

Human Resources Committee Report

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Chief Human Resources Officer

May 19, 2022



**COOK COUNTY
HEALTH**



FY22 Metrics



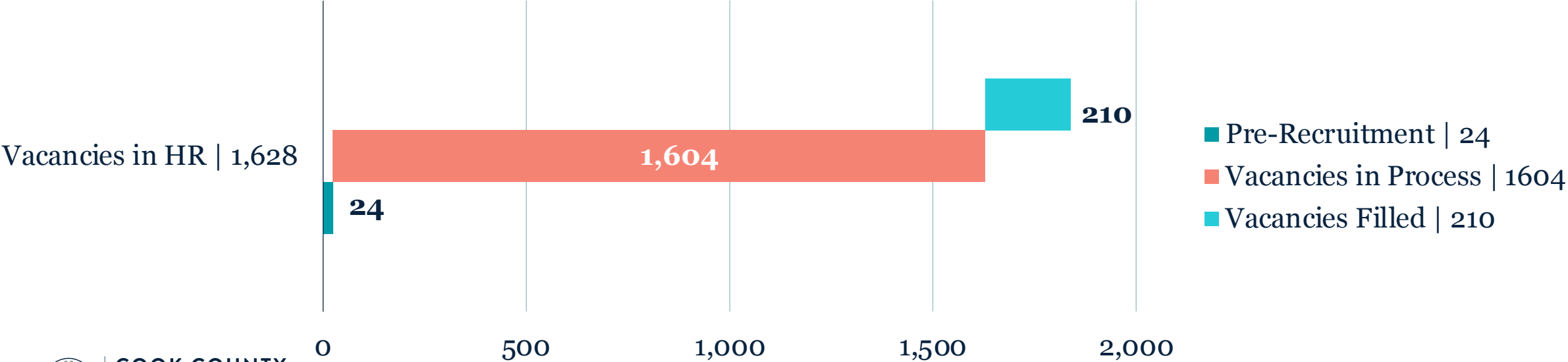
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HR Metrics

Hiring Updates

Thru 04/30/2022

- Human Resources received 1,838 Vacancies (Request to Hires)
- Hired 210 employees
 - 58% | 119 External Hires
 - 42% | 91 Internal Hires



Vacancies in HR | 1,628

210

1,604

24

- Pre-Recruitment | 24
- Vacancies in Process | 1604
- Vacancies Filled | 210



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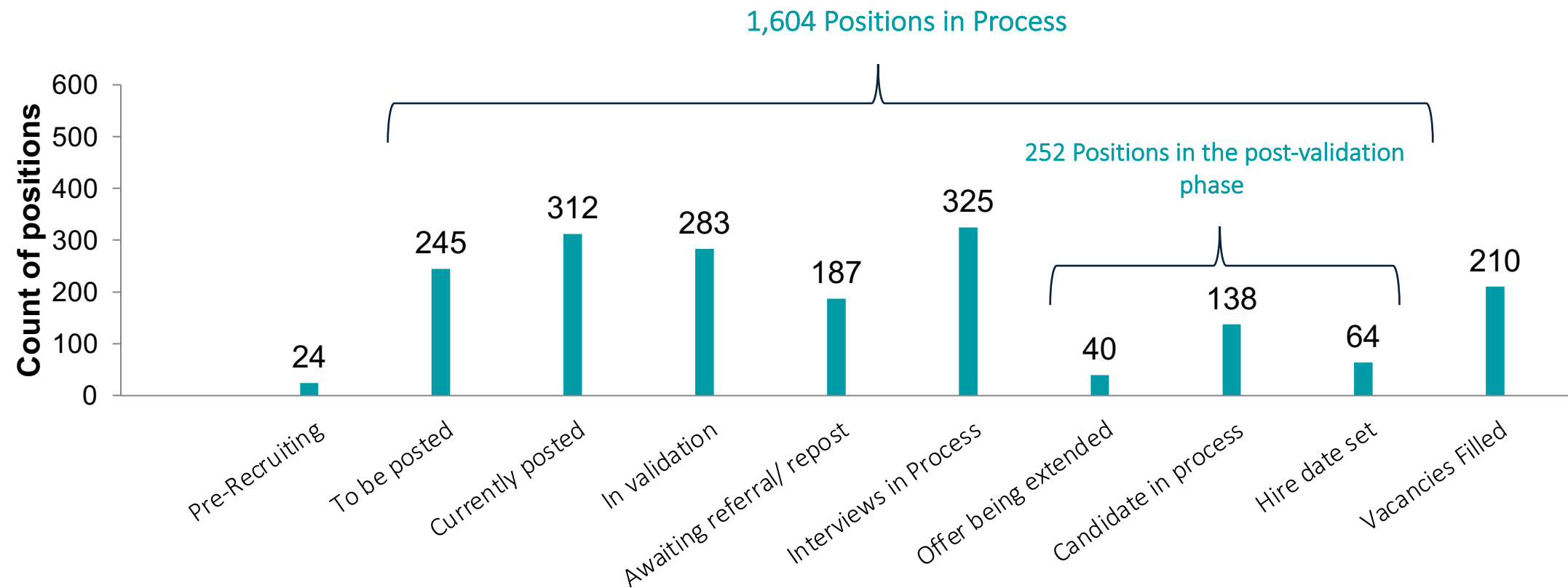
Vacancies filled include New Hires, Promotions and Transfers

