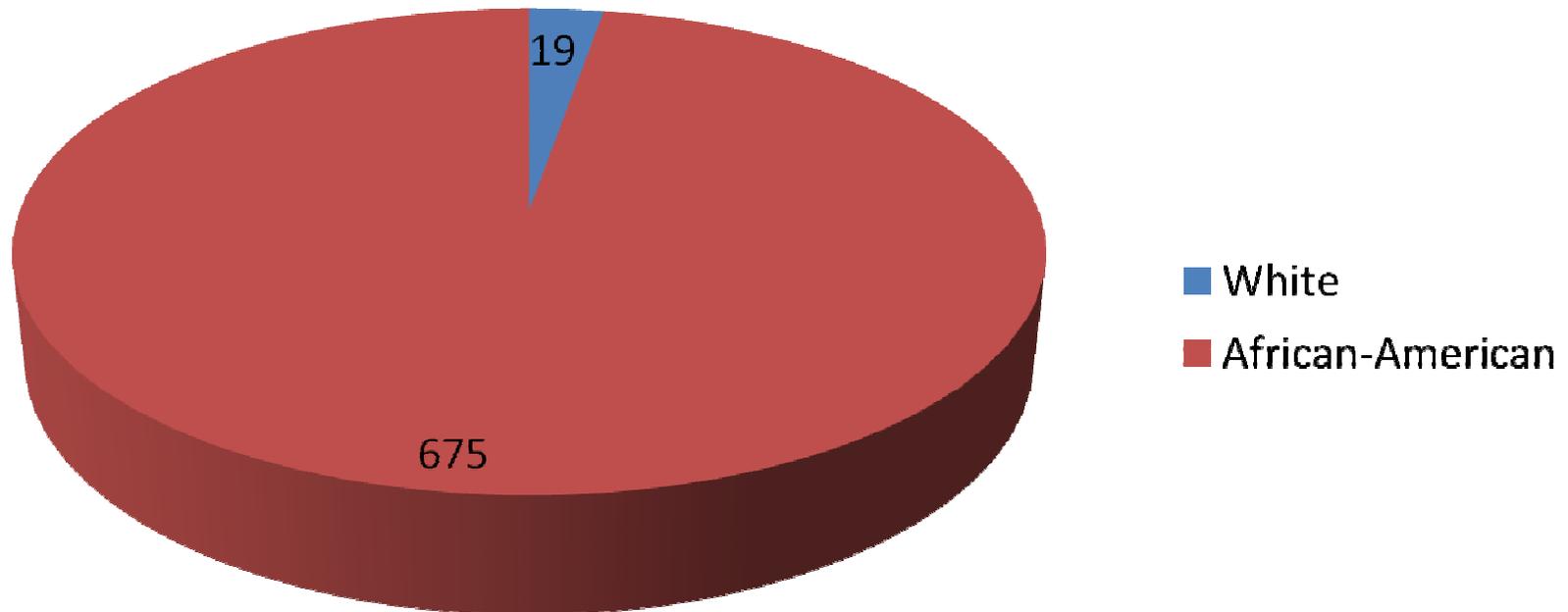
# Project Brotherhood: Analysis of Medical Patients Jan – June 2009

