HR Year in Review

Overview

HR Organizational Chart

- Chief Human Resources Officer
  - Assistant Administrator
  - EEO Director
    - EEO Specialist (2)
    - Mgr. of Org Development & Performance
  - HR Operations Counsel (2)
    - HR Liaison (2)
  - Director Org Development & Training
    - Workforce Dev Program Coordinator
    - Mgr. of Learning & Development
      - Org Dev & Training Analyst (2)
      - HR Asst
  - HR Project Managers (3)
  - Director of Human Resources
    - Operations Mgr. Interim
      - Sr. HR Coordinator (3)
        - HR Specialist (3)
        - HR Assistant (2)
        - Receptionist
    - Talent Acquisition Manager
      - Class & Comp Supervisor
        - Job Classification Specialist
      - HR Assistant (3)
      - Recruitment & Selection Analyst (6)
      - Position Control Analyst

Staff Locations

- Stroger Hospital
- Provident Hospital
- Correctional Health Center

Overview

Demographics

Race	ALL CCH # Employees	ALL CCH % Employees	NURSES (CNI and CNII) # Employees	NURSES (CNI and CNII) % Employees	PHYSICIANS (K Grade) # Employees	PHYSICIANS (K Grade) % Employees
Black or African American	3,049	47.61%	447	42.25%	101	17.15%
Asian	1,256	19.61%	433	40.93%	183	31.07%
White	1,238	19.33%	94	8.88%	249	42.28%
Hispanic or Latino	761	11.88%	73	6.90%	40	6.79%
Two or More Races	56	0.87%	5	0.47%	7	1.19%
American Indian or Alaskan Native	23	0.36%	1	0.09%	8	1.36%
Native Hawaiian or Other Pacific	11	0.17%	4	0.38%	0	0%
Unknown	10	0.16%	1	0.09%	1	0.17%
Total:	**6,404**	**100%**	**1,058**	**100%**	**589**	**100%**

Gender	# Employees	% Employees	# Employees	% Employees	# Employees	% Employees
Female	4,613	72.03%	932	88.09%	285	48.39%
Male	1,791	27.97%	126	11.91%	304	51.61%
Total:	**6,404**	**100%**	**1,058**	**100%**	**589**	**100%**

CCH Influenza Vaccination Compliance

Deadline was Monday, December 2, 2019

Compliance Percentage 98%
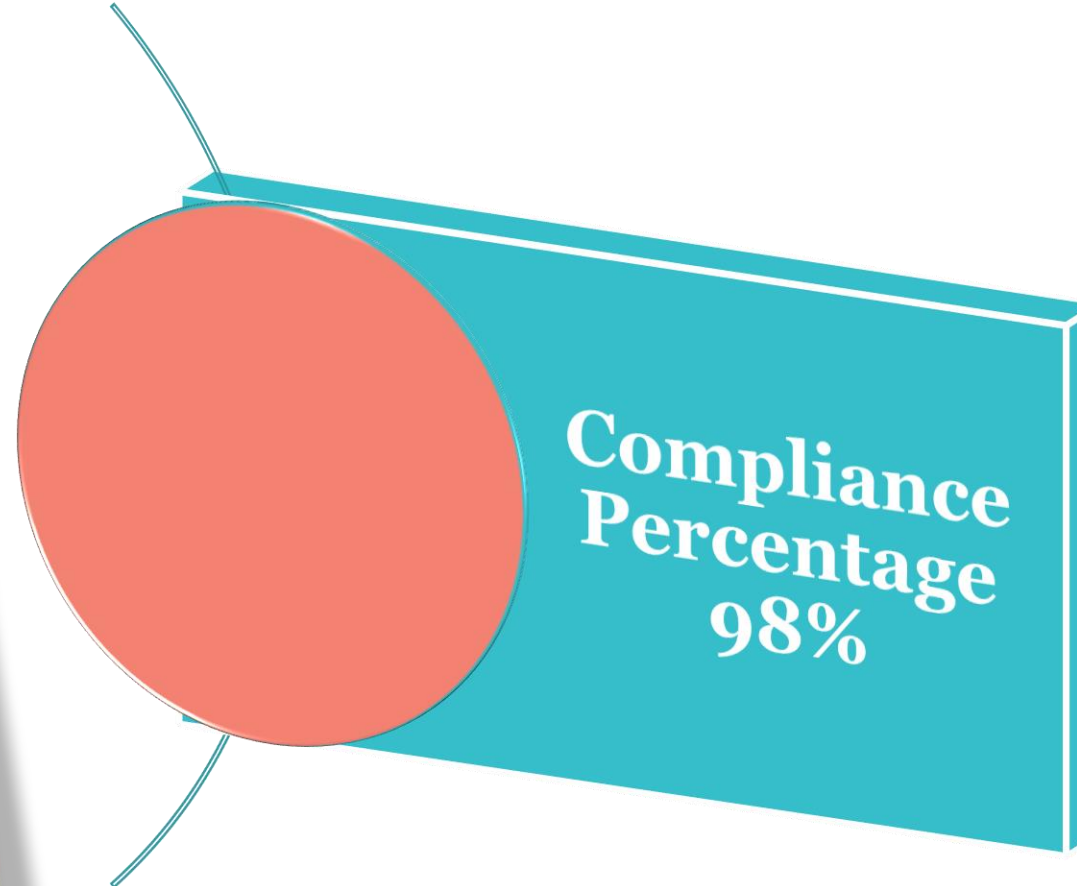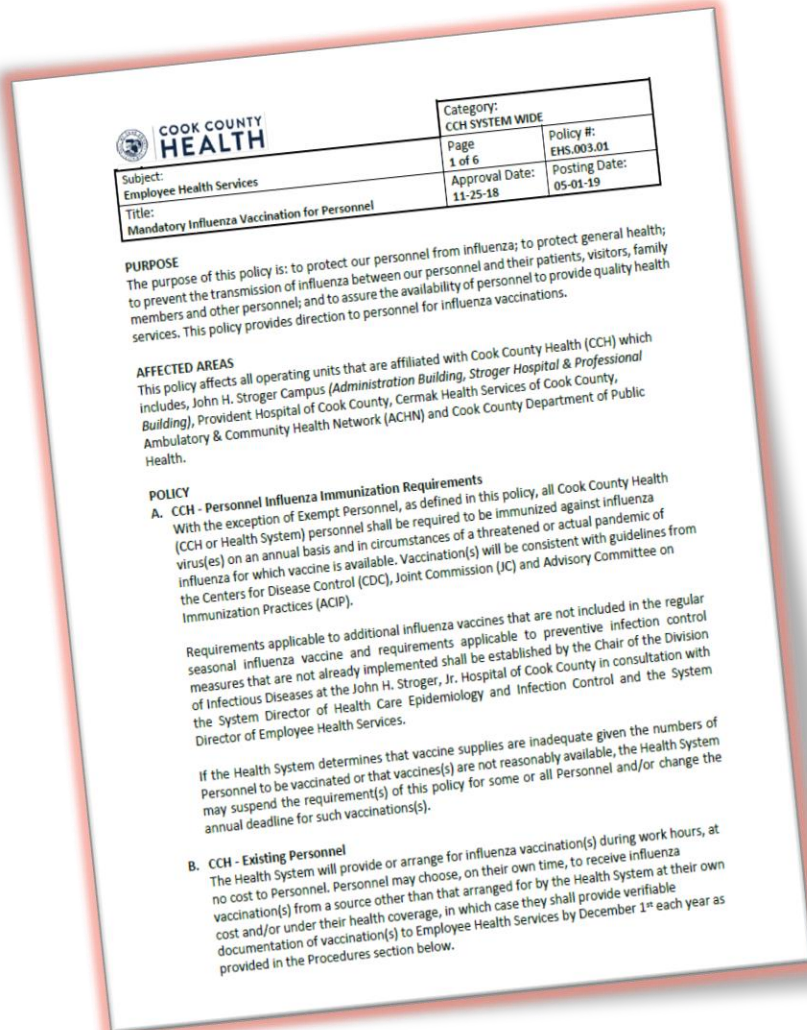
All managers with non-compliant employees received an email on 12/16/19 with discipline guidance. Managers are expected to complete the disciplinary process within the time frame as defined in the instructions.

