

Minutes of the Special Meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Thursday, April 21, 2022 at the hour of 11:00 A.M. This meeting was held by remote means only, due to the determination that a public health emergency exists.

I. Attendance/Call to Order

Chair Prendergast called the meeting to order.

Present: Chair Heather M. Prendergast, MD, MS, MPH and Director Robert Currie (2)

Board Chair Lyndon Taylor (ex officio) and Directors Ada Mary Gugenheim, Mike Koetting, Otis L. Story, Sr.

Absent: Director Raul Garza (1)

Additional attendees and/or presenters were:

Valarie Amos – Chief Human Resources Officer
Rachel Marrello – CCH Operations Counsel
Jeff McCutchan - General Counsel

Israel Rocha, Jr. – Chief Executive Officer
Deborah Santana – Secretary to the Board

The next regular meeting of the Human Resources Committee will be held on Thursday, May 19, 2022 at 12:00 P.M.

II. Electronically Submitted Public Speaker Testimony

There was no public testimony submitted.

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

A. Metrics and Human Resources Optimization Update

Valarie Amos, Chief Human Resources Officer, provided an overview of the Report from the Chief Human Resources Officer, which included information on the following subjects:

- FY22 Metrics
- HR Optimization - Recap
- HR Transformation Updates
- Timeline
- Recruitment Fair
- Recruiting Event Highlights
- Job Tracker Examples

During the discussion of the information on employee resignations, Director Story requested information on reasons for leaving obtained through employee exit interviews . Ms. Amos responded that she will provide that information.

During the discussion regarding employee engagement, Director Story inquired regarding the most recent Press Ganey survey that was completed. Ms. Amos stated that a culture of safety pulse survey was completed last year; she indicated that she can share those results. A full survey by Press Ganey is planned for this fall.

IV. Action Items

No action items were presented for this meeting.

V. Closed Meeting Items

A. Discussion of personnel matters

B. Update on labor negotiations

Director Currie, seconded by Chair Prendergast, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois 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)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals, or for the discussion of matters protected under the federal Patient Safety and Quality Improvement Act of 2005, and the regulations promulgated thereunder, including 42 C.F.R. Part 3 (73 FR 70732), or the federal Health Insurance Portability and Accountability Act of 1996, and the regulations promulgated thereunder, including 45 C.F.R. Parts 160, 162, and 164, by a hospital, or other institution providing medical care, that is operated by the public body.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chair Prendergast and Director Currie (2)

Nays: None (0)

Absent: Director Garza (1)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into a closed meeting.

Chair Prendergast declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

VI. Adjourn

As the agenda was exhausted, Chair Prendergast declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXX

Heather M. Prendergast, MD, MS, MPH, Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Follow-up/Requests:

- Request: With regard to employee resignations, a request was made for information on their reasons for leaving obtained through employee exit interviews. Page 1
- Follow-up: Ms. Amos will share the results of the most recent Press Ganey culture of safety pulse survey with Director Story. Page 1

Cook County Health and Hospitals System
Minutes of the Human Resources Committee Special Meeting
April 21, 2022

