

August 7, 2008

TO: Health & Hospitals System Management Team
Department & Division Heads
Clinical Chairs

FROM: Warren L. Batts
Chairman
Cook County Health & Hospitals System Board of Directors

RE: Appointment of David R. Small – Interim Chief Executive Officer

I am pleased to announce the appointment of David R. Small as the Interim Chief Executive Officer of the Cook County Health & Hospitals System. David has served as the Health & Hospitals System's Chief Operating Officer since December, 2007.

David, our new Interim CFO Pitt Calkin, and many of you will be striving to produce our Fiscal 2009 Budget for President Stroger and the County Commissioners to approve after it's been reviewed by your Board. It is due almost immediately and will require a tremendous amount of effort. In addition, the finance team will be working to improve our accounting and financial control systems so that we all have better information quicker, in order to make the right decisions.

They will also be trying to identify cost reduction opportunities that would not jeopardize the quality of the healthcare we deliver. You are probably aware that we are now running a substantial deficit to the recently approved 2008 budget.

Meanwhile, the Board has been getting itself organized and up to speed. The Board's Committees have been reviewing and approving routine matters such as salary reclassifications and contracts. The committees are also developing the required personnel and purchasing policies for the System.

More important, the Board has been moving as quickly as possible to recruit a permanent CEO. We hope to announce soon the name of the firm that will conduct the nationwide search mandated in the Ordinance that created the board. We will work with the new

CEO to promote or recruit the rest of the executive team, including CFO, for the System. Our goal is to have an executive team with the leadership and organizational skills necessary to improve the County Health System.

There will also be a large amount of information gathering, data analysis and process review by the Board over the next few months, in order to develop a sound strategy.

We urge you to give David and the management team your full cooperation, input and suggestions in the months ahead. Your support, perseverance and commitment are greatly appreciated. I believe we all want what's best for the people we serve.

Cc: Cook County Health & Hospitals Board of Directors
Todd Stroger, President, Cook County Board of Commissioners
Cook County Commissioners
Joe Fratto, Chief of Staff, Cook County Board of Commissioners