



HUMAN RESOURCES COMMITTEE AGENDA

Date Issued: September 9, 2015

The Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) will meet on ~~Friday, September 18~~ **Wednesday September 16, 2015** at the hour of ~~9:00 A.M.~~ **3:30 P.M.** at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois, to consider the following:

Time/Presenter

(times are approximate)

- I. Attendance/Call to Order** **3:30/Chairman Wiese**

- II. Public Speakers** **3:30-3:35**

- III. **Report from Chief of Human Resources** **3:35-3:55/Gladys Lopez**

- IV. Action Items**
 - A.** Minutes of the Human Resources Committee Meeting of July 24, 2015 **3:55-4:00/Chairman Wiese**
 - B.** Any items listed under Sections IV and V

- V. Closed Meeting Items** **4:00-4:25**
 - A.** Report from Chief of Human Resources
 - B.** Discussion of personnel matters
 - C.** Update on labor negotiations
 - D.** Discussion of litigation matters

Closed Meeting

Motion to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Open Meetings Act:

5 ILCS 120/2(c)(1), regarding “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,”

5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and

5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

VI. Adjourn

Committee Members:

Chairman: Wiese

Members: Board Chairman Hammock (Ex-Officio) and Directors Collens and (TBD)

** Also included as a potential Closed Session Item/Discussion under Section V.



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Human Resource Committee

Gladys Lopez, Chief of Human Resources

September 16, 2015



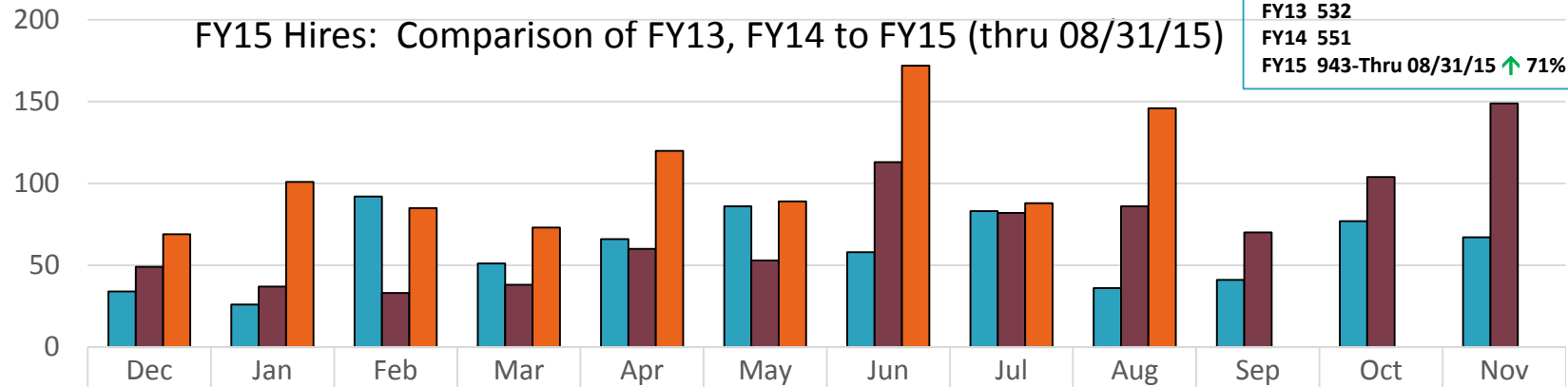
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Comparison of Vacancies Filled

FY15 Hires: Comparison of FY13, FY14 to FY15 (thru 08/31/15)

August comparison
FY13 532
FY14 551
FY15 943-Thru 08/31/15 ↑ 71%

of Hires



FY13 (717)	34	26	92	51	66	86	58	83	36	41	77	67
FY14 (874) ^22%	49	37	33	38	60	53	113	82	86	70	104	149
FY15 (943)	69	101	85	73	120	89	172	88	146			

• Avg fill to date FY14: 61.0 / FY15: 105.0

FY15 Vacancies Filled by Job Function / Open Positions

Job Function	FY14 Hired	FY14 YTD Thru August 2014	FY15 YTD Thru August 2015	Increase / Decrease	FY15 RTHs in Process (As of 8/31/15)
Finance	15	1	69	↑ 68	¹ 85
HIS	5	2	10	↑ 8	11
Licensed Practice Nurses	24	16	14	↓ 2	13
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	311	194	325	↑ 131	201
Pharmacy	49	35	40	↑ 5	33
Physicians	97	72	60	↓ 8	95
Other	373	233	425	↑ 192	266
Total	874	551	943	↑ 392	² 704

¹ Medicaid eligibility insourcing

² Fluctuates month to month based on vacancies filled hires and new requisitions received.



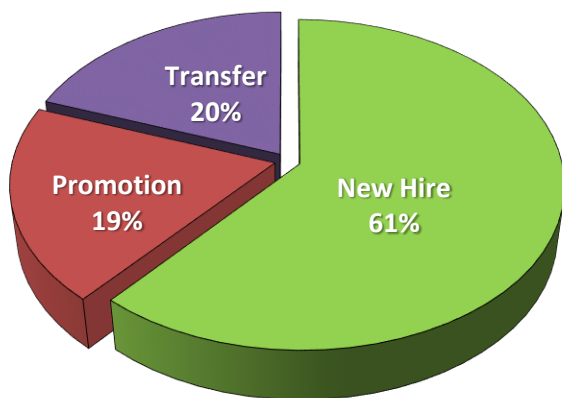
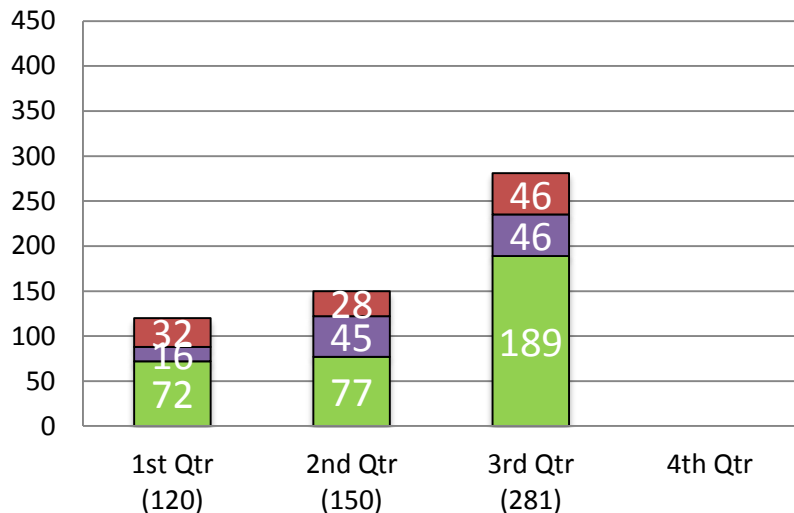
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Vacancies Filled by Quarter (^71%)

