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, January 24, 2020 at the hour of 9:00 A.M. at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

I. **Attendance/Call to Order**

Acting Chair Thomas called the meeting to order.

Present: Acting Chair Sidney A. Thomas, MSW and Directors Mary Driscoll, RN, MPH and Ada Mary Gugenheim (Substitute Member) (3)

Board Chair M. Hill Hammock (ex-officio)

Telephonically Present Chair Mary B. Richardson-Lowry (1)

Absent: Director Heather M. Prendergast, MD, MS, MPH (1)

Director Driscoll, seconded by Director Gugenheim, moved to allow Chair Richardson-Lowry to telephonically participate in this meeting as a voting member. THE MOTION CARRIED UNANIMOUSLY.

Additional attendees and/or presenters were:

Debra D. Carey – Interim Chief Executive Officer
Nick Krasucki – Equal Employment Opportunity Director
Jeff McCutchan – General Counsel
Dr. John O’Brien – Chair, Department of Professional Education

Barbara Pryor – Chief Human Resources Officer
Deborah Santana – Secretary to the Board
Wayne Wright - Director of Organizational Development and Training

The next meeting of the Committee will be held on Friday, March 20, 2020 at 11:00 A.M.

II. **Public Speakers**

Acting Chair Thomas asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

III. **Action Items**

A. **Minutes of the Human Resources Committee Meeting of December 10, 2019**

Director Driscoll, seconded by Director Gugenheim, moved to accept the minutes of the meeting of the Human Resources Committee of December 10, 2019. THE MOTION CARRIED UNANIMOUSLY.

B. **Any items listed under Sections III and V**
IV. **Report from Chief Human Resources Officer** (Attachment #1)

Barbara Pryor, Chief Human Resources Officer, reviewed the report, which included information on the following subjects:

- HR Year in Review
- HR Organizational Chart
- Demographics
- Cook County Health (CCH) Influenza Vaccination Compliance
- Recruitment
- CCH Open Vacancies
- Equal Employment Opportunity
- Operations/Employee Relations
- Organizational Development and Training
- Metrics:
  - HR Activity Report through 12/31/19
  - Important Performance Data - Vacancies
  - Hiring Snapshot through 12/31/19
  - Appendix – Nursing and Revenue Hiring Snapshot through 12/31/19
  - 2019 CCH Annual Education Requirements

Wayne Wright, Director of Organizational Development and Training, and Nick Krasucki, Equal Employment Opportunity Director, provided additional information.

Chair Richardson-Lowry stated that she would like to acknowledge the extraordinary lift from Ms. Pryor and her team over the course of the last year. Ms. Pryor has robustly reviewed, adjusted, adopted and adapted; she brought in wholesale changes that were necessary in the Human Resources Department. Her leadership and her collaboration with her staff and its willingness to engage and adjust where needed are the reasons why such progress has been achieved.

V. **Closed Meeting Items**

A. **Report from Chief Human Resources Officer**
B. **Discussion of personnel matters**
C. **Update on labor negotiations**
D. **Discussion of litigation matters**

The Committee did not recess into a closed meeting.

VI. **Adjourn**

As the agenda was exhausted, Acting Chair Thomas declared the meeting ADJOURNED.
Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXX
Sidney A. Thomas, MSW, Acting Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Requests/Follow-up:

There were no requests for follow-up made at the meeting.
ATTACHMENT #1
Human Resources Metrics
Cook County Health
HR Committee

Barbara Pryor
Chief Human Resources Officer

January 24, 2020
HR Year in Review
### Overview

#### Demographics

The largest Cook County Health racial/ethnic groups are Black (48%) followed by Asian (20%) and White (19%).

The largest Nurse racial/ethnic groups are Black (42%) followed by Asian (41%) and White (9%).

The largest Cook Physician racial/ethnic groups are White (42%) followed by Asian (31%) and Black (17%).