HR Year in Review

Recruitment

COOK COUNTY
HEALTH

Recruitment

Hiring

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

| Job Classification	RTH to HR as of 11/30/19	2019 Year End Hired
Finance	44	34
HIS	5	5
Nurse	298	236
Other	556	465
Pharmacy	27	21
Physician	100	72
Total:	**1,030**	**833**

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

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
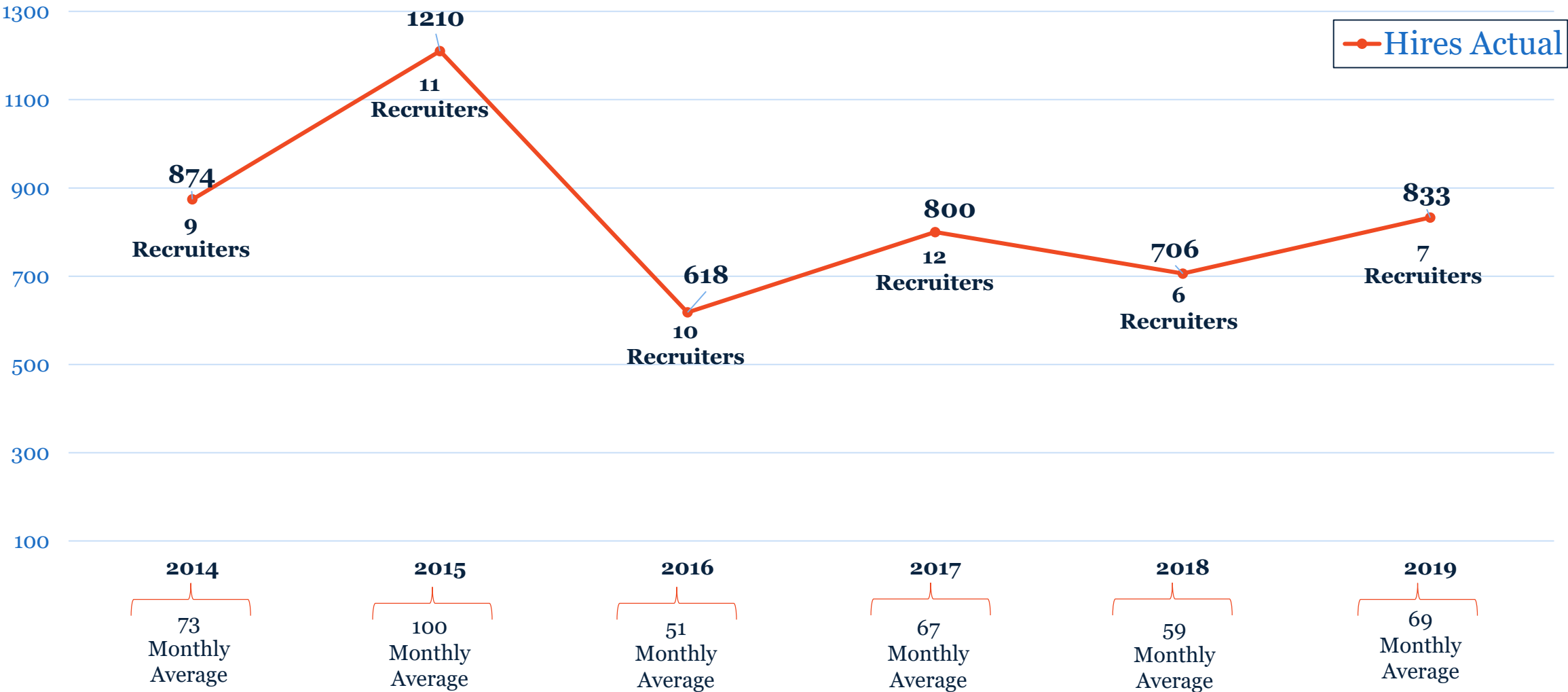
CCH Open Vacancies
Vacant Positions

Vacancy
Vacancy exist due to voluntary or involuntary separations.