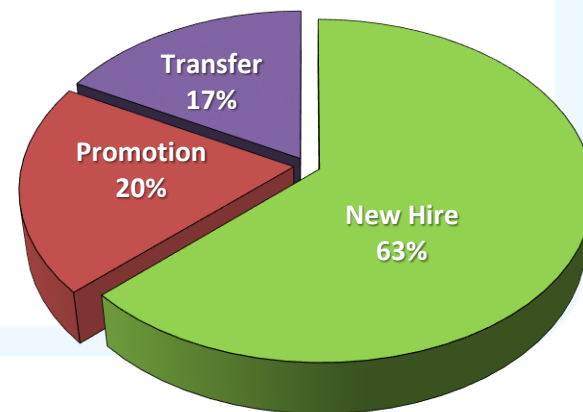
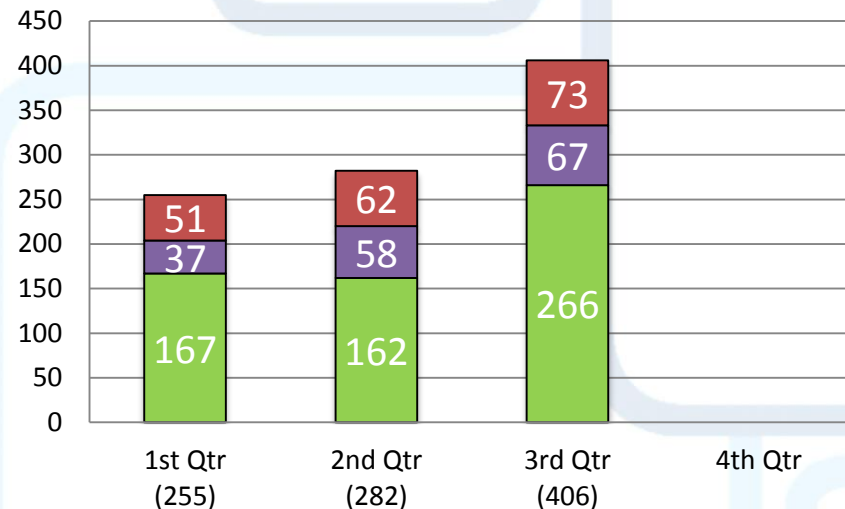
FY14 Vacancies Filled (551)

■ External / New Hire (338) ■ Transfer (107) ■ Promotion (106)



FY15 Vacancies Filled (943)

■ External / New Hire (595) ■ Transfer (162) ■ Promotion (186)



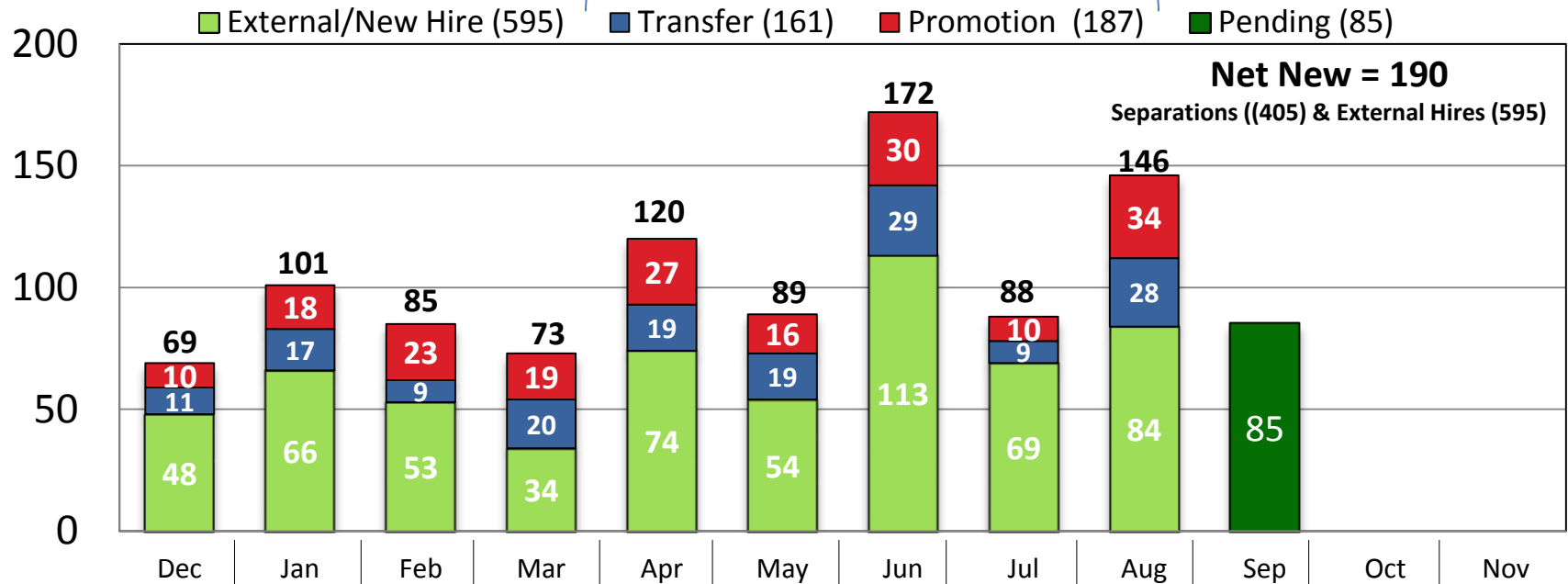
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Internal & External Vacancies Filled