**Financial Class**

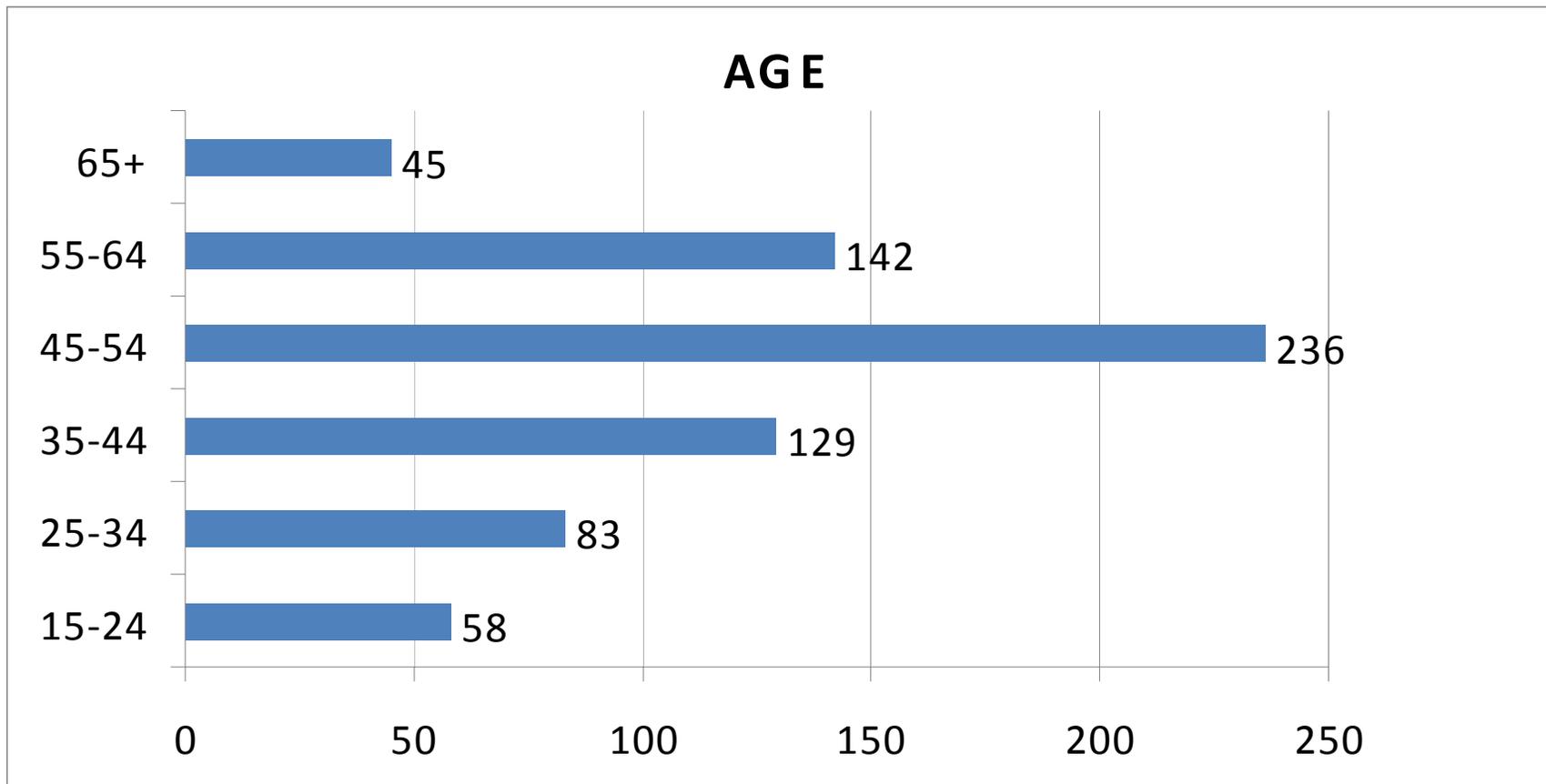


# Project Brotherhood: Analysis of Medical Patients Jan – June 2009

**Race**



# Project Brotherhood: Analysis of Medical Patients Jan – June 2009



Project Brotherhood  
Funding Sources and Amounts  
Fiscal Years 2008 through 2010

	<u>08</u>	<u>09</u>	<u>10</u>
Title X	\$ 130,000	\$ 130,000	\$ 130,000
Title XX	70,000		
Title II	20,000	20,000	
Illinois Dept of Public Health	<u>90,000</u>	<u>90,000</u>	_____
Total	\$ 310,000	\$ 240,000	\$ 130,000

Project Brotherhood  
Fiscal 2008 Personnel Budget

<u>Personnel</u>	<u>Title</u>	<u>County In-Kind</u>	<u>Grant Funded</u>
Pete Thomas M.D.	Medical Director	40%	
Marcus Murray	Exec. Director		YES
Craig Spivey MSW	Social Worker	15%	
Tom Mason M.D.	Physician*	10%	
Perrin Greene	Graduate Student		YES
Michael Woods	Student		YES
Maurice Lockett	Barber		YES
13 Summer Interns	Summer Students		YES
Raymond Nahr M.D.	Internist *	5%	
Glenn Harrison M.D.	Internist	7%	
Gerald Cook M.D.	Internist	7%	
Larry Nu M.D.	Internist	7%	
Linda Murray M.D.	Founding Member	10%	
Sidney Thomas	Founding Member	2%	

\* Volunteer

Project Brotherhood  
Fiscal 2009 Personnel Budget

<u>Personnel</u>	<u>Title</u>	<u>County</u> <u>In-Kind</u>	<u>Grant</u> <u>Funded</u>
Pete Thomas M.D.	Medical Director	40%	
Marcus Murray	Exec. Director		YES
Craig Spivey MSW	Social Worker*	15%	
Tom Mason M.D.	Physician*	10%	
Perrin Greene	Graduate Student**		YES
Michael Woods	Student**		YES
Maurice Lockett	Barber		YES
6 Summer Interns	Summer Students		YES
Raymond Nahr M.D.	Internist*	5%	
Glenn Harrison M.D.	Internist	7%	
Gerald Cook M.D.	Internist	7%	
Larry Nu M.D.	Internist	7%	
Linda Murray M.D.	Founding Member	10%	
Sidney Thomas	Founding Member	2%	

