HR Year in Review
Overview

HR Organizational Chart

Staff Locations
- Stroger Hospital
- Provident Hospital
- Correctional Health Center
### 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># 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><strong>6,404</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,058</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th># Employees</th>
<th>% Employees</th>
<th># Employees</th>
<th>% Employees</th>
<th># Employees</th>
<th>% Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>4,613</td>
<td>72.03%</td>
<td>932</td>
<td>88.09%</td>
<td>285</td>
<td>48.39%</td>
</tr>
<tr>
<td>Male</td>
<td>1,791</td>
<td>27.97%</td>
<td>126</td>
<td>11.91%</td>
<td>304</td>
<td>51.61%</td>
</tr>
<tr>
<td><strong>Total</strong>:</td>
<td><strong>6,404</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,058</strong></td>
<td><strong>100%</strong></td>
<td><strong>589</strong></td>
<td><strong>100%</strong></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.
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

---|---|---|---|---|---|---
2014 | 73 Monthly Average | 100 Monthly Average | 51 Monthly Average | 67 Monthly Average | 59 Monthly Average | 69 Monthly Average
2015 | 1210 Recruiters | 618 Recruiters | 800 Recruiters | 706 Recruiters | 833 Recruiters |
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.

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

CCH Open Vacancies
Vacant Positions

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)
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.
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

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
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 online 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.
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:
    ◦ 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 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

<table>
<thead>
<tr>
<th>Acquaint</th>
<th>Acquire</th>
<th>Assimilate</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Pre Orientation Email</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Orientation Session</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ Post Orientation Email</td>
<td>✓ 7 – 10 Day Thank You Email</td>
<td></td>
</tr>
<tr>
<td>✓ 21 Day Reminder Email</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✓ 90 Day Check-in Email</td>
<td>✓ 4 – 6 Months Coffee &amp; Cake</td>
<td></td>
</tr>
<tr>
<td>(31 - 90 Days)</td>
<td>✓ 12 Months Certificate of Completion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ 12 – 14 Months Program Evaluation Email</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(4 – 12 Months)</td>
<td></td>
</tr>
</tbody>
</table>
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
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
Metrics
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% External Hire
- 91% Separations
- 93% Net Change

---

<table>
<thead>
<tr>
<th></th>
<th>FY19 (98)</th>
<th>FY20 (103)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deceased</strong></td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>Discharged</strong></td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td><strong>Resignation</strong></td>
<td>17</td>
<td>20</td>
</tr>
<tr>
<td><strong>Retirement</strong></td>
<td>74</td>
<td>74</td>
</tr>
</tbody>
</table>

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>
Cook County Health HR Activity Report – Hiring Snapshot

Thru 12/31/2019

308 Positions in Recruitment

Clinical Positions 214 | 69%
Non-Clinical Positions 94 | 31%

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

Count of positions

Shared Responsibility
Human Resources
Management
Finance / Human Resources
Shared Responsibility

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

Clinical Positions
214 | 69%
Non-Clinical Positions
94 | 31%

10 / 77% Externals
Thank you.
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

- Pre-Recruiting: 0
- To be posted: 2
- Currently posted: 3
- In validation: 7
- Awaiting referral/repost: 1
- Interviews in Process: 20
- Offer being extended: 1
- Candidate in process: 20
- Hire date set: 4
- Vacancies Filled: 6

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

0 0 0 0 1 1 5 0 1 0 0

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
# 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>

## 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