Hiring Manager Submits Request to Hire Packet for approval

1. Request to Hire Form

2. Position Justification Form
   • Quantitative
   • Industry Benchmark

3. Provide supporting information

4. Submit both forms to:
   requesttohire@cookcountyhhs.org

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, or

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.

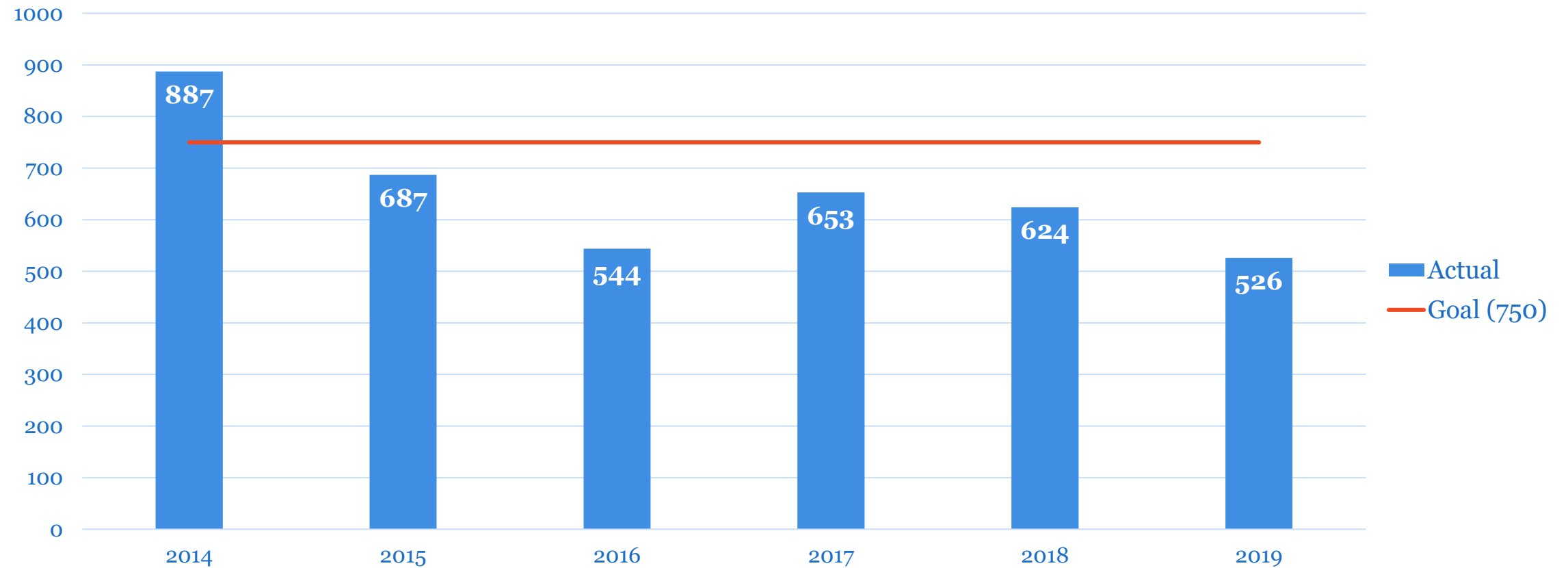### Human Resources Recruitment

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

Chart data:

Year	Actual
2014	887
2015	687
2016	544
2017	653
2018	624
2019	526

Legend:
- Actual
- Goal (750)

COOK COUNTY HEALTH

Recruitment

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.

COOK COUNTY
HEALTH

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.

Type	2017	2018	2019
EEOC*	17	23	22
IDHR**	10	17	22
Internal	61	64	72
TOTAL	**88**	**104**	**116**

*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.

COOK COUNTY HEALTH

Overview of Department

EEO 2019 Accomplishments

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

Year	Race	Sex	Workplace Violence	Retaliation	Sexual Harassment	Harassment	Age	National Origin
2019	26%	23%	23%	29%	11%	8%	11%	16%

Internal Case Stats

2019 EEO Internal Cases	72 Cases	
Closed	41	
Returned to Dept. (Coaching, mediation, training, managerial guidance)		13
Not Substantiated - No recommended action		14
Corrective Action recommended for inappropriate Conduct		7
Workplace Violence Substantiated		5
Sexual Harassment Substantiated		2

COOK COUNTY HEALTH

HR Year in Review

Operations/Employee Relations

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Operations

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

- Regulatory Audit
- Research employee concerns
- Process Retirement /Separations
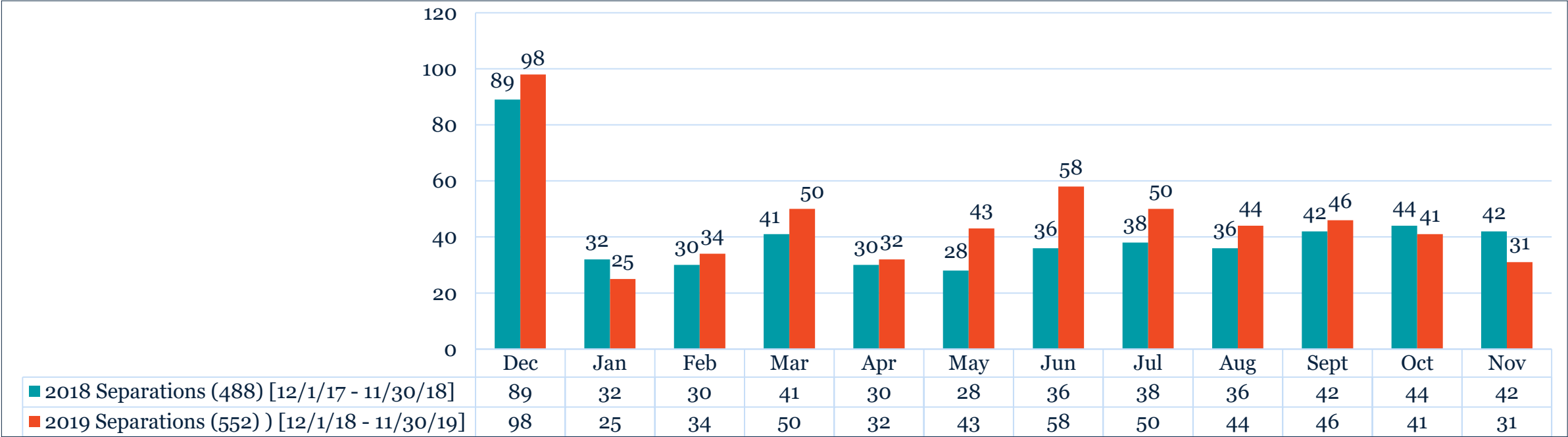- Conduct Primary Source Verification for all licensed professionals