\* Volunteer

\*\* Funding expires 8/31/09

Project Brotherhood  
Fiscal 2010 Proposed Personnel Budget

<u>Personnel</u>	<u>Title</u>	<u>County</u> <u>In-Kind</u>	<u>Grant</u> <u>Funded</u>
Pete Thomas M.D.	Medical Director	40%	
Marcus Murray	Exec. Director		YES
Craig Spivey MSW	Social Worker*	15%	
Tom Mason M.D.	Physician*	10%	
Maurice Lockett	Barber		YES
3 Summer Interns	Summer Students		YES
Raymond Nahr M.D.	Internist*	5%	
Glenn Harrison M.D.	Internist	7%	
Gerald Cook M.D.	Internist	7%	
Larry Nu M.D.	Internist	7%	
Linda Murray M.D.	Founding Member	10%	
Sidney Thomas	Founding Member	2%	
TBD	Service Coordinator	100%	
TBD	Administrative Assistant II	100%	
TBD	Outreach Worker	100%	

\* Volunteer

Project Brotherhood  
New Position Request  
Fiscal Year 2010

<u>Position Title</u>	<u>Grade</u>	<u>Salary</u>
Social Service Coordinator	20	\$ 66,606
Administrative Assistant III	16	38,097
Outreach Worker	15	<u>35,529</u>
Total New Position Request		<u>\$ 140,232</u>

Project Brotherhood  
Patient Mix

<u>Financial Class</u>	<u>%</u>
HMO/Commercial	2
Blue Cross	1
Medicare	2
Medicaid	8
Limit of Liability	80
Self Pay	7

## Project Brotherhood Top 10 Diagnosis

- Hypertension
- Anxiety and Depression
- Diabetes
- Hyperlipidemia
- Arthritis
- Chronic Renal Disease
- Sexually Transmitted Infections
- Obesity
- Coronary Artery Disease
- GERD
- Congestive Heart Disease

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ATTACHMENT #6

## Resolution

### To Restore Local Health Protection Grant Funds for Illinois County Health Departments

**WHEREAS**, The Illinois Department of Public Health (IDPH) has eliminated funding for Local Health Protection Grants in their FY 2010 proposed budget; and,

**WHEREAS**, the Cook County Department of Public Health receives approximately \$2 million annually from this grant to fund its core mandated public health programs; namely, investigation and control of communicable diseases, including sexually transmitted diseases, and the administration of immunizations and environmental health regulatory programs including but not limited to retail food sanitation inspections, swimming pool inspections, and the regulation of private sewage disposal systems; and,

**WHEREAS**, the termination of the Local Health Protection Grant will adversely, and potentially irreparably, diminish the capacity of the Cook County Department of Public Health to perform these critical functions and to respond to public health emergencies; and,

**WHEREAS**, the termination of the Local Health Protection Grant will further adversely affect the ability of the Cook County Department of Public Health to respond to the Influenza Type A H1N1 pandemic making the timing of the elimination of the grant particularly unwise; and,

**WHEREAS**, it is the belief that the elimination of the Local Health Protection Grant is very shortsighted and it will likely result in great hardship, expense, and threat to life and health as a result of the inability to perform these core functions as powers and duties delegated to certified local health departments by the Illinois Department of Public Health.

**NOW, THEREFORE, BE IT RESOLVED** that the Cook County Health & Hospitals System Board requests the Illinois General Assembly and Governor Patrick Quinn to immediately restore funding for the Local Health Protection Grant in the proposed FY 2010 IDPH budget and that the Cook County Department of Public Health forward a copy of this resolution to each member of the Illinois General Assembly representing citizens of Cook County and to Governor Quinn for their consideration.

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ATTACHMENT #7

# COOK COUNTY HEALTH AND HOSPITALS SYSTEM

## PURCHASING REVIEW

1

# COOK COUNTY HEALTH AND HOSPITALS SYSTEM

- Past Successes
  - Developing an infrastructure
- Current Activities
  - Development of Cook County Health and Hospitals System Purchasing Department
  - GPO Contract
  - Primary Med Surg Distributor
  - Food Distributor
  - Lab Distributor
  - Monthly Reports from Novation and All Distributors
- Future Developments
  - Analytics
  - Materials Management
  - Lawson
  - Policies and Procedures for Lawson Application
  - EDI with Vendors
  - Electronic Footprint
  - Monthly Reports-