FY15 Vacancies Filled through 08/31/15 by Hiring Source (943)

(348)



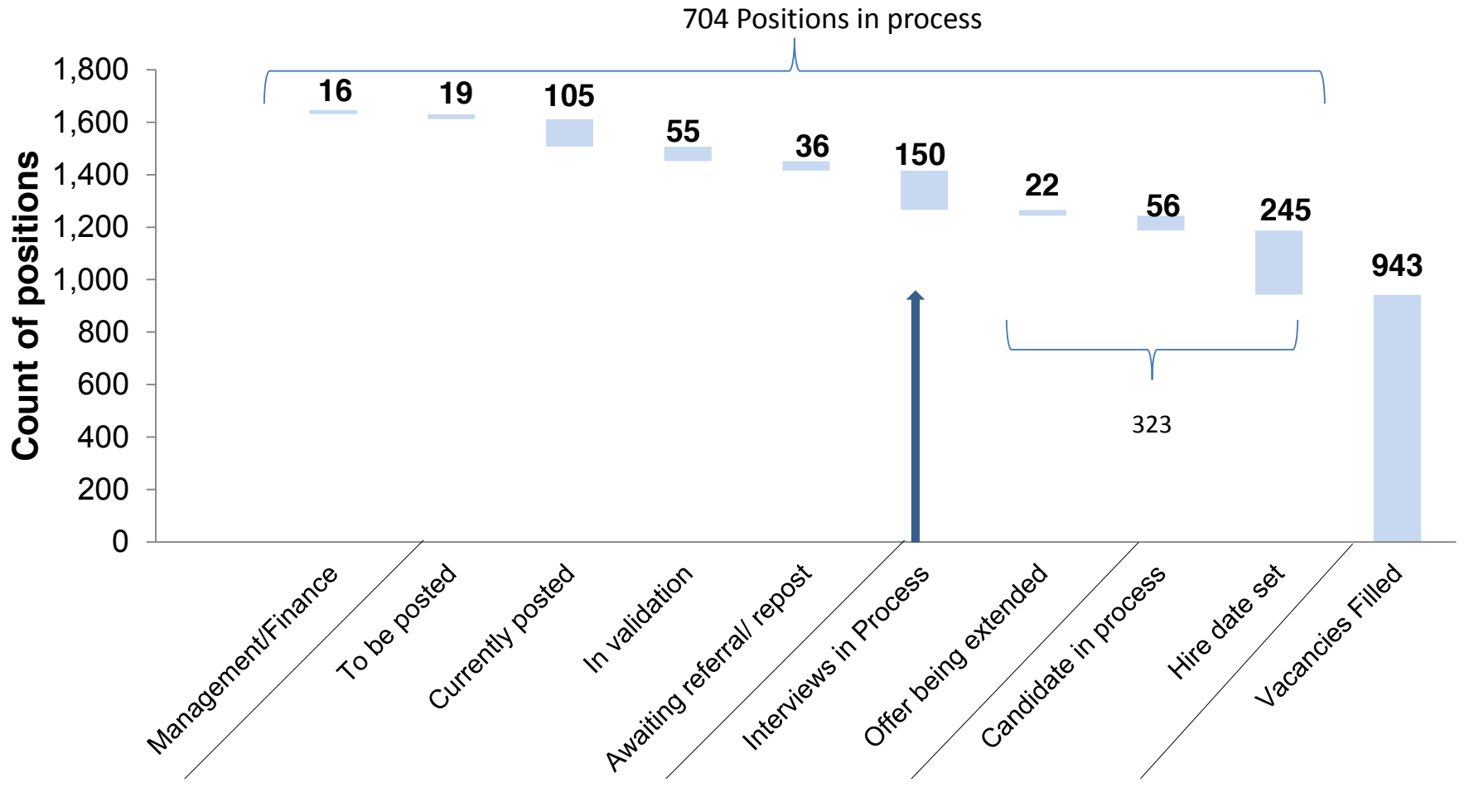
Total CCHHS Vacant Positions	1084	1018	1066	1108	1064	1048	1018	999	997		
¹ Total RTHs In HR	913	744	734	830	844	844	753	684	704		
² Positions in Development	171	274	332	278	220	204	265	315	298		
External Vacancies Filled	48	66	53	34	74	54	113	69	84		

¹ Fluctuation is based on new RTHs received and a Department decision to hold or re-class a PID.

² Positions to support strategic initiatives, such as re-organizations



Hiring Waterfall & Snapshot (08/31/15)



Shared Responsibility	Human Resources	Management	Human Resources	Management Human Resources
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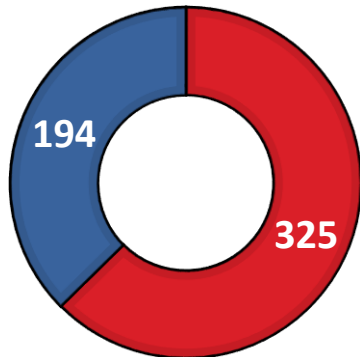


Licensed Nurse Vacancies Filled (thru 08/31/15)