2019 Accomplishments

- Automated the Dual Employment by developing an on line electronic system.
- Processed on average 400 requests for Employment Verification monthly
- Regulatory Readiness at Provident
- 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.

Operations

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:
    - o 2018 Average - 41
    - o 2019 Average – 46
  - ➤ In December and June, the number of separations increased, primarily due to retirements.

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov
2018 Separations (488) [12/1/17 - 11/30/18]	89	32	30	41	30	28	36	38	36	42	44	42
2019 Separations (552)) [12/1/18 - 11/30/19]	98	25	34	50	32	43	58	50	44	46	41	31

COOK COUNTY
HEALTH

Thru 12/31/2019

Does not include Consultants, Registry and House Staff

Operations
Cook County Health Employee Exit Survey

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

- The Process:
  - Employee submit notice of retirement/resignation to supervisor and HR.
  - Supervisor complete a Separation Action Form (SAF)
  - Employee complete exit packet: http://cchintranet.cchhs.local/Intranet
  - Employee submit packet to HR
  - Upon receipt of a copy of the separation packet, the employee is asked to complete an exit interview.
  - 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:
  - Position
  - Location
  - Tenure
  - Reason for Leaving
  - Rate your relationship with your direct supervisor/manager.
    - Please describe why you gave this rating
  - Would you recommend Cook County Health?
    - If selected "No", please provide clarification
  - Please share your overall thoughts about your experience as a Cook County Health Employee.
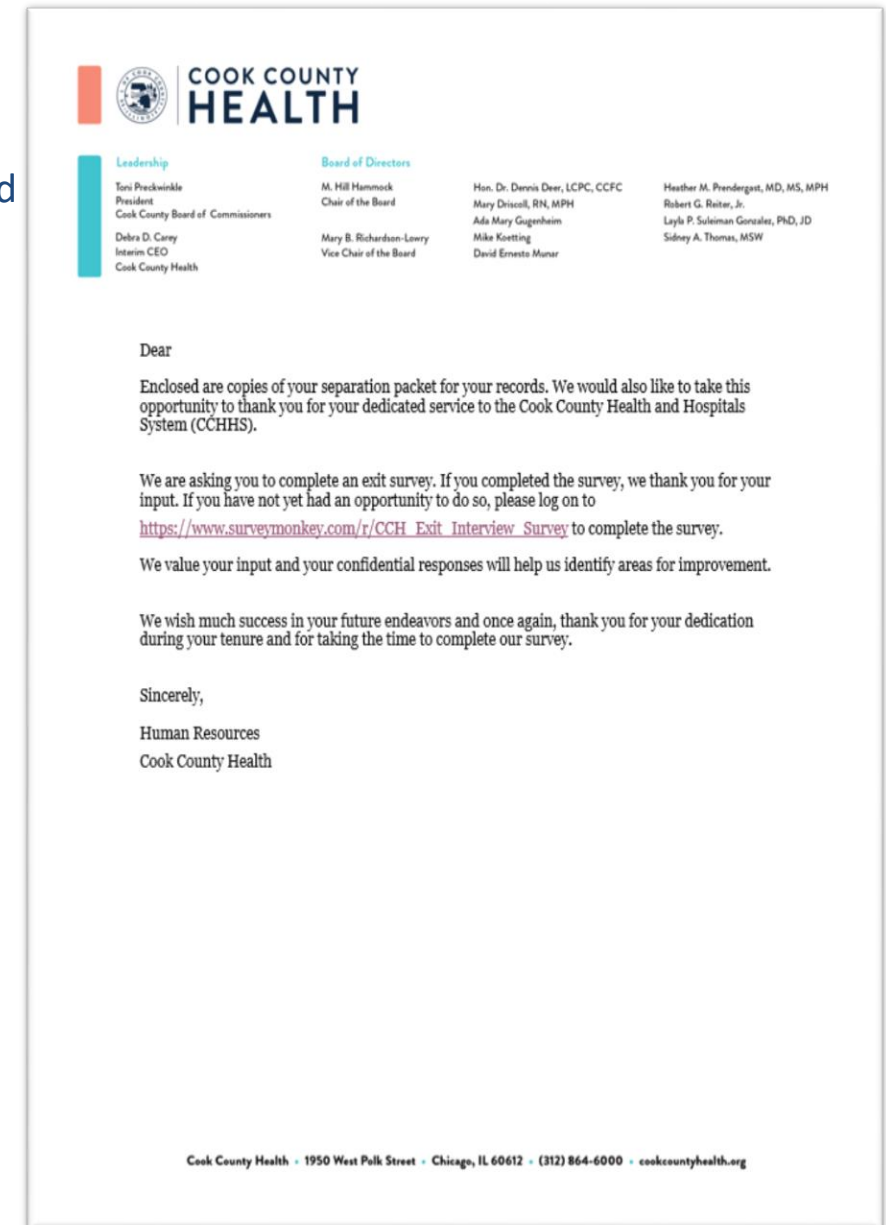
HR Year in Review