ATTACHMENT #1



Human Resources Board Report

Valarie Amos

Chief Human Resources Officer

April 21, 2022



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FY22 Metrics



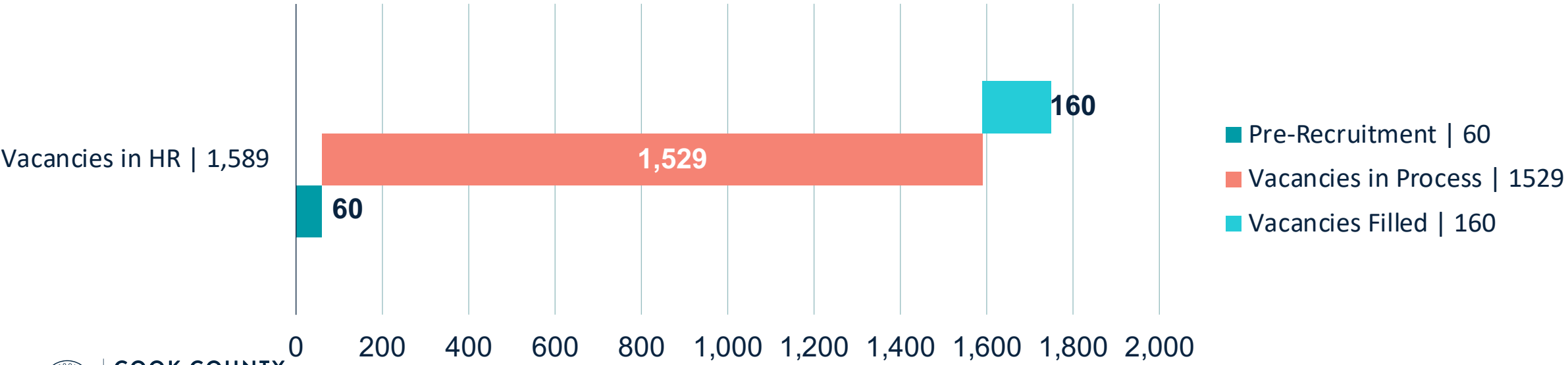
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HR Metrics

Hiring Updates

Thru 03/31/2022

- Human Resources received 1,749 Request to Hires
- Hired 160 employees
 - 58% | 93 External Hires
 - 42% | 67 Internal Hires



Vacancies in HR | 1,589



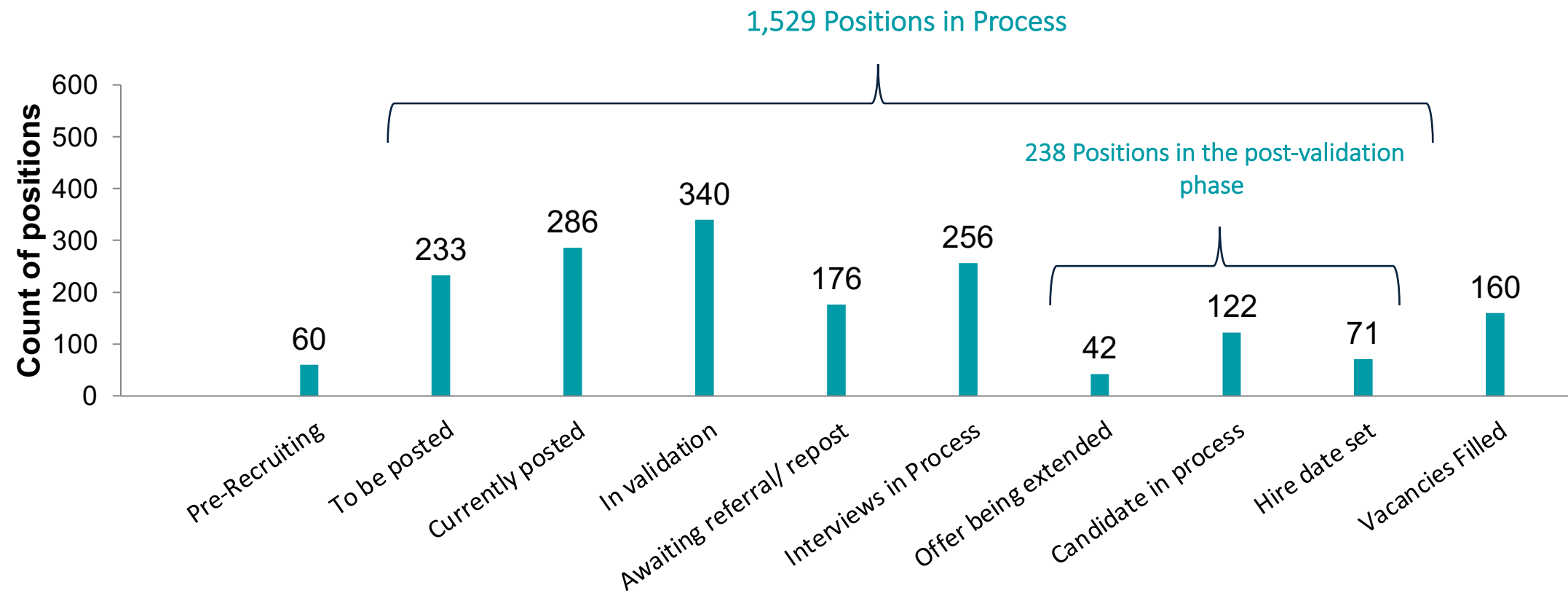
Vacancies filled include New Hires, Promotions and Transfers

Does not include Consultants, Registry and House Staff

HR Metrics – FY22 Activity Report

Thru 03/31/2022

CCH Hiring Funnel & Snapshot



FY22 Metrics Snapshot

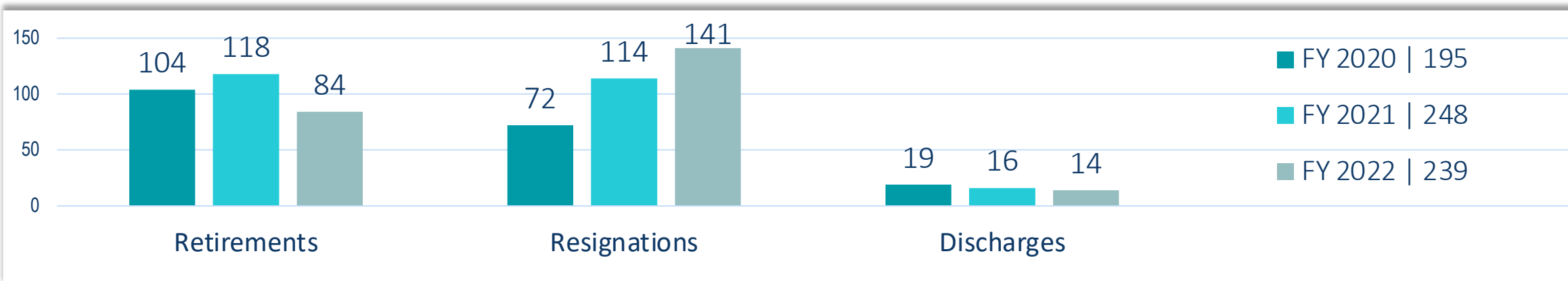
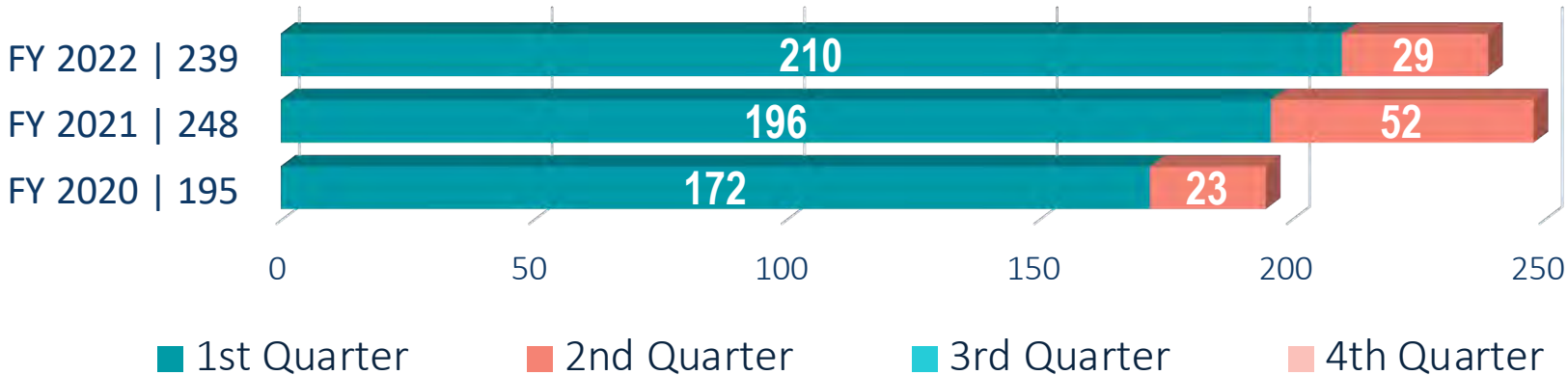
Vacancies (Request to Hires)	Posted	Postings Closed	Validation Completed	Referred for Interview	Interviews Completed	Candidate Offers	Vacancies Filled
1,749	1,453	1,167	827	651	395	353	160