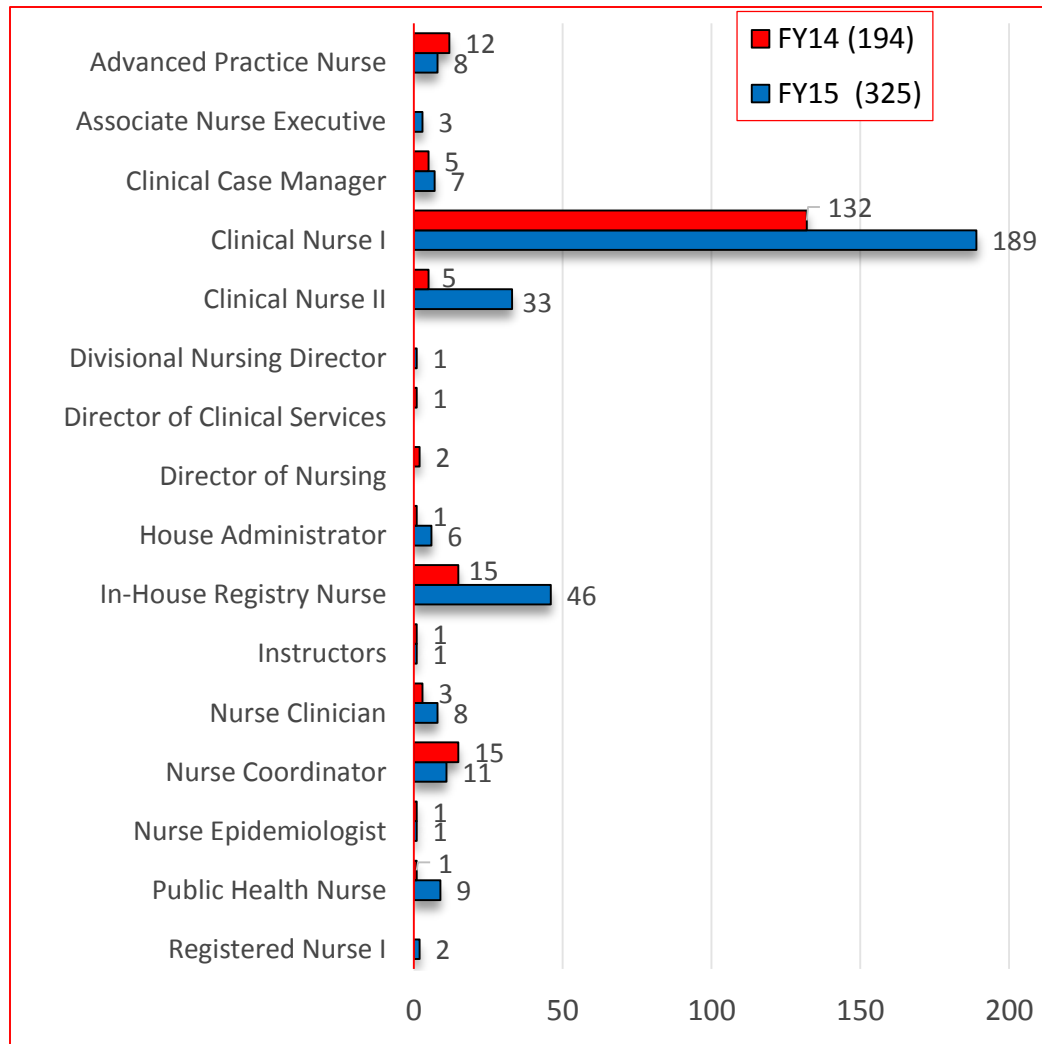
Comparison of Nursing Vacancies Filled – FY14 to FY15 Year-to-Date

Year To Date (Thru 08/31/15)	FY14	FY15	
TOTAL NEW HIRES	115	177	↑ 54%
TOTAL TRANSFERS	56	83	↑ 46%
TOTAL PROMOTIONS	23	65	↑ 187%
TOTAL VACANCIES FILLED	194	*325	↑ 67%

YEAR TO DATE HIRES (FY14 VS. FY15)



■ FY14 (194) ■ FY15 (325)



*Thru 08/31/15 Separations (98) & External Hires (177) = 79 Net New RNs
Thru 08/31/14 Separations (97) & External Hires (115) = 18 Net New RNs



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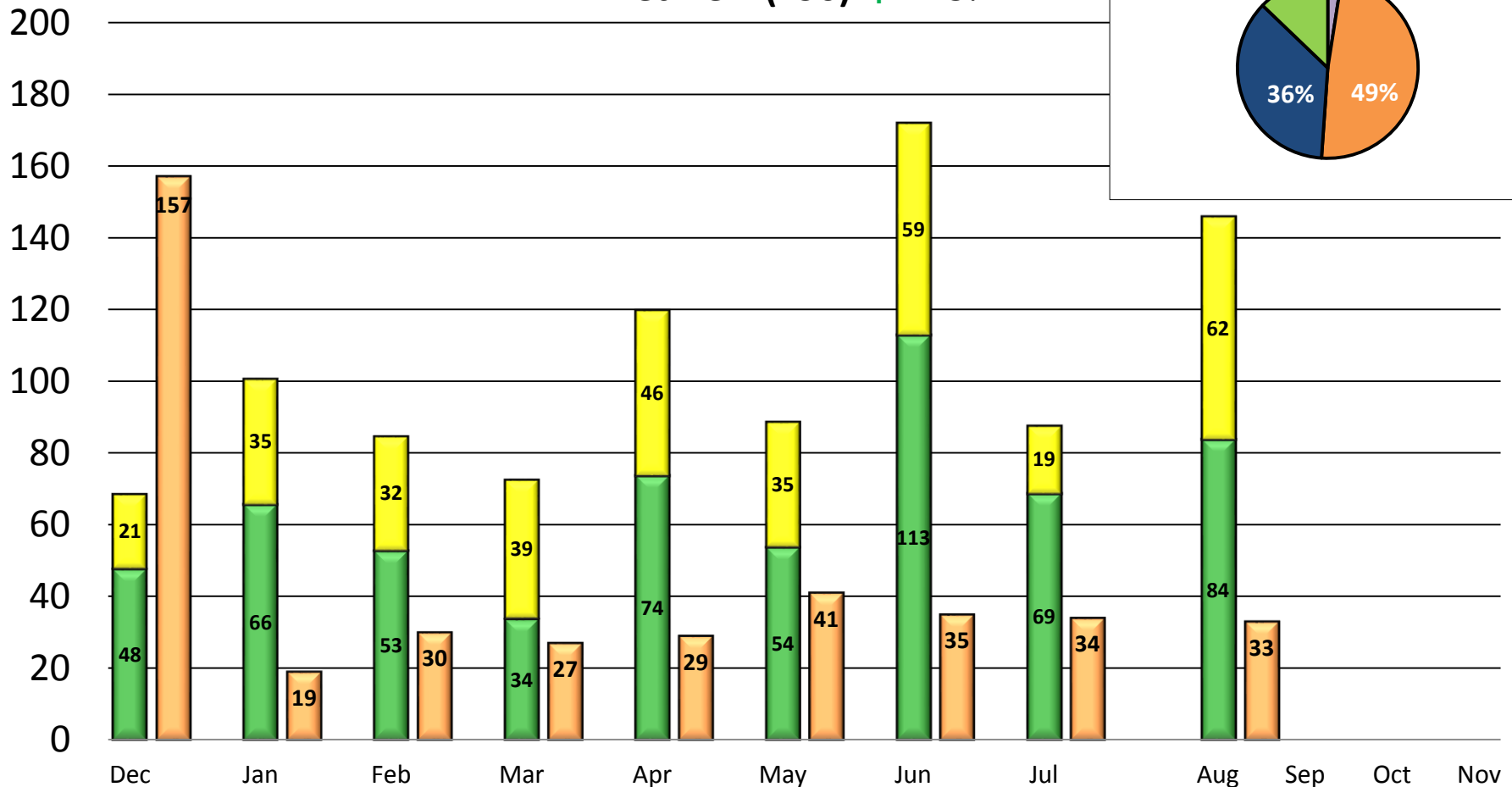
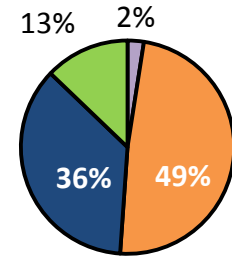
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FY15 Separations and Hires