Does not include Consultants, Registry and House Staff

HR Metrics – FY22 Activity Report

Thru 04/30/2022

CCH Hiring Funnel & Snapshot



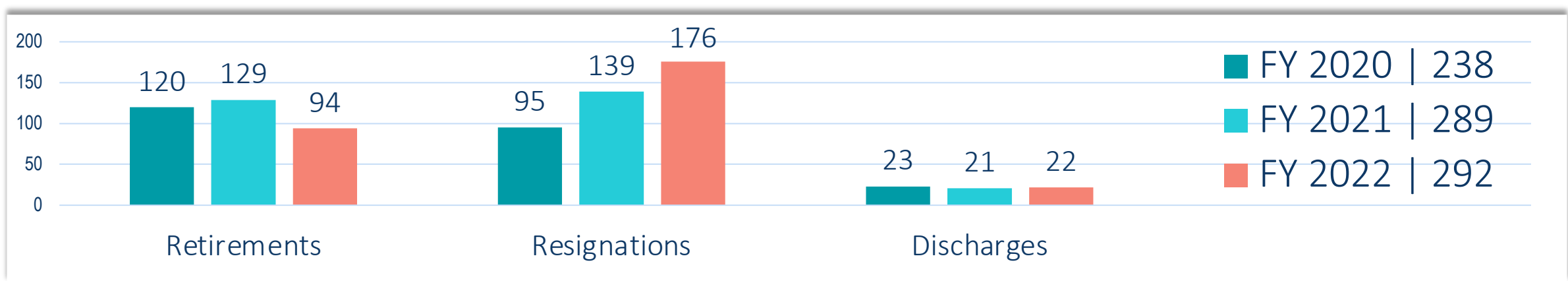
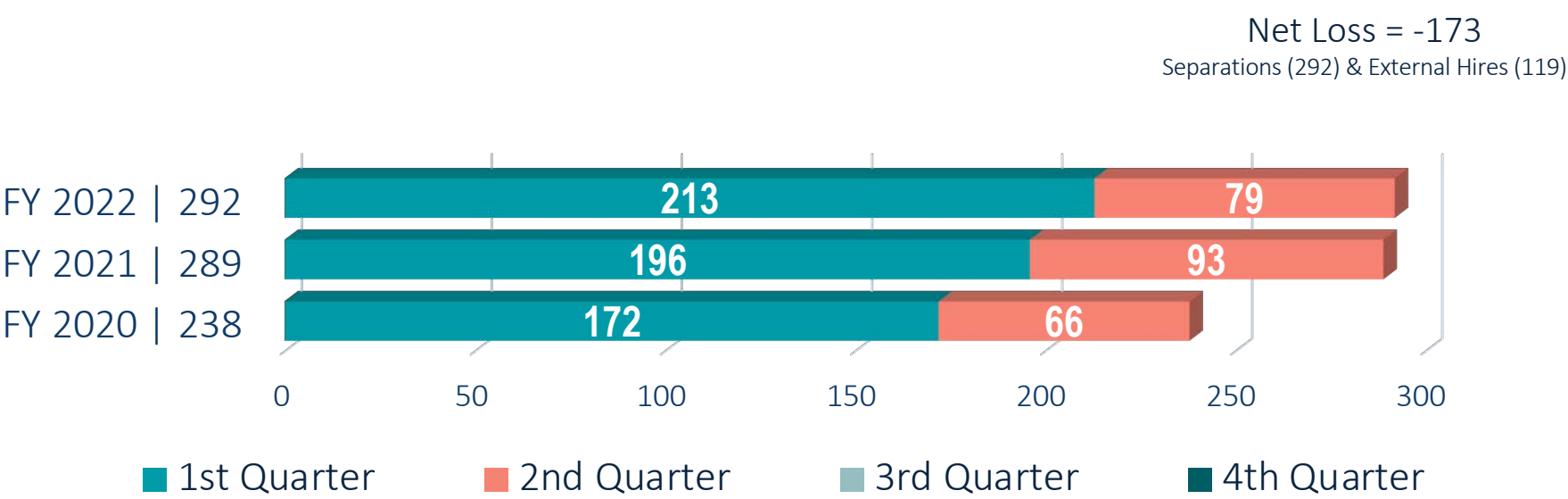
FY22 Metrics Snapshot