<table>
<thead>
<tr>
<th>Race</th>
<th>ALL CCH</th>
<th>NURSES (CNI and CNII)</th>
<th>PHYSICIANS (K Grade)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td></td>
<td>Employees</td>
<td>Employees</td>
<td>Employees</td>
</tr>
<tr>
<td>Black or African American</td>
<td>3,049</td>
<td>47.61%</td>
<td>447</td>
</tr>
<tr>
<td>Asian</td>
<td>1,256</td>
<td>19.61%</td>
<td>433</td>
</tr>
<tr>
<td>White</td>
<td>1,238</td>
<td>19.33%</td>
<td>94</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>761</td>
<td>11.88%</td>
<td>73</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>56</td>
<td>0.87%</td>
<td>5</td>
</tr>
<tr>
<td>American Indian or Alaskan Native</td>
<td>23</td>
<td>0.36%</td>
<td>1</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific</td>
<td>11</td>
<td>0.17%</td>
<td>4</td>
</tr>
<tr>
<td>Unknown</td>
<td>10</td>
<td>0.16%</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,404</td>
<td>100%</td>
<td>1,058</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>#</th>
<th>%</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employees</td>
<td>Employees</td>
<td>Employees</td>
<td>% Employees</td>
</tr>
<tr>
<td>Female</td>
<td>4,613</td>
<td>72.03%</td>
<td>932</td>
<td>88.09%</td>
</tr>
<tr>
<td>Male</td>
<td>1,791</td>
<td>27.97%</td>
<td>126</td>
<td>11.91%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,404</td>
<td>100%</td>
<td>1,058</td>
<td>100%</td>
</tr>
</tbody>
</table>


CCH Influenza Vaccination Compliance

Deadline was Monday, December 2, 2019

All managers with non-compliant employees received an email on 12/16/19 with discipline guidance. Managers are expected to complete the disciplinary process within the time frame as defined in the instructions.
HR Year in Review

Recruitment
Recruitment

Hiring
• Post vacancies; validate candidates; work with management to fill vacancies
• New Hires, Promotions & Transfers
• Six (6) Recruitment & Selections Analysts

2019 Accomplishments
• We have worked very closely with the Employment Plan Office to make changes to the Employment Plan to increase the quality of candidates:
  • CCH sponsored a Hiring Fair
  • Applicant Telephone Screening Process
  • Preferred Qualification Preference

<table>
<thead>
<tr>
<th>Job Classification</th>
<th>RTH to HR as of 11/30/19</th>
<th>2019 Year End Hired</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>44</td>
<td>34</td>
</tr>
<tr>
<td>HIS</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Nurse</td>
<td>298</td>
<td>236</td>
</tr>
<tr>
<td>Other</td>
<td>556</td>
<td>465</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>27</td>
<td>21</td>
</tr>
<tr>
<td>Physician</td>
<td>100</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>1,030</strong></td>
<td><strong>833</strong></td>
</tr>
</tbody>
</table>

CCH Nurse Hiring Fair Results
• 121 Candidates were interviewed during fair
  • Forty (40) interviews scheduled in advance of the fair
  • Eighty-one (81) walk-in candidates
  • Eleven (11) offers of employment extended
  • 65 Candidates ranked for future consideration
  • 11 Hired in the Operating Room
Recruitment

Hiring

- Hires Actual

Year | Recruiters | Monthly Average
--- | --- | ---
2014 | 874 | 73
2015 | 11 | 100
2016 | 618 | 51
2017 | 1210 | 67
2018 | 800 | 59
2019 | 706 | 69

2019 | 833 | 69

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COOK COUNTY HEALTH
Vacant Positions

CCH Open Vacancies

Position Control Committee (PCC)

PCC decide if Requests to Hire (RTHs) is a priority for their areas:
- Interim Chief Executive Officer
- Chief Financial Officer
- Chief Human Resources Officer
- Chief Medical Officer
- Chief Nursing Officer
- Director of Project Mgmt & Operational Excellence
- Senior Director of Finance
- Position Control Manager

Criteria

1. Meet patient safety and quality standards,
2. Regulatory requirements,
3. Revenue generating,
4. Expense reduction

PCC Approve RTHs

PCC decided the RTHs meet the criteria and the position is essential.

PCC send approved mission critical RTHs to Budget for funding.

1. Position Control Manager coordinates with Department of Budget and Management Services to secure:
   • Funding
   • Approval
2. Submit funded RTHs to Human Resources.

Human Resources Recruitment

Funded RTHs received in the Recruitment division of Human Resources for processing.