FY15 Separations (405) & External Hires (595)

Net New (190) ↑ *25%

Deceased 10 Retirement 197
Resignation 146 Discharged 52



Separations by Month (405)

FY15 External Hires (595)

FY15 Internal Candidates (348)

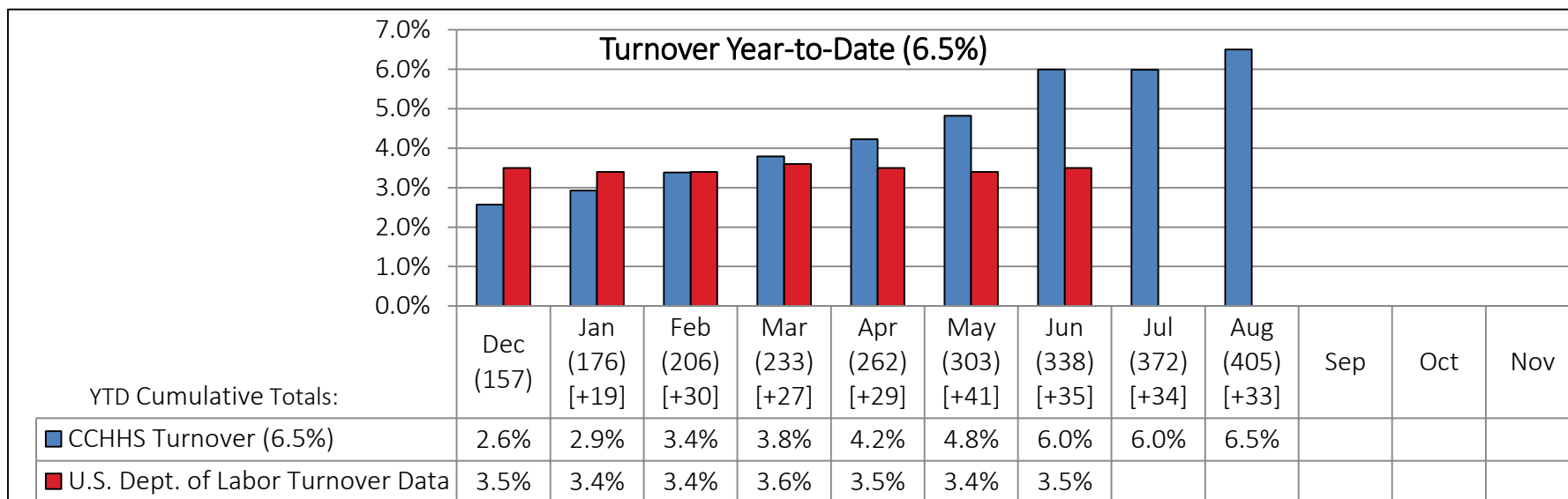
FY14 36 avg./month
FY15 45 avg./month



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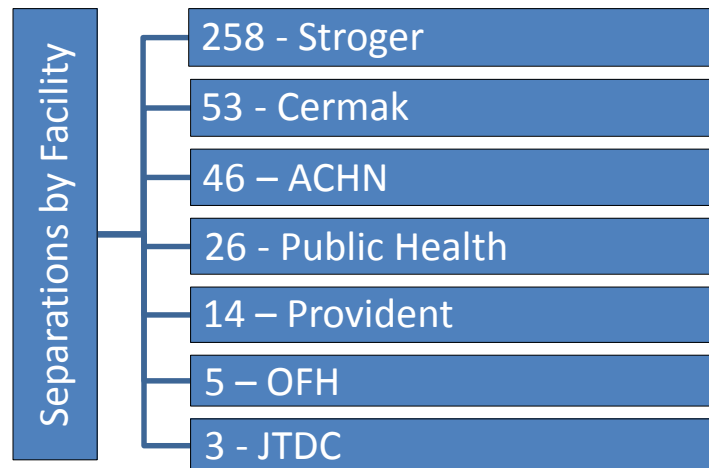
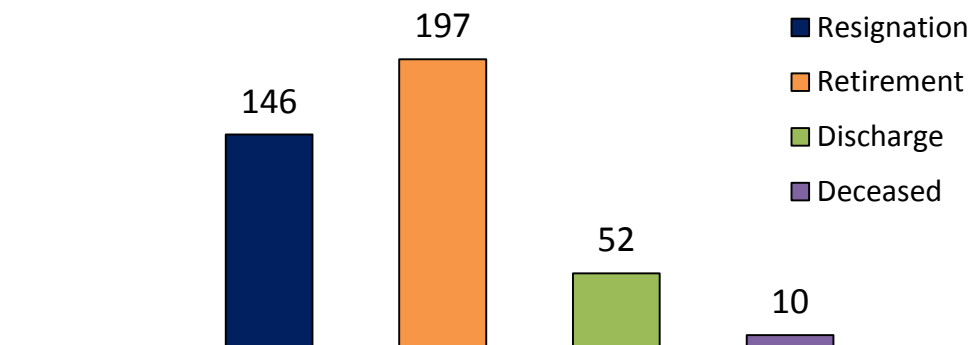
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CCHHS Turnover thru 08/31/15