2

## Developing an Infrastructure

- Infrastructure – created and implemented a new infrastructure
- Board Approved Contracts-Tracking System
- Intranet-Posted CCHHS Approved Contracts on the Intranet
- Training- Held monthly seminars for all departments
- Streamlined Process- By properly training departments internal process shorten
- Procedures- Developed a living document
- Surgery-Assigned a fulltime purchasing employee to assist with all aspects of the purchasing process

3

## Current Activities

- Develop CCHHS Purchasing Dept
  - 5 additional staff from CC Purchasing
  - Develop in house contract compliance
    - Seeking an attorney to head the division
  - Develop purchasing process changes
    - Develop new requisition form
    - Shorten time frame from department request to PO
  - Develop website for RFPs and Bid Awards
  - In House Purchasing July 20, 2009
- GPO Activity
  - GPO Contract
    - Currently under review with GPO
  - **Food Distributor**
    - Status – with States Attorney Office
    - Final Stages of completion-working on acceptable payment terms
  - **Med-Surg Distributor**
    - Status – With vendors legal department
    - Working with vendor on transition plan
    - Analysis on cost savings-cross reference
  - **Lab Distributor**
    - Gathering purchasing data from the lab

4

## Develop CCHHS Purchasing Department

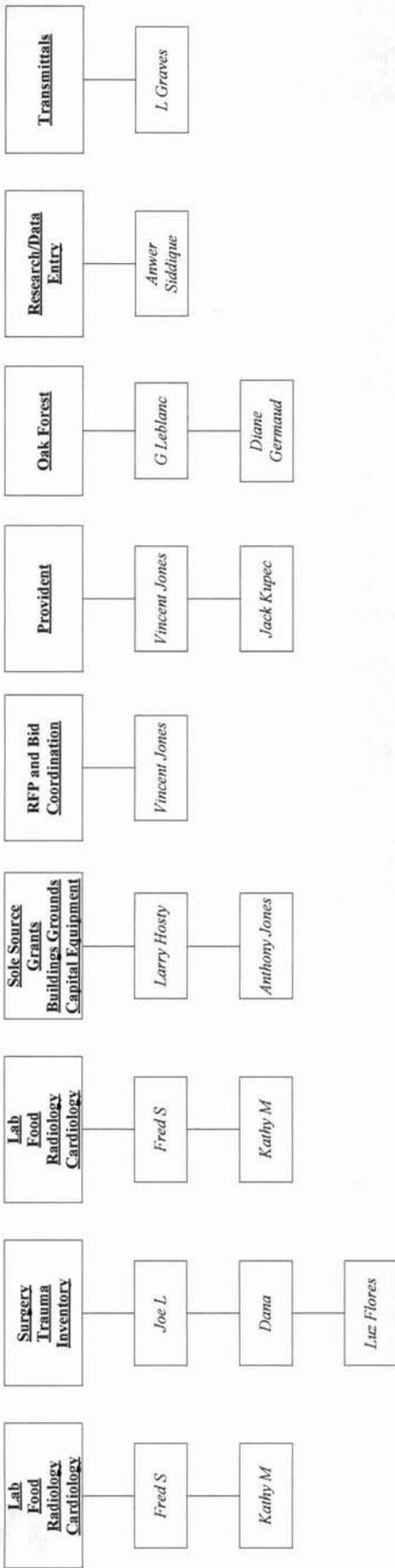
- Additional staff
  - Departmental Assignments
    - Current Process- not all contracts will go through GPO
    - Grants
    - GPO Process
    - Analytic- review of current contracts for savings opportunities ( such as linen contract)
    - Specific departments will have assigned buyers
      - Lab/Food
      - Surgery
      - Cardiology
      - Maintenance/Grounds

5

## Contract Compliance

- Working within the policy of CCHHS and Cook County Ordinance
  - Develop CCHHS process
  - Partner with University of Chicago to explore new opportunities for WBE/MBE vendors
  - Schedule a series of three informational session at Stroger Hospital discussing business opportunities for WBE/MBE with Novation and Owens and Minor. Novation and Owens-Minor will discuss their mentoring programs and how Cook County current vendors can work with these two organizations.
  - Carve out areas of business that will be access by WBE/MBE vendors only
  - Develop a Hospital Business Diversity Division
  - Review of business practices move to a more detail level –per Cook County Ordinance
  - Follow up audits to ensure businesses are conducting business according to contract

6



## GPO Activity

- Completion of current GPO contracts- represent approx 45% of hospitals spend
- Gather data for physician preference items  
Move towards standardization across the system when available
- Review clinical utilization practices

7

What will CCHHS Purchasing look like in the future?

- Streamline purchasing process with quick turnaround time
- Purchasing Department will work closely with clinical staff
- Value Analysis Department
- Data-Report from Lawson System
- Monitor Savings and Business Practices
- All electronic footprint
- Audits for contract compliance

8