HR Metrics – FY22 Activity Report

Thru 03/31/2022

Separations

Net Loss = -146
Separations (239) & External Hires (93)



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Does not include Consultants, Registry and House Staff

HR Optimization - Recap



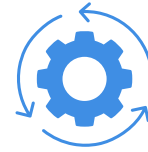
Resources

Our current system is under resourced and we rely heavily on agency support.



Recruiting

We have an opportunity to invest in recruiting to get more people to CCH faster.



Technology

We have an opportunity to modernize our technology, making us more competitive in the market.



Retention

We have an opportunity to provide more employee recognition, training/career growth and development to decrease attrition.

HR Transformation Updates

Focus Area	Highlights	Key Performance Metrics
Resourcing	<ul style="list-style-type: none"> Cross Country (RPO): 5 recruitment support added. Expanding team to 9, during the week of May 9th. Deloitte: Adding a team of 8+ resources to focus on recruiting and hiring support 	<ul style="list-style-type: none"> # of Recruiters # of HR Employees HR to FTE ratio
Recruiting	<ul style="list-style-type: none"> Slalom: Identifying process efficiencies; developing business transformation plans and strategic roadmap Nursing Job Fair recruiting event scheduled for April 22, 2022; monthly job fairs expected as we continue to train up resources and rebuild the HR team. 	<ul style="list-style-type: none"> # Vacancies # of Qualified Candidates Offer Acceptance Rate # of New Hires per Recruiter Cycle time (Time to fill)
Technology	<ul style="list-style-type: none"> Assessing Technology landscape of core HRIS systems, including system integration, system capabilities and user experience Developing a Job Tracker Metrics Visual Dashboard using Tableau Market analysis of modern cloud-based recruiting platforms Identifying configuration changes needed within the current Applicant Tracking System (Taleo) 	<ul style="list-style-type: none"> # of HR Systems # of System Integrations
Retention	<ul style="list-style-type: none"> Examining Employee Exit Survey data to understand why employees are leaving CCH Identifying strategies to enhance employee engagement and recognition, in partnership with the Chief Experience Officer Assessing Training & Professional Development needs Determining Market Salary Competitiveness 	<ul style="list-style-type: none"> Employee Engagement Score # of Promotions # of Internal Transfers Turnover Rate



Timeline



Recruitment Fair



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Recruiting Event Highlights

Managed Care Job Fair : January 13, 2022

133

Event Attendees



69

of Minimally
Qualified Candidates



59

Offers



19

Offers Accepted



35

Offers in Progress or
Awaiting Response



5

Offers Declined



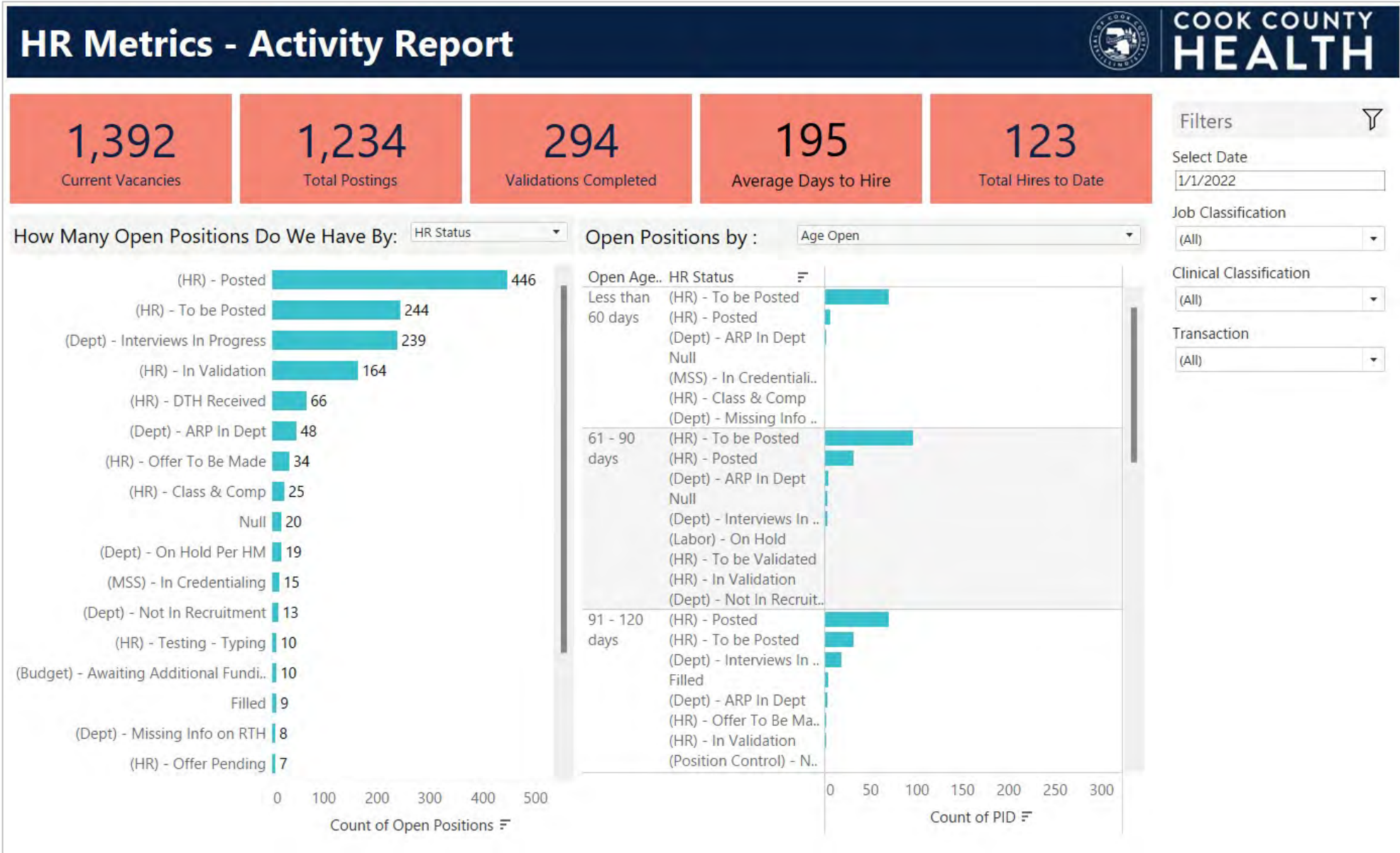
117

Event Positions

Position Titles

- Care Coordinator -Disability
- Care Coordinator - Elderly
- Clinical Case Manager
- Community Based Nurse Care Coordinator
- Community Based Social Worker Care Coordinator
- Long Term Care Social Work Care Coordinator
- Manager Complex Care Coordination
- Nurse Care Coordinator - Disability
- Nurse Care Coordinator - Elderly
- Nurse Transitional Care Coordinator
- Social Work Transitional Care Coordinator

EXAMPLE: Job Tracker Visual Dashboard – Positions by Hiring Status



Job Tracker Examples



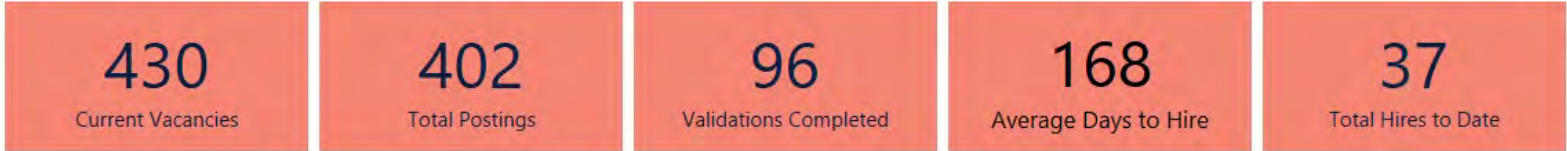
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EXAMPLE: Job Tracker Visual Dashboard – Positions by Job

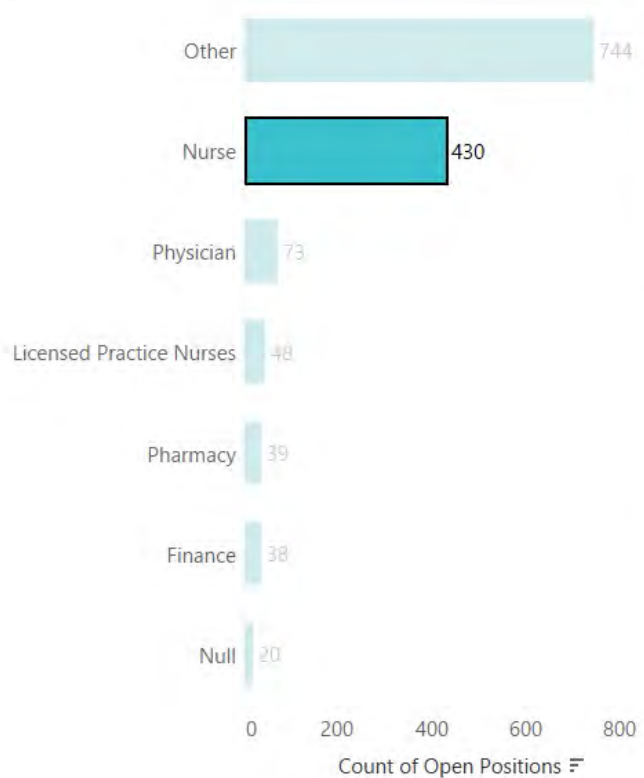
HR Metrics - Activity Report



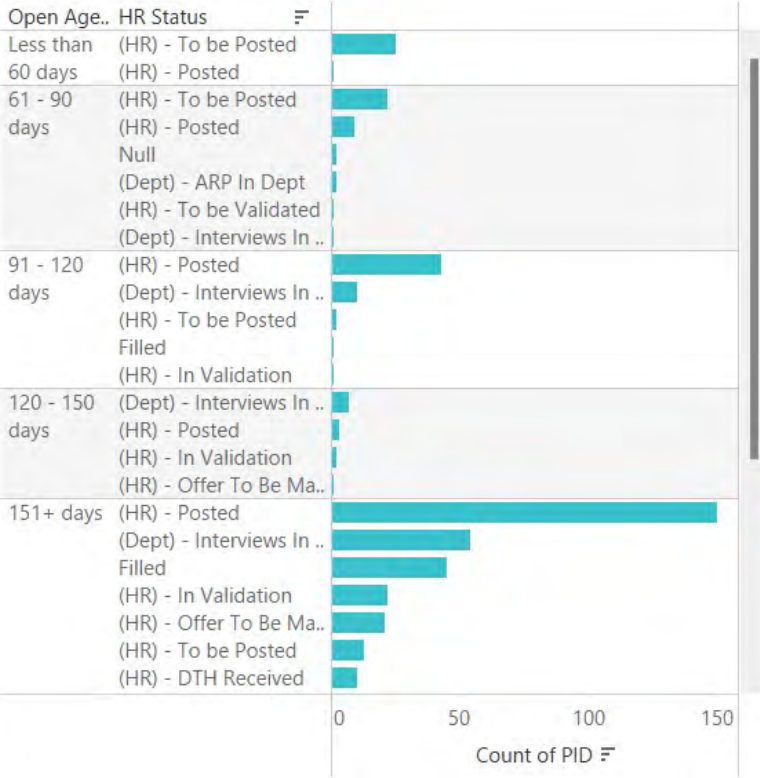
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How Many Open Positions Do We Have By: Job Classification



Open Positions by: Age Open



Filters

Select Date

1/1/2022

Job Classification

(All)

Clinical Classification

(All)

Transaction

(All)

EXAMPLE: Job Tracker Visual Dashboard – Hiring Teams



Questions



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Thank you.



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