Org Development & Training

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

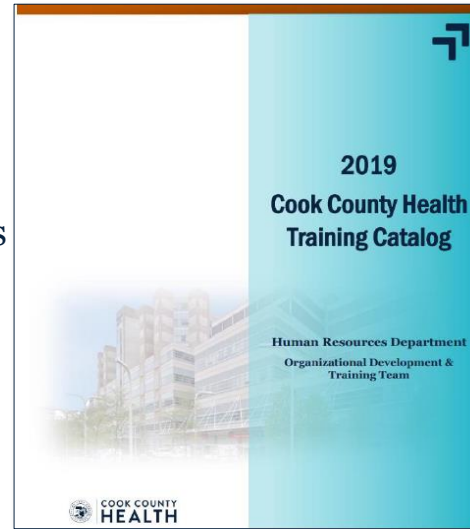- Implemented New Hire On Boarding Experience

Acquaint	Acquire	Assimilate
✓ 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)

Knowledge is power!

COOK COUNTY HEALTH

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

- 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
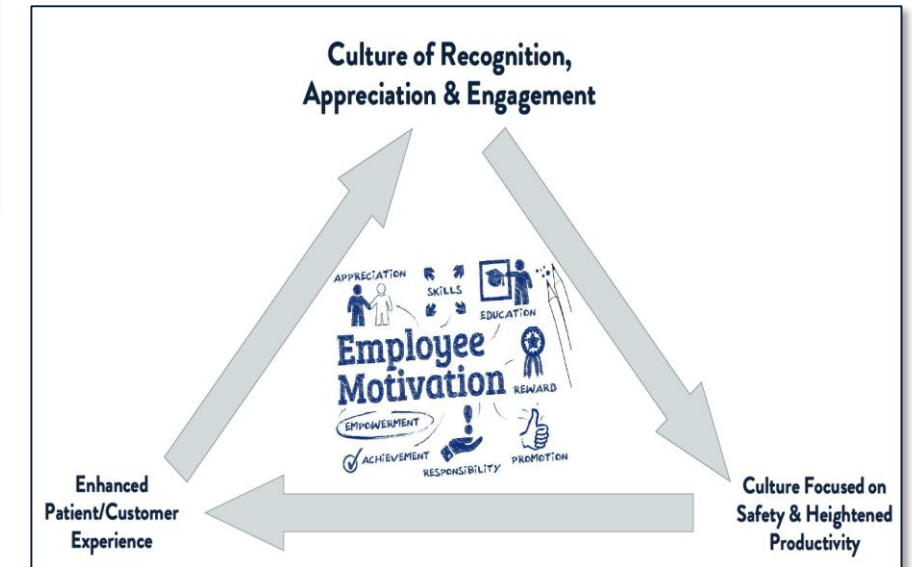
Connecting Adolescents Resources Education Employment

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

- 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
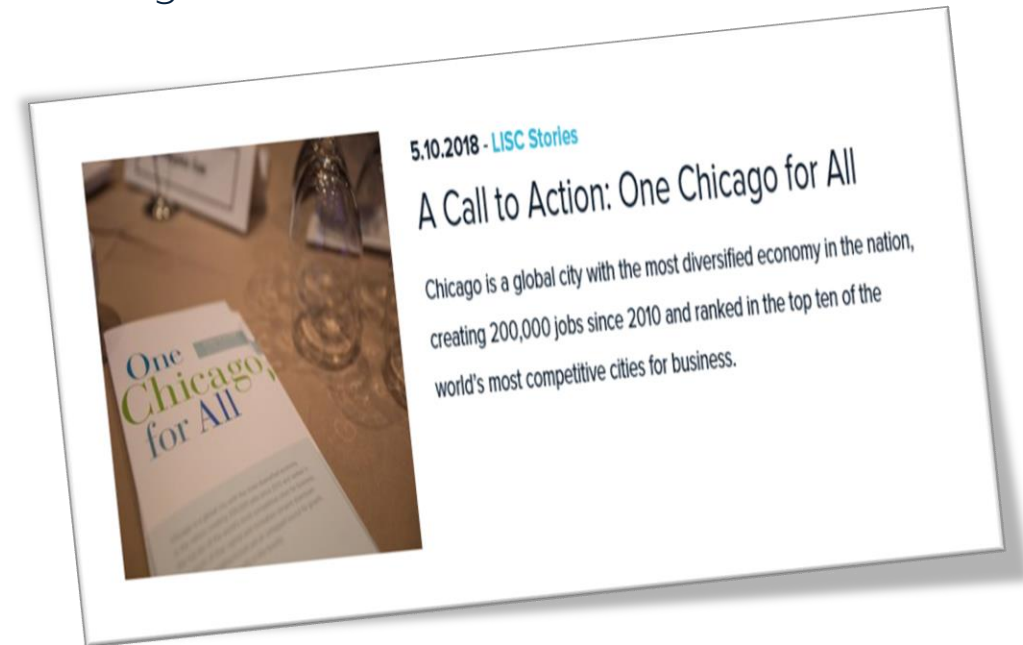- Patient Care Navigator
- Computer Operator

COOK COUNTY HEALTH

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 todays job market.