1. RTHs reviewed by Class & Compensation to determine if Job Description is most current.
2. Recruiter receives Request to Hire
3. Position is posted on Taleo
4. Validate applicant's eligibility
5. Refer for interview
6. Process selection
7. Candidate onboarded
CCH Open Vacancies

Vacant Positions

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>887</td>
</tr>
<tr>
<td>2015</td>
<td>687</td>
</tr>
<tr>
<td>2016</td>
<td>544</td>
</tr>
<tr>
<td>2017</td>
<td>653</td>
</tr>
<tr>
<td>2018</td>
<td>624</td>
</tr>
<tr>
<td>2019</td>
<td>526</td>
</tr>
</tbody>
</table>

Goal (750)
Classification & Compensation

- Research, prepare, standardize, update and maintain job descriptions
  - Approx. 850 active job descriptions
- Conduct market studies / salary analysis
  - Advisory Board
  - Sullivan Cotter
  - Illinois Health & Hospital Association (Formerly MCHC)
- Participate in salary surveys; Hot Jobs surveys
- Two (2) Classification & Compensation Analysts

2019 Accomplishments

- Created approximately 170 new job descriptions.
- Completed over 250 Market Studies for new and existing positions
- Created bi-lingual job descriptions for approximately 14 positions.
  - Total of thirty-seven (37) bi-lingual job descriptions.
HR Year in Review

Equal Employment Opportunity (EEO)
Equal Employment Opportunity

Functional Areas:

• Prevent and/or eliminate unlawful discrimination based on race, color, religion, sex (including sexual harassment), age, national origin, genetic information, and disability (physical and mental).
• Represent CCH in cases filed with external agencies (EEOC, IDHR)
• Investigate and resolve allegations of discrimination
  • The EEO Team investigates allegations of harassment, discrimination, workplace violence, etc.

2019 Accomplishments

• Conducted 14 mediation/conciliation sessions to improve workplace dynamics and resolve EEO Complaints.
• 2019 Cases.

<table>
<thead>
<tr>
<th>Type</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EEOC*</td>
<td>17</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>IDHR**</td>
<td>10</td>
<td>17</td>
<td>22</td>
</tr>
<tr>
<td>Internal</td>
<td>61</td>
<td>64</td>
<td>72</td>
</tr>
<tr>
<td>TOTAL</td>
<td>88</td>
<td>104</td>
<td>116</td>
</tr>
</tbody>
</table>

*Equal Employment Opportunity Commission
**Illinois Department of Human Rights

*A “case” is a concern affecting or relating to a particular situation which requires a response, follow up and/or investigation.
## Overview of Department

### EEO 2019 Accomplishments

#### 2019 Case categories – 116 Cases (72 Internal, 22 EEOC, 22 IDHR cases)

<table>
<thead>
<tr>
<th>Year</th>
<th>Race</th>
<th>Sex</th>
<th>Workplace Violence</th>
<th>Retaliation</th>
<th>Sexual Harassment</th>
<th>Harassment</th>
<th>Age</th>
<th>National Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>26%</td>
<td>23%</td>
<td>23%</td>
<td>29%</td>
<td>11%</td>
<td>8%</td>
<td>11%</td>
<td>16%</td>
</tr>
</tbody>
</table>

#### Internal Case Stats

<table>
<thead>
<tr>
<th>2019 EEO Internal Cases</th>
<th>72 Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed</td>
<td>41</td>
</tr>
<tr>
<td>Returned to Dept. (Coaching, mediation, training, managerial guidance)</td>
<td>13</td>
</tr>
<tr>
<td>Not Substantiated - No recommended action</td>
<td>14</td>
</tr>
<tr>
<td>Corrective Action recommended for inappropriate Conduct</td>
<td>7</td>
</tr>
<tr>
<td>Workplace Violence Substantiated</td>
<td>5</td>
</tr>
<tr>
<td>Sexual Harassment Substantiated</td>
<td>2</td>
</tr>
</tbody>
</table>
Operations

Functional Areas:
- ID Badges/Security Access
- Tuition Reimbursement
- Employment Verification
- Leave Management (FMLA, LOA, Disability)
- Exit Interviews

2019 Accomplishments
- Automated the Dual Employment by developing an on line electronic system.
- Processed on average 400 requests for Employment Verification monthly
- Regulatory Audit
- Research employee concerns
- Process Retirement /Separations
- Conduct Primary Source Verification for all licensed professionals
- Over 500 Tuition Reimbursement requests were processed for a total amount of $1.3 million.
- Leave of Absences – FMLA, Personal Leave, Veterans, VESSA, Disability
  - 1,501 out of 6,404 employees.
CCH Separations – Year over Year

- The total separations include retirements, discharges, deceased and resignations.
- Year over year, the number of separations increased by 23%.
  - Separations Average:
    - 2018 Average - 41
    - 2019 Average – 46
  - In December and June, the number of separations increased, primarily due to retirements.
Cook County Health Employee Exit Survey

- HR launched an standardized system-wide online Employee Exit Survey to understand why employees are leaving Cook County Health.

- The Process:
  1. Employee submit notice of retirement/resignation to supervisor and HR.
  2. Supervisor complete a Separation Action Form (SAF)
  3. Employee complete exit packet: http://cchintranet.cchhs.local/Intranet
  4. Employee submit packet to HR
  5. Upon receipt of a copy of the separation packet, the employee is asked to complete an exit interview.
  6. Employee complete the exit interview on a kiosk in Human Resources.
     - Employees are encouraged to complete the survey while on campus.

- The Survey consists of the following questions:
  1. Position
  2. Location
  3. Tenure
  4. Reason for Leaving
  5. Rate your relationship with your direct supervisor/manager.
     - Please describe why you gave this rating
  6. Would you recommend Cook County Health?
     - If selected "No", please provide clarification
  7. Please share your overall thoughts about your experience as a Cook County Health Employee.
Organizational Development & Training

Focus Area:
• Provide training throughout CCH that support organizational initiatives to ensure the delivery of quality service
  • Classroom courses
  • Virtual courses

2019 Accomplishments
• Hired Manager of Org Development & Performance to increase department from 5 to 6 staff members.
• Restructured New Hire Orientation:
  ➢ Patient Experience focused
  ➢ Interactivity focused
• Implemented New Hire On Boarding Experience

<table>
<thead>
<tr>
<th>Acquaint</th>
<th>Acquire</th>
<th>Assimilate</th>
</tr>
</thead>
</table>
| ✓ Pre Orientation Email
✓ Orientation Session
✓ Post Orientation Email | ✓ 7 – 10 Day Thank You Email
✓ 21 Day Reminder Email
✓ 90 Day Check-in Email | ✓ 4 – 6 Months Coffee & Cake
✓ 12 Months Certificate of Completion
✓ 12 – 14 Months Program Evaluation Email |
| (< 30 Days)  | (31 - 90 Days)                 | (4 – 12 Months)                               |
Organizational Development & Training

2019 Accomplishments

- Developed curriculum for 25 classes targeted for CCH Leaders & Employees Examples
  - Coaching to High Performing Teams
  - Basic of Project Management
  - Managing in Unionized Environment
  - Serving as an Agent of Change
  - Communications – How to motivate your Team
  - Communications – How to talk to your co-workers

- Launched training course catalog

- CCH HR offered 345 live training courses
  - 4,079 employees attended the live training courses.

- Conducted Employee Engagement & Culture of Safety Survey

- Completed 2019 Annual Education requirements – 92% Compliance

- Moving from Buddy to Boss
- Effective Hiring practices at CCH.
- Lead vs. Manage
- Microsoft Office Suites
- Cultural Competency and Implicit Bias
Connecting Adolescents Resources Education Employment

C.A.R.E. consists of 3 distinctive paths:

CCH C.A.R.E. Program has served 46 youth since launch of program in April 2019

**Explorers Path**
- C.A.R.E.
- Ages 16-25
- CCH Community Outreach
  - Speaking Engagements
  - C.A.R.E. Career Days
- Targeted Neighborhoods
  - Auburn Gresham
  - Austin
  - Beverly
  - Ford Heights
  - Fernwood
  - Kenwood
  - Morgan Park
  - South Loop
  - Washington Heights

**Investigators Path**
- One Summer Chicago
- Ages 16-25
- Six (6) Week Summer Enrichment
- High School Students: Classroom
- College Students: Project

**Trailblazers Path**
- Year Up
- Ages 18-25
- CCH Six (6)Month Internship Program
- 2 Students
- Patient Care Navigator
- Computer Operator
Workforce Development

Build Future Pipeline

• CCH HR is collaborating with the Local Initiatives Support Corporation – (LISC).
• LISC is a non-profit organization specializing in personal and professional development.
• LISC Funds 10 Financial Opportunity Centers (FOC’s) across Chicago.
• LISC develop and train talent primarily in low and moderate-income neighborhoods with the skills and credentials needed to compete in today’s job market.

Source: http://www.lisc.org/chicago/regional-stories/?globalCategory=lisc-stories
FY 2020 CCH HR Activity Report
Thru 12/31/2019

FILLED POSITIONS
- 2019 Filled (75) | Externals (47)
- 2020 Filled (13) | Externals (10)

SEPARATIONS
- 2019 Separations (98)
- 2020 Separations (103)

NET
- 9%
- 91%
- -93%

- External Hire-10
- Separations-103

Deceased | Discharged | Resignation | Retirement
--- | --- | --- | ---
FY19 (98) | 0 | 7 | 17 | 74
FY20 (103) | 1 | 8 | 20 | 74

Does not include Consultants, Registry and House Staff
Important Performance Data

CCH has approximately 526 vacancies with 308 in process:
1. CCH vacancies are rolling; not budgeted placeholders.
2. Currently 308 of those vacancies are in the hiring process
3. 68% (209) of the 308 positions in process, are in the post-validation phase:
   • (33%) 81 are interviewing
   • (42%) 157 vacancies have a candidate selected
   • (25%) 92 have start dates set

<table>
<thead>
<tr>
<th>FY 2020 Vacancy</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2020 Approved Positions:</td>
<td>526</td>
</tr>
<tr>
<td>Current Vacancy Number:</td>
<td>526</td>
</tr>
<tr>
<td># of Positions in Process:</td>
<td>308</td>
</tr>
</tbody>
</table>

Thru 12/31/2019

Does not include Consultants, Registry and House Staff
Cook County Health HR Activity Report – Hiring Snapshot

Thru 12/31/2019

- Clinical Positions: 214 (69%)
- Non-Clinical Positions: 94 (31%)

308 Positions in Recruitment

209 (68%) of the positions in process, are in the post-validation phase

Shared Responsibility: Human Resources, Management, Finance / Human Resources, Shared Responsibility

Count of positions

- Pre-Recruiting
- To be posted
- Currently posted
- In validation
- Awaiting referral/repost
- Interviews in Process
- Offer being extended
- Candidate in process
- Hire date set
- Vacancies Filled

10 / 77% Externals
Thank you.
Appendix
58 Positions in process

- 2 Classification & Compensation
- 3 Currently posted
- 7 In validation
- 1 Awaiting referral/post
- 20 Interviews in process
- 20 Offer being extended
- 1 Candidate in process
- 4 Hire date set
- 6 Vacancies Filled

45 (78%) of the positions in process are in the post-validation phase.

5 / 99% Externals

Shared Responsibility  Human Resources  Management  Human Resources  Shared Responsibility
Cook County Health HR Activity Report – Revenue Cycle

Thru 12/31/2019
8 Positions in process

Count of positions

Pre-Recruiting: 0
To be posted: 0
Currently posted: 0
In validation: 0
Awaiting referral/repost: 1
Interviews in Process: 5
Offer being extended: 0
Candidate in process: 1
Hire date set: 0
Vacancies Filled: 0
# 2019 CCH Annual Education Requirements

## 2019 Course Listings

<table>
<thead>
<tr>
<th>Bloodborne Pathogens (Infection Control)</th>
<th>Code of Ethics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Plan Training I</td>
<td>Environment of Care</td>
</tr>
<tr>
<td>Equity in Healthcare</td>
<td>Fraud Waste &amp; Abuse</td>
</tr>
<tr>
<td>Infection Control (Basics)</td>
<td>Infection Control (Advanced)</td>
</tr>
<tr>
<td>Patient Safety</td>
<td>Sexual Harassment</td>
</tr>
<tr>
<td>Supplemental Policies &amp; Procedures</td>
<td>Time &amp; Attendance Refresher</td>
</tr>
<tr>
<td>Workplace Violence</td>
<td>Unconscious Bias</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Useful Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Education Period of Completion:</strong></td>
</tr>
<tr>
<td>October 15&lt;sup&gt;th&lt;/sup&gt; – December 31&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Change:</strong></td>
</tr>
<tr>
<td>Only employees that were hired prior to January 1&lt;sup&gt;st&lt;/sup&gt;, 2018 will be required to complete all the assigned courses to the left</td>
</tr>
<tr>
<td><strong>Update:</strong></td>
</tr>
<tr>
<td>Those hired after the start of Annual Education will not be required to meet this requirement</td>
</tr>
<tr>
<td><strong>Reporting:</strong></td>
</tr>
<tr>
<td>Leaders at all levels can pull completion reports on their staff</td>
</tr>
<tr>
<td><strong>Courses:</strong></td>
</tr>
<tr>
<td>Additional courses may be required based on site</td>
</tr>
</tbody>
</table>