FY14 CCHHS Turnover (7.6%)

Separations Year-to-Date (405)



Turnover Benchmarks	Hospital Turnover	Nursing Turnover
St. Anthony Hospital	8%	10%
Nursing Solutions, Inc.	17.2%	16.4%



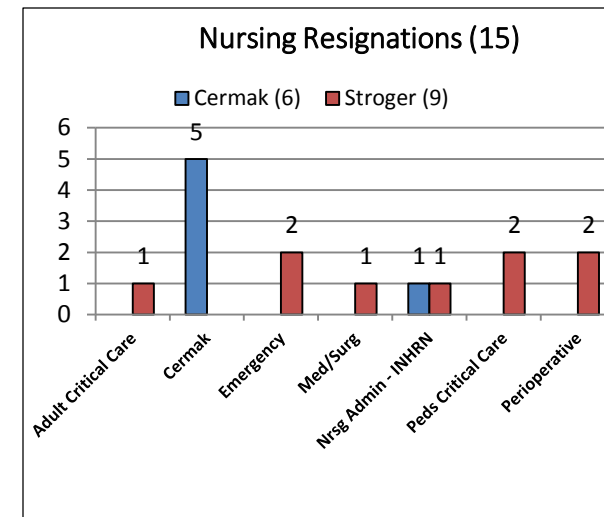
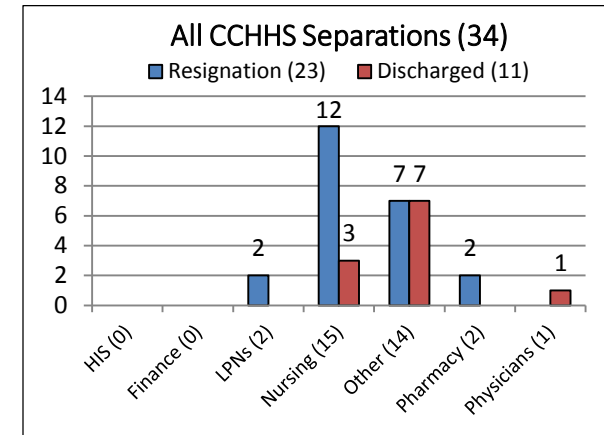
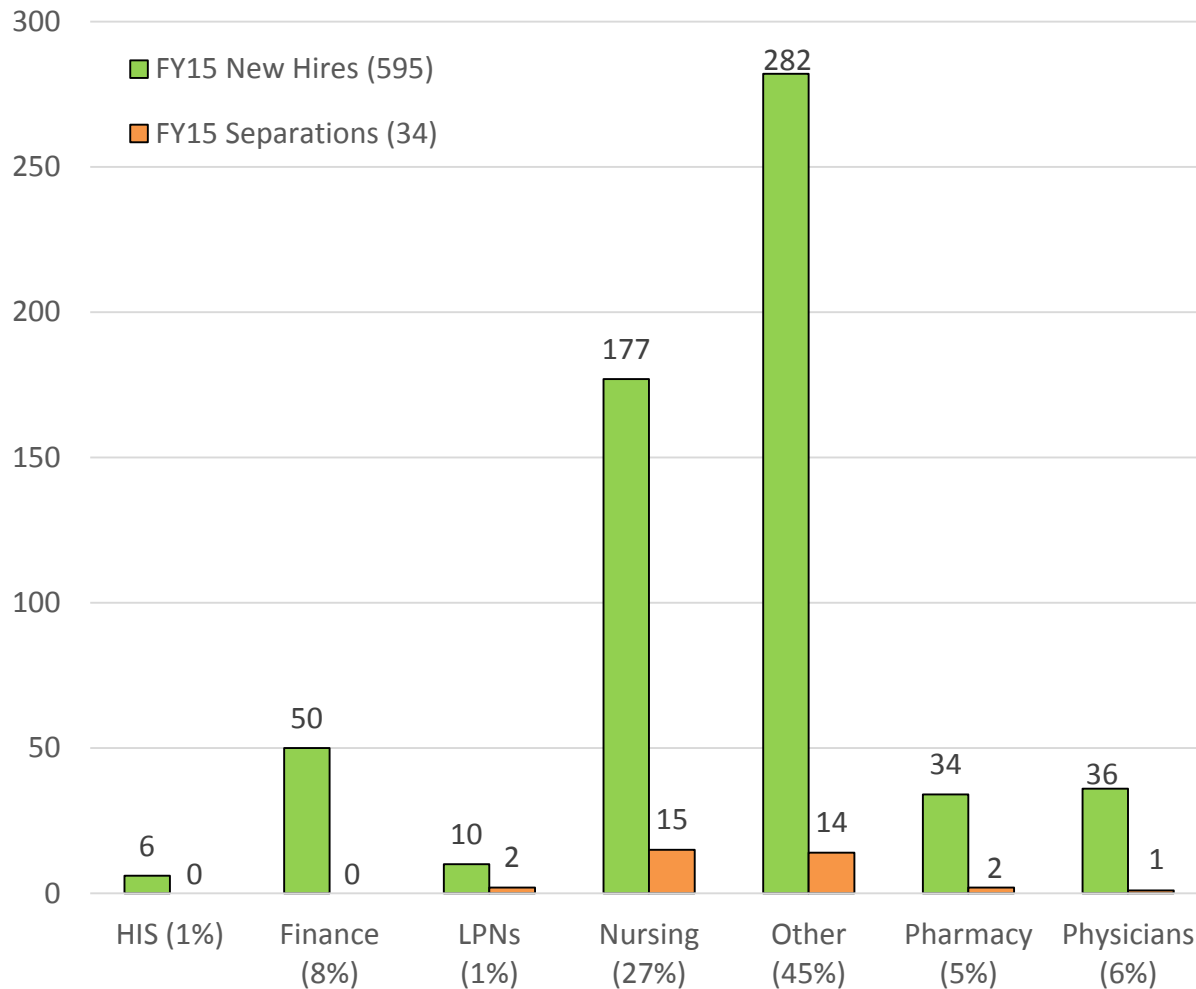
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CCHHS FY15 Turnover by New Hires