Vacancies (Request to Hires)	Posted	Postings Closed	Validation Completed	Referred for Interview	Interviews Completed	Candidate Offers	Vacancies Filled
1,838	1,559	1,247	964	777	452	274	210

HR Metrics – FY22 Activity Report

Thru 04/30/2022

Separations



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Does not include Consultants, Registry and House Staff

HR Optimization



Updates



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HR Optimization Review

WHY?

CCH must **hire over 2,000 new employees** and the current hiring process is challenging and takes an average of 4-6 months per position

WHAT?

Streamline **current HR processes and technology** landscape to:

- Increase the velocity to hire talented people
- Digitize and simplify the hiring process using technology automation
- Provide a great candidate experience

WHO?

Secured **consulting partners**:

- Slalom
- Cross Country (RPO)
- Deloitte
- Incredible Health

Key Focal Areas



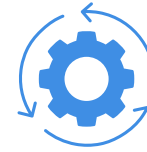
Resources

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.

Transformation Updates

Focus Area	Highlights	Key Performance Metrics
Resourcing	<ul style="list-style-type: none"> • Cross Country (RPO) support : 6 Recruiters + 4 Talent sourcing support • CCH HR former Recruiters: 5 per diem = 1.7 FTE • CCH Perm Recruiters: 4 (1 on LOA) • Deloitte: Adding a team of 8+ resources (TBD - contract in final stages) 	<ul style="list-style-type: none"> • # of Recruiters: 10.7 FTEs (1 LOA) • # of HR Employees: 36 • HR to FTE ratio: 111:1 (<i>v 50-80:1 benchmark data</i>)*
Recruiting	<ul style="list-style-type: none"> • Short term: Partner with Incredible Health for immediate nurse recruitment • Short term: Job Fairs and Interviewing blitzes • Short term with Long term effects: Recruiting process efficiencies and business transformation • Short term with Long term effects: Outreach campaigns/partnering with colleges/universities for new grads and alumni • Long term: <i>Employer of Choice</i> Brand Campaign 	<ul style="list-style-type: none"> • Cycle time from approval of Request to Hire to acceptance of job offer: >120 days • # Vacancies: 1828 • # Hires: 210 • # Declinations (Reasons): <i>Tracking started</i> • Offer Acceptance Rate: TBD • Recruiter ratio
Technology	<ul style="list-style-type: none"> • Slalom: Job Tracker Metrics Dashboards using Tableau; piloting Hiring Manager Dashboard with a group of 10-15 • Drafted HR Technology Strategy • Proposed configuration changes needed within the current Applicant Tracking System (Taleo) 	<ul style="list-style-type: none"> • # of HR Systems: 13 • # of System Integrations: 0
Retention	<ul style="list-style-type: none"> • Conducting competitive analysis in the market for recruiting and retention strategies in public and private healthcare • Creating a system-wide proposal for engagement and retention 	<ul style="list-style-type: none"> • Turnover Rate: 13.9% (April 21 – pres) • Market Scan: Salary/Benefits : <i>in progress</i> • Employee Engagement = 3.83/5



Recruiting Event Highlights

Nursing Job Fair : April 22, 2022

29

Event Attendees



11

of Minimally
Qualified Candidates



11

Offers



11

Offers Accepted



0

Offers in Progress/
Awaiting Response



0

Offers Declined



158

Event Positions

Position Titles

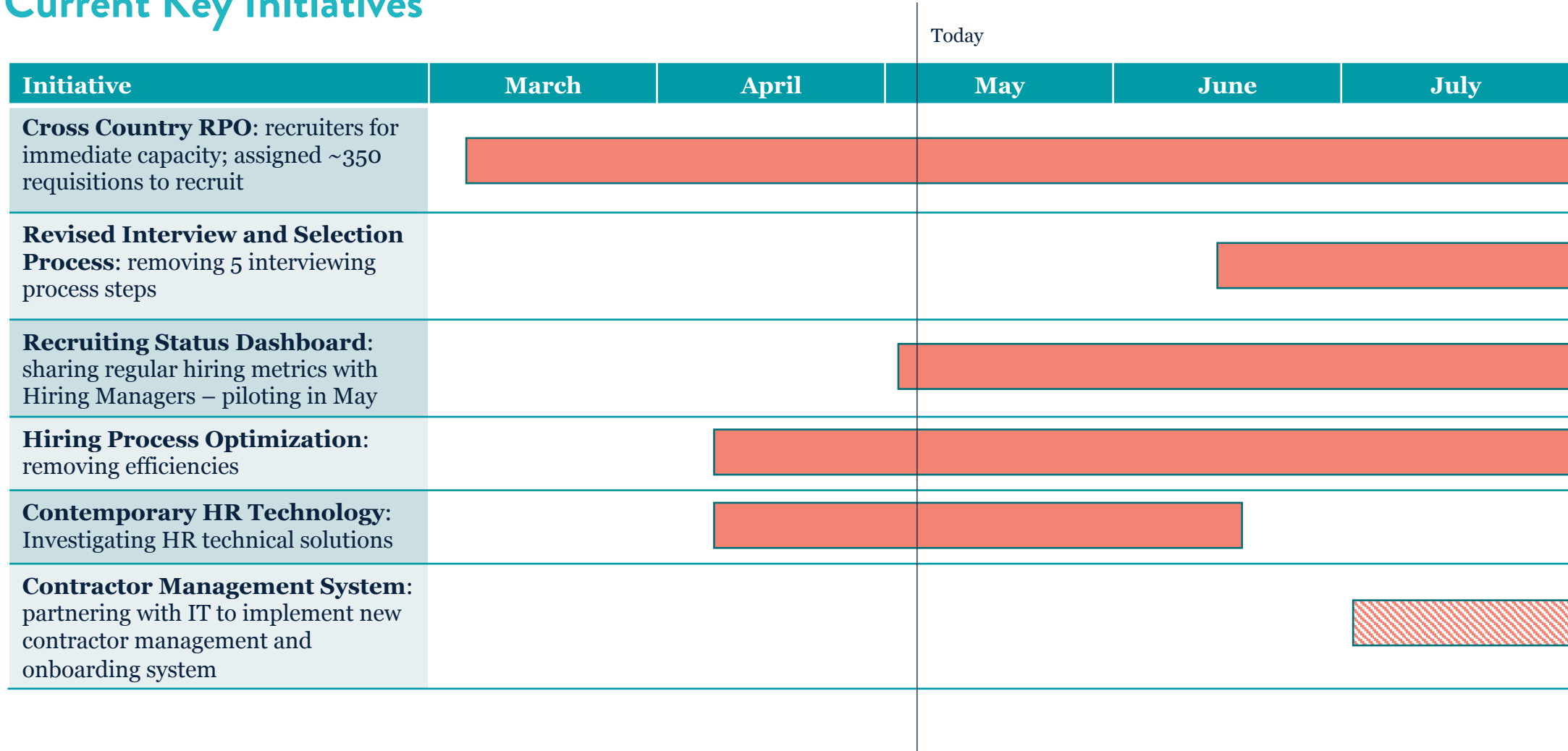
- Critical Care & Emergency Department
 - Clinical Nurse 1



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HR Optimization In Progress

Current Key Initiatives



Employee Engagement Events throughout the year

January



Chinese New Year -
Fortune Cookies

February



Leaders handout H₂O



Black History Month -
Special Presenters on
Facebook



National Pizza Day -
Free Pizza for the Staff

March



National Doctors Day

April



Patient Access -
Cupcakes for Clerks

May



RN Month



Mental Health
Awareness Month -
Schwartz Rounds



Hospital Week - ice
cream and Tumblers



White Sox Staff Outing

August



Food Truck Event

November



Veterans Day -
Cupcakes & Gathering
to share their journey



Thanksgiving -
Complimentary Meal



Years of Service

December



Tree Lighting



Kwanzaa Ceremony



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Thank you.



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Questions



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Appendix - Hiring Metrics Dashboards

Why

- Easy Access to Key Hiring Metrics
- Drive Strategy Based on Data

What

Three Interactive Visual Dashboards

1. Hiring Manager Dashboard
2. Executive Dashboard
3. HR Management Dashboard

Impact

- Increased transparency & visibility
- Automated data refreshes
- Deeper data exploration and analysis
- Increased recruiter bandwidth



Executive Dashboard Screenshot



Hiring Manager Dashboard Snapshot