5.10.2018 - LISC Stories
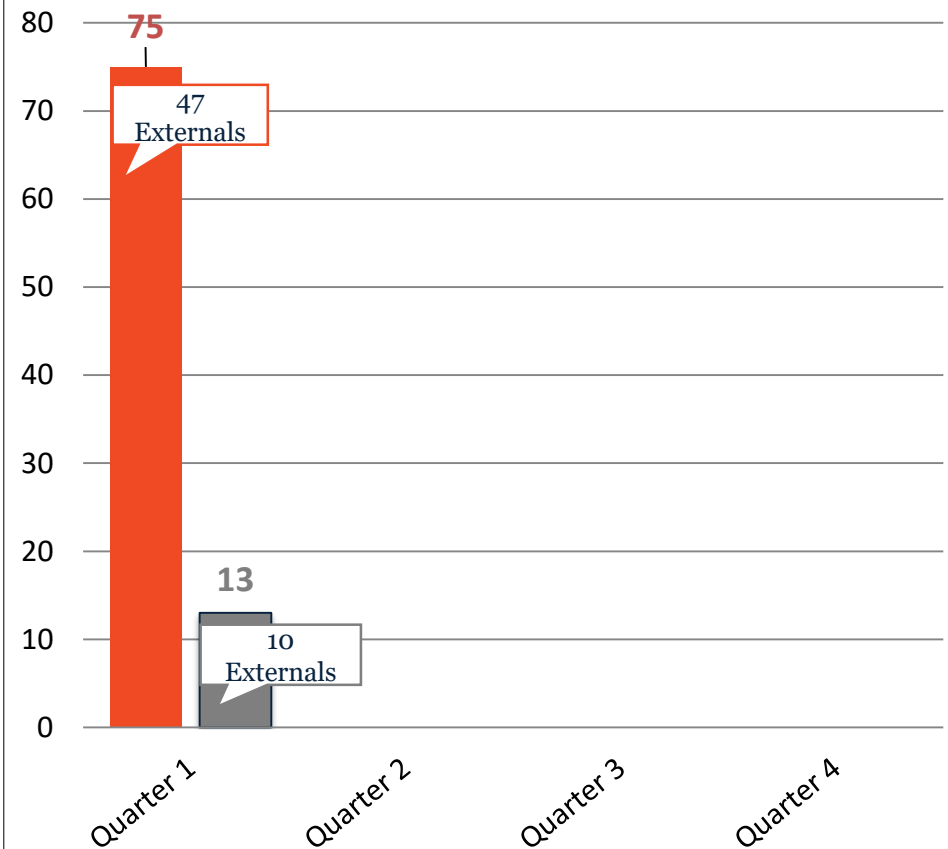
A Call to Action: One Chicago for All

Chicago is a global city with the most diversified economy in the nation, creating 200,000 jobs since 2010 and ranked in the top ten of the world's most competitive cities for business.

Metrics

FY 2020 CCH HR Activity Report

Thru 12/31/2019

FILLED POSITIONS

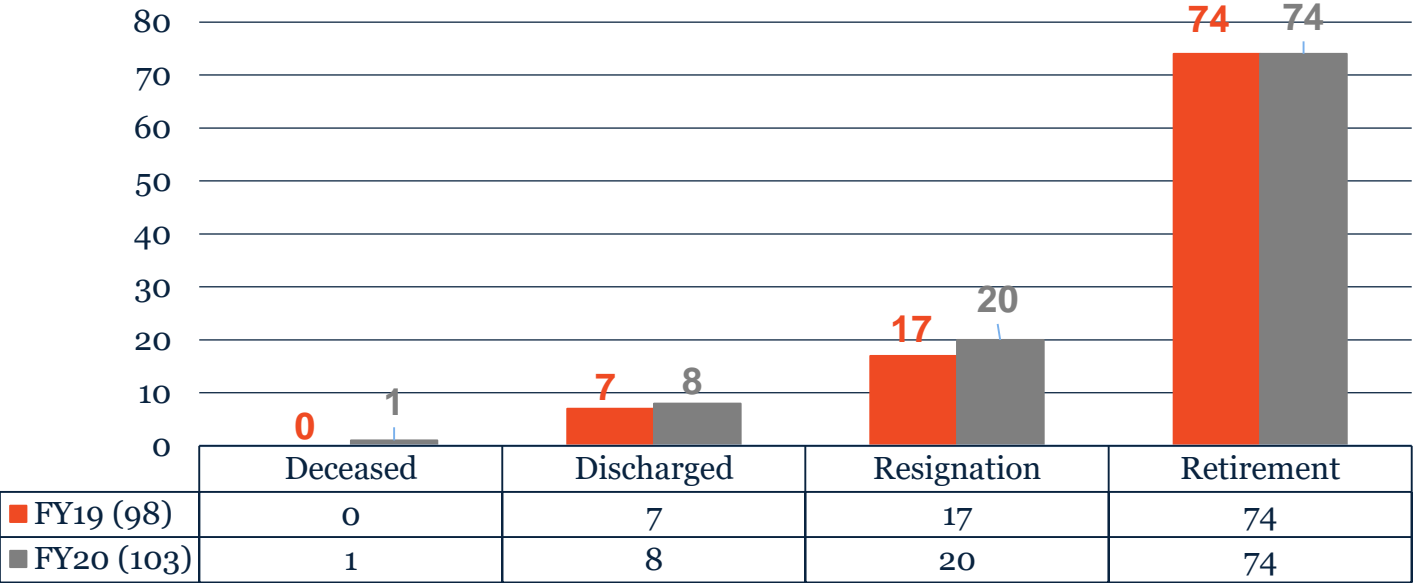- 2019 Filled (75) | Externals (47)
- 2020 Filled (13) | Externals (10)

75 — 47 Externals
13 — 10 Externals

Quarter 1, Quarter 2, Quarter 3, Quarter 4

SEPARATIONS

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

98 **103**

QUARTER 1, QUARTER 2, QUARTER 3, QUARTER 4

NET

9%

-93

91%

- External Hire-10
- Separations-103

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

COOK COUNTY HEALTH

Does not include Consultants, Registry and House Staff

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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

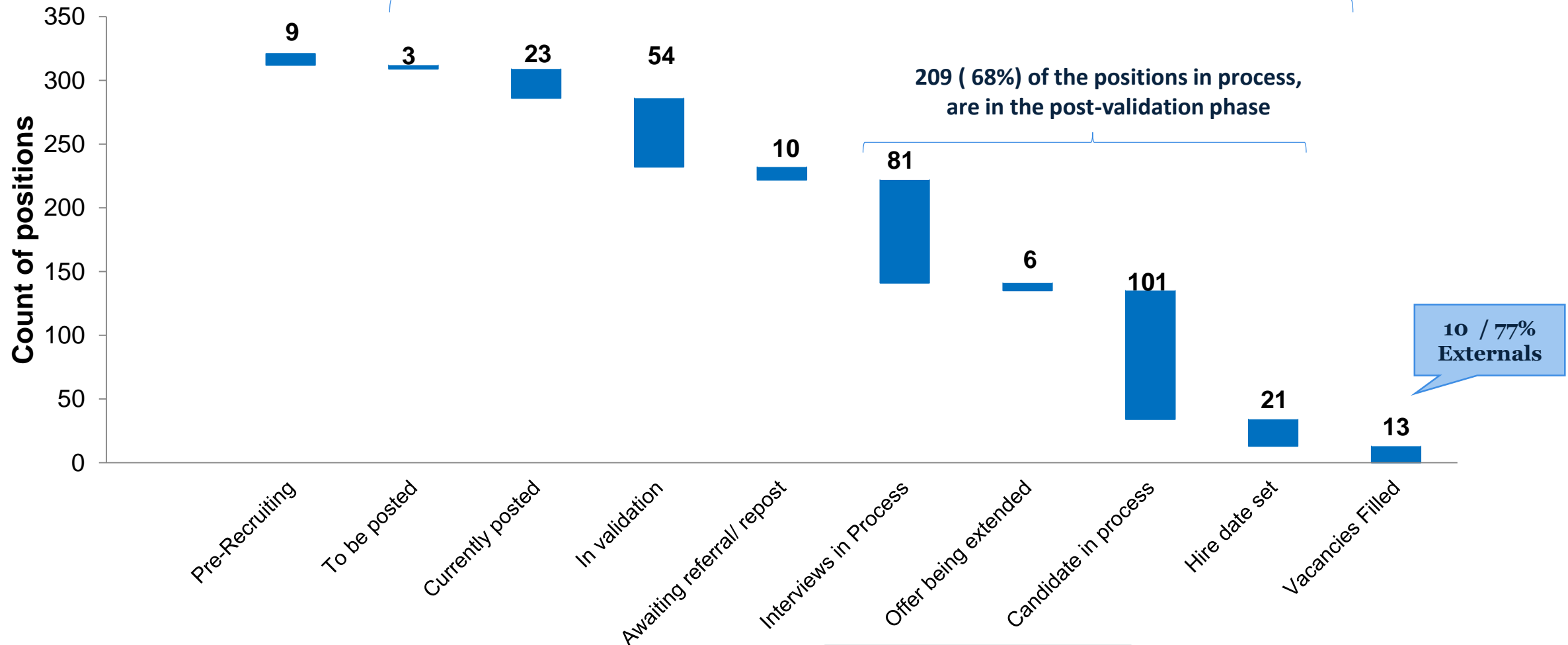| FY 2020 Vacancy	Count
Fiscal Year 2020 Approved Positions:	526
Current Vacancy Number:	526
# of Positions in Process:	308

Thru 12/31/2019

COOK COUNTY HEALTH

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

10 / 77% Externals

Count of positions

9   3   23   54   10   81   6   101   21   13

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

Shared Responsibility | Human Resources | Management | Finance / Human Resources | Shared Responsibility
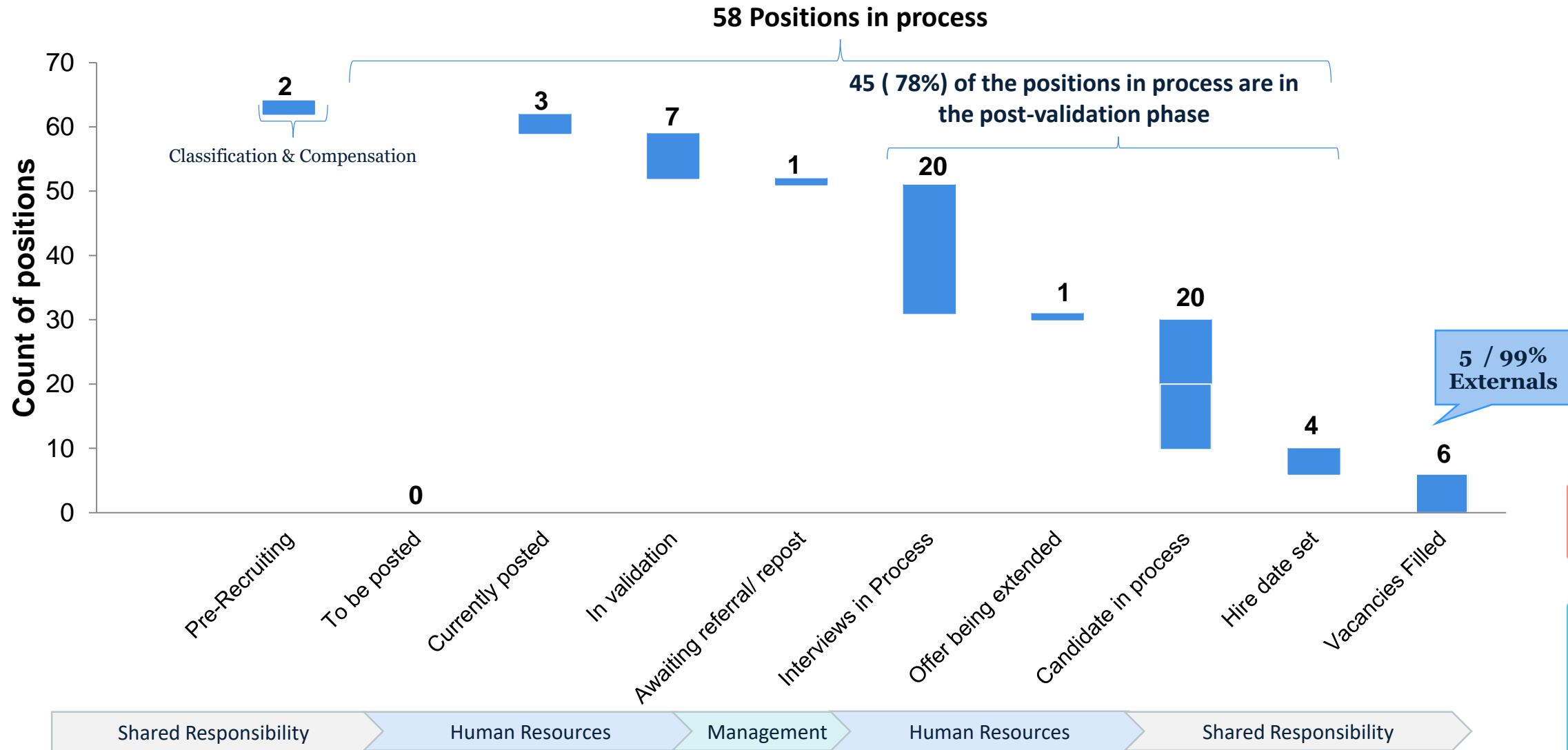
COOK COUNTY HEALTH

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Thank you.
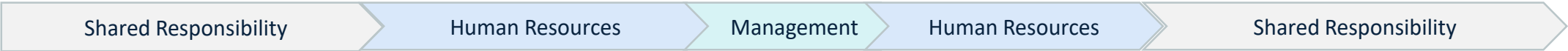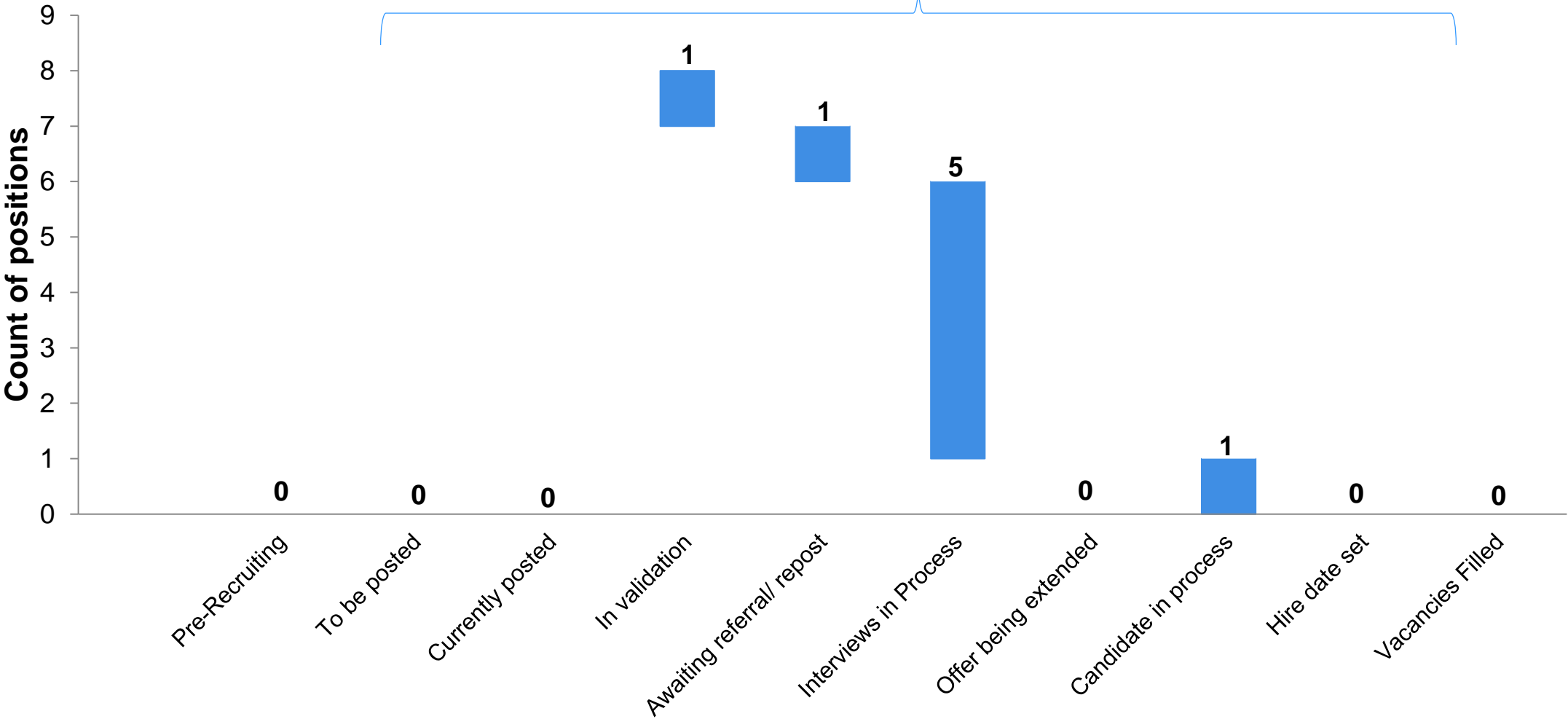
COOK COUNTY
HEALTH

Appendix

Cook County Health HR Activity Report Nursing Hiring: CNI, CNII
Thru 12/31/2019

58 Positions in process

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

Count of positions

2 — Classification & Compensation

3

7

1

20

1

20

4

0

6

5 / 99% Externals

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

Shared Responsibility · Human Resources · Management · Human Resources · Shared Responsibility

COOK COUNTY HEALTH

2019 CCH Annual Education Requirements

2019 Course Listings

Bloodborne Pathogens (Infection Control)	Code of Ethics
Employment Plan Training I	Environment of Care
Equity in Healthcare	Fraud Waste & Abuse
Infection Control (Basics)	Infection Control (Advanced)
Patient Safety	Sexual Harassment
Supplemental Policies & Procedures	Time & Attendance Refresher
Workplace Violence	Unconscious Bias

Useful Information

Annual Education Period of Completion:
October 15th – December 31st

Change:
Only employees that were hired prior to January 1st, 2018 will be required to complete all the assigned courses to the left

Update:
Those hired after the start of Annual Education will not be required to meet this requirement

Reporting:
Leaders at all levels can pull completion reports on their staff

Courses:
Additional courses may be required based on site

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