Retention Rate – 94%

Turnover of FY15 New Hires - 6%



*Thru 08/31/14 Separations (15) & New Hires (338) = 96% Retention Rate / 4% Turnover



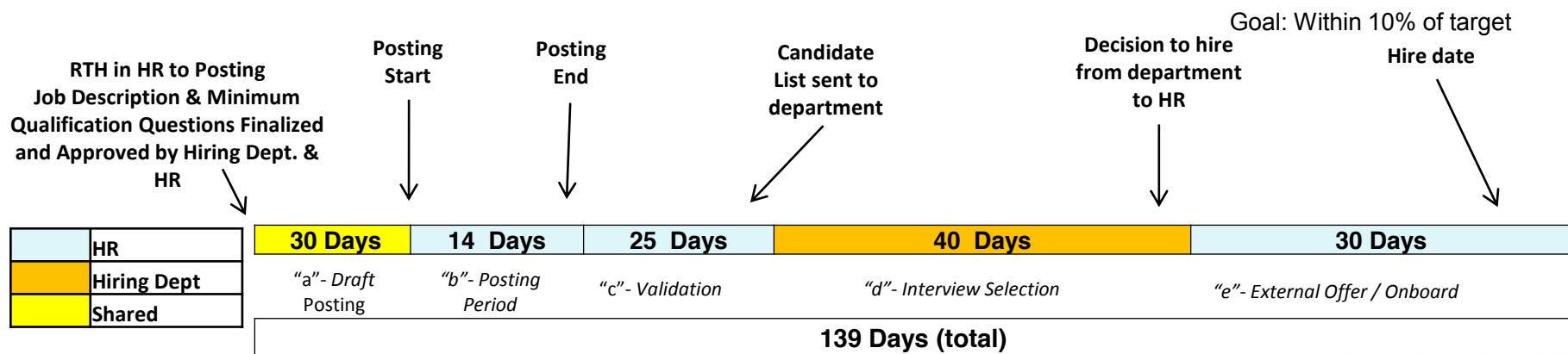
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FY15 HR Goal: Improve/Reduce Average Time to Hire

Budget to Recruiting average of 30 Days

FY15 Goals:		2014 Actual	2015 Target	Dec Actual	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	July Actual	August Actual	YTD Avg	YTD Var.
a	Average # of days from Request to Hire approval to Posting Open	91	30	80	48	73	51	19	9	10	4	6	27	-10%
b	Average # of posting days	14	14	13	9	12	13	13	13	12	10	13	12	-28%
c	Average # of days from Posting Close to Interview Referral	28	25	33	22	27	30	33	24	27	17	18	26	4%
d	Average # of days from Interview Referral to Decision to Hire to HR. (Interview/Selection)	29	40	29	23	32	28	40	27	31	24	27	29	-27%
e	Average # of days from decision to hire until actual Hire Date. <i>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.</i>	41	30	55	49	51	52	46	51	47	69	50	52	73%
f	Average # of days from Request to Hire to Hire Date	203	139	209	151	195	168	151	125	127	124	114	146	5%



Benchmark: 58

Data source: TLNT The Business of HR

<http://www.tlnt.com/2014/08/14/employers-find-that-time-to-fill-job-rates-are-growing-hit-13-year-high/>

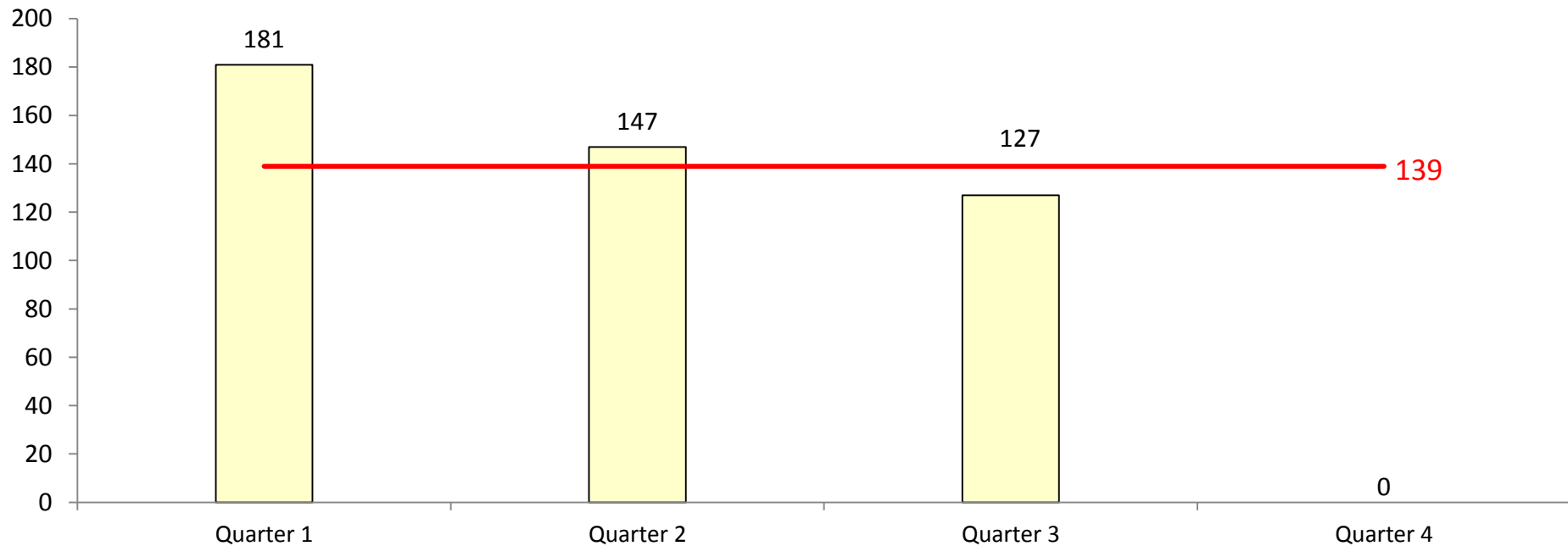


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FY15 HR Goal: Improve/Reduce Average Time to Hire

FY15 Goals:	2014	2015	Dec	Jan	Feb	Mar	Apr	May	June	July	August	YTD	YTD
	Actual	Target	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Avg	Variance
Average Days to Hire	203	139	209	151	195	168	151	125	127	124	114	146	5%

Average Days to Hire (Month)
 Target (139)



Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, July 24, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)
Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler, Ada Mary Gugenheim and Emilie N. Junge

Absent: None (0)

Additional attendees and/or presenters were:

Randolph Johnston – Associate General Counsel
Gladys Lopez – Chief of Human Resources
Gillian Marshall – Cook County Bureau of Human Resources
Barbara Pryor – Deputy Chief of Human Resources

Elizabeth Reidy – General Counsel
Deborah Santana – Secretary to the Board
John Jay Shannon, MD – Chief Executive Officer
Agnes Therady – Executive Director of Nursing

II. Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen

III. Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, provided an overview of the report, which included information on the following subjects:

Comparison of Vacancies Filled;
Internal and External Vacancies Filled;
Vacancies in Process;
Clinical vs. Non-Clinical Vacancies Filled;
Licensed Nurse Vacancies Filled;
FY2015 Separations and Hires;
CCHHS Turnover through 6/30/15;
CCHHS FY2015 Turnover by New Hires; and
FY2015 HR Goal: Improve / Reduce Average Time to Hire;

Barbara Pryor, Deputy Chief of Human Resources, reviewed the information on the Employment Update.

III. Report from Chief of Human Resources (continued)

Additionally, Ms. Lopez provided responses to some questions that had been raised in previous meetings.

Re: Nurse Recruitment

Total number of nurses who left CCHHS in FY2014	98
Total number of nurses who left CCHHS through 6/30/14 (FY2014)	64
FY2014	
Net new number of nurses – 12/1/13 through June 2014	1
FY2015	
Net new number of nurses – 12/1/14 through May 2015	20
Net new number of nurses – 12/1/14 through June 2015	50

Re: Retirement Risk

Number of CCHHS employees in Tiers 1 and 2, for purposes of pension benefits, as of 12/1/14	Tier 1	4,808
	Tier 2	1,136

Number of Tier 1 employees who have less than 33 1/3 years of service 4,703

Number of employees who left in FY2015 solely for retirement
purposes with less than 33 1/3 years of service 143

Years of Service	# of Employees
0-10 years	11
11-20 years	44
21-30 years	83
31+ years	11
Total	143

Re: Retirement Risk / Reciprocity

Ms. Lopez stated that, with regard to reciprocity, the Pension Board indicated that each fund pays their own; if an employee has 30 years of service, and 1/3 is with the County and 2/3 is with the City, the County is liable for 1/3 and the City is liable for 2/3. The employee would be required to apply to both entities for their retirement benefits. Board Chairman Hammock asked Ms. Lopez to inquire further regarding how CCHHS can better estimate the risk of retirement of its employees; this involves adding the County Pension Board's data regarding years of service for CCHHS employees to any other applicable years of service accrued through reciprocity.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting of June 19, 2015

Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of June 19, 2015. THE MOTION CARRIED UNANIMOUSLY.

B. Approval of negotiated wages and healthcare changes for (Attachment #2):

- American Federation of State, County and Municipal Employees (AFSCME), representing employees in the Cook County Health Facilities
- House Staff Association of Cook County, representing post-graduate level house staff physicians, dentists, residents, interns and fellows
- National Nurses Organizing Committee, representing registered nurses in the Cook County Health Facilities, Juvenile Temporary Detention Center (JTDC) and the Department of Public Health
- Service Employees International Union, Local 20 CTW/CLC (SEIU Local 20 Doctors Council), representing physicians, psychologists and dentists in the Cook County Health Facilities

Action on this item was considered following the adjournment of the closed meeting.

Chairman Wiese, seconded by Director Collens, moved to approve the negotiated wages and healthcare changes for the American Federation of State, County and Municipal Employees (AFSCME), representing employees in the Cook County Health Facilities; the House Staff Association of Cook County, representing post-graduate level house staff physicians, dentists, residents, interns and fellows; the National Nurses Organizing Committee, representing registered nurses in the Cook County Health Facilities, Juvenile Temporary Detention Center (JTDC) and the Department of Public Health; and the Service Employees International Union, Local 20 CTW/CLC (SEIU Local 20 Doctors Council), representing physicians, psychologists and dentists in the Cook County Health Facilities. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections IV and V

V. Closed Meeting Items

A. Report from Chief of Human Resources

B. Approval of negotiated wages and healthcare changes for (see Item IV(B)):

- American Federation of State, County and Municipal Employees (AFSCME), representing employees in the Cook County Health Facilities
- House Staff Association of Cook County, representing post-graduate level house staff physicians, dentists, residents, interns and fellows
- National Nurses Organizing Committee, representing registered nurses in the Cook County Health Facilities, Juvenile Temporary Detention Center (JTDC) and the Department of Public Health
- Service Employees International Union, Local 20 CTW/CLC (SEIU Local 20 Doctors Council), representing physicians, psychologists and dentists in the Cook County Health Facilities

C. Discussion of personnel matters

D. Update on labor negotiations

E. Discussion of litigation matters

XXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary