Human Resources Metrics
Cook County Health
HR Committee

Carrie Pramuk-Volk
Interim, Chief Human Resources Officer

February 19, 2021
Impacting the Strategic Plan

Staffing to Align HR to Strategic Initiatives
Impact 2023 Strategic Plan

Human Resources Focus Area

**Recruitment Team**

1.2 Deliver High Quality Care

3.2 Foster Fiscal Stewardship

4.1 Leverage & Invest in Assets

**Tasks**

1.2B – Develop comprehensive cultural competency strategy
- Increase hiring of bilingual employees

3.2B – Control costs and maximize efficiencies
- Streamline hiring process
- Improved use of Job Tracker / Taleo System
- Implement Primary Source Verification

4.1 – Recruit, hire and retain the best employees
- Revisit/re-engineer hiring processes to develop an industry-based class & compensation strategy.
- Reduce time to hire & complexity of hiring

**Learning & Development Team**

1.2 Deliver High Quality Care

4.1 Leverage & Invest in Assets

**Tasks**

1.2B – Develop comprehensive cultural competency strategy
- Develop cultural competency of workforce
- Train 100% of CCH Employees
- Create CCH Training Council
- Align Training Initiatives across CCH
- Formalize training across organization

4.2 – Strengthen the CCH Workforce
- LMS Just-in-Time, Instructor-led courses
- Implement Performance Management
- Succession Planning
- Employment Engagement

**Operations Team**

3.2 Foster Fiscal Stewardship

**Tasks**

3.2B – Control costs and maximize efficiencies
- Leverage Human Resources Information Systems
  - Electronic Document Management System
- Enhance Absence Compliance Tracker (ACT)
Staffing to Align HR to Strategic Initiatives

**HR Total FTEs 35**

**CCH High Performing HR**

1.2 Ensure that patients receive Culturally and Linguistically Appropriate Services

2.2 Demonstrate fiscal Responsibility with limited resources by controlling costs and maximizing efficiency.

4.1 Recruit, hire and retain the best employees, who are committed to the CCH mission

4.2 Strengthen CCH Workforce

**Future State**

<table>
<thead>
<tr>
<th>Description</th>
<th>FTEs</th>
<th>Factor</th>
<th>HR Personnel per 100</th>
<th>FTEs/100</th>
<th>Benchmark</th>
<th>Budget HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff based on 12/4/20 Payroll</td>
<td>6054</td>
<td>100</td>
<td>1.4</td>
<td>61</td>
<td>85</td>
<td>35</td>
</tr>
<tr>
<td>Budget FTE</td>
<td>6787</td>
<td>100</td>
<td>1.4</td>
<td>68</td>
<td>95</td>
<td>35</td>
</tr>
</tbody>
</table>

**Current State by Division**

- Recruitment - 11 FTEs
- Compensation & Classification - 2 FTEs
- EEO - 3 FTEs
- Learning & Development - 5 FTEs
- Operations - 8 FTEs
- Operations Counsel - 3 FTEs
- Administration - 4 FTEs
Exit Survey

Summary
CCH Employee Exit Survey

Year to Date Summary

**CCH SEPARATIONS**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement</td>
<td>65%</td>
</tr>
<tr>
<td>Resignation</td>
<td>29%</td>
</tr>
<tr>
<td>Termination</td>
<td>4%</td>
</tr>
<tr>
<td>Deceased</td>
<td>1%</td>
</tr>
</tbody>
</table>

**EXIT SURVEY BY POSITION TYPE**

- Nurse/RN/APN: 42%
- Other: 22%
- Administrative Support: 13%
- Physician/Psychologist/Psychiatrist/Dentist/PA: 13%
- Clinician: 7%
- Service/Maintenance/Skilled Craft Worker: 2%

Thru 01/31/2021
CCH Employee Exit Survey

Employee Resignation Details
Jan 2020 to Jan 2021

- Retirement: 53%
- New Opportunity: 24%
- Family/Personal: 12%
- Other: 11%

[Diagram showing the distribution of reasons for resignation]
COVID 19 Response

Contact Tracing
Staff/Volunteers/Unpaid Workforce
Contact Tracing – Hiring Snapshot

CCH & Hektoen Positions YTD Hires 285

As of 01/31/2021

44% | 228 of 514
Positions in Process

<table>
<thead>
<tr>
<th>Process Stage</th>
<th>Hektoen</th>
<th>CCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Recruiting</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>To Be Posted</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Currently Posted</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>In Validation</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>Awaiting Referral / RePost</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Interviews In Process</td>
<td>20</td>
<td>111</td>
</tr>
<tr>
<td>Offer Being Extended</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Candidate In Process</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Hire Date Set</td>
<td>10</td>
<td>49</td>
</tr>
<tr>
<td>Vacancies Filled</td>
<td>96</td>
<td>189</td>
</tr>
</tbody>
</table>

CCH & Hektoen Positions YTD Hires 285

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<td>1</td>
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</tbody>
</table>
Contact Tracing – Hiring Snapshot

Year to Date Hires - 285

Cook County Health Hires (189)

- Case Investigators (21) 11%
- Contact Tracers (161) 85%
- Other (3) 2%
- Supervisors & Managers (4) 2%

Hektoen Hires (96)

- Case Investigators (50) 52%
- Contact Tracers (42) 44%
- Other (2) 2%
- Supervisors & Managers (2) 2%

Thru 01/31/2021
CCH Volunteer Program

Foster Fiscal Stewardship: Control costs and maximize efficiencies

Workforce Development is developing an improved volunteer program to maximize efficiencies.
CCH Unpaid Workforce

Vaccination Personnel:
NATIONAL GUARD
304 On Boarded
Administer Vaccine
• 24,717 Community Vaccinated

COVID-19 HOT LINE
VOLUNTEERS
34 On Boarded
Dissemination of COVID-19 test results
• Telework
• Launched: 12/21/2020

As of 1/31/2021

# of Volunteers

Tinley Park Convention Center 143
Triton College 36
North Riverside Health Center/Morton College 35
Arlington Heights Health Center 18
Blue Island Health Center 18
Stroger/Provident/CORE 18
ISP McCormick Place POD [2/26/21] 18

Administer Vaccine

Total: 143

Total: 304

Cook County Health
COVID-19 Vaccination
CCH Staff Program
COVID-19 CCH Vaccination Reporting

CCH Staff Vaccination Summary

5,089 CCH Staff vaccinated
~70%

3,384 CCH Employees vaccinated
~56%

As of 02/16/2021
## COVID-19 CCH Vaccination Reporting

### CCH Employees Vaccinated by Race/Ethnicity

<table>
<thead>
<tr>
<th>Category</th>
<th>Vaccinated</th>
<th>Not Vaccinated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black or African-American</td>
<td>1132/2,862</td>
<td>74%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>33/63</td>
<td>67%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>433/729</td>
<td>59%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>14/19</td>
<td>60%</td>
</tr>
<tr>
<td>White</td>
<td>856/1,189</td>
<td>57%</td>
</tr>
<tr>
<td>Asian</td>
<td>887/1,165</td>
<td>53%</td>
</tr>
<tr>
<td>Unknown</td>
<td>29/32</td>
<td>91%</td>
</tr>
</tbody>
</table>

As of 02/16/2021

0% to 100% scale for vaccination status.
COVID-19 CCH Vaccination Reporting

CCH Employees Vaccinated By Age

As of 02/15/2021

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Vaccinated</th>
<th>Not Vaccinated</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21 Years</td>
<td>25.0%</td>
<td>75.0%</td>
</tr>
<tr>
<td>21-30 Years</td>
<td>65.4%</td>
<td>34.6%</td>
</tr>
<tr>
<td>31-40 Years</td>
<td>52.9%</td>
<td>47.1%</td>
</tr>
<tr>
<td>41-50 Years</td>
<td>53.3%</td>
<td>46.7%</td>
</tr>
<tr>
<td>51-60 Years</td>
<td>56.1%</td>
<td>43.9%</td>
</tr>
<tr>
<td>61-70 Years</td>
<td>58.3%</td>
<td>41.7%</td>
</tr>
<tr>
<td>71-80 Years</td>
<td>46.4%</td>
<td>53.6%</td>
</tr>
<tr>
<td>&gt; 80 Years</td>
<td>83.3%</td>
<td>16.7%</td>
</tr>
<tr>
<td>Unknown</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Vaccination Rate: 56%

Not Vaccination Rate: 44%
# COVID-19 CCH Vaccination Reporting

## CCH Employees Vaccinated By Job Category

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Vaccinated</th>
<th>Not Vaccinated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>27/27</td>
<td>100.0%</td>
</tr>
<tr>
<td>Public Health</td>
<td>59/59</td>
<td>100.0%</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>56/56</td>
<td>100.0%</td>
</tr>
<tr>
<td>Non-Clinical Leadership</td>
<td>63/63</td>
<td>100.0%</td>
</tr>
<tr>
<td>Administrative/Clerical Support</td>
<td>207/207</td>
<td>100.0%</td>
</tr>
<tr>
<td>Doctors</td>
<td>819/980</td>
<td>83.6%</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>65/98</td>
<td>66.3%</td>
</tr>
<tr>
<td>Healthcare Professionals</td>
<td>301/460</td>
<td>65.4%</td>
</tr>
<tr>
<td>Hospital Police/Security</td>
<td>22/36</td>
<td>61.1%</td>
</tr>
<tr>
<td>Trades</td>
<td>61/101</td>
<td>60.4%</td>
</tr>
<tr>
<td>Nursing</td>
<td>748/1371</td>
<td>54.6%</td>
</tr>
<tr>
<td>Technicians and Technologists</td>
<td>261/529</td>
<td>49.3%</td>
</tr>
<tr>
<td>Public Health Professionals</td>
<td>16/39</td>
<td>41.0%</td>
</tr>
<tr>
<td>Service and Maintenance</td>
<td>140/364</td>
<td>38.5%</td>
</tr>
<tr>
<td>Clinical Support</td>
<td>158/445</td>
<td>35.5%</td>
</tr>
<tr>
<td>Management/Administrative Support/Clerical</td>
<td>304/1013</td>
<td>30.0%</td>
</tr>
</tbody>
</table>

As of 02/16/2021
COVID-19 CCH Vaccination Reporting

CCH Employees Vaccinated By Union vs. Non-Union

As of 02/16/2021

**UNION**
- Vaccinated: 2769 (53%)
- Not-Vaccinated: 2424 (47%)

**NON-UNION**
- Vaccinated: 615 (71%)
- Not-Vaccinated: 251 (29%)

Union: 5193 employees (86% vaccinated, 14% not vaccinated)
Non-Union: 866 employees (14% vaccinated, 86% not vaccinated)

As of 02/16/2021
Metrics

Fiscal Year 2021
FY 2021 CCH HR Activity Report
Thru 01/31/2021

FILLED POSITIONS
- 2020 Filled (30) | Externals (23)
- 2021 Filled (172) | Externals (148)

SEPARATIONS
- 2020 Separations (133)
- 2021 Separations (147)

Deceased: 2 FY20, 2 FY21
Discharged: 14 FY20, 6 FY21
Resignation: 36 FY20, 43 FY21
Retirement: 81 FY20, 96 FY21

NET
- FY21 Filled - 148 | 50%
- FY21 Separations - 147 | 50%

Does not include Consultants, Registry and House Staff
FY 2021 Cook County Health HR Activity Report – Hiring Snapshot

Thru 1/31/2021

671 Positions in Recruitment

Clinical Positions 368 | 55%
Non-Clinical Positions 303 | 45%

391 (58%) of the positions in process, are in the post-validation phase

Count of positions

Pre-Recruiting 0
To be posted 1
Currently posted 2
In validation 14
Awaiting referral/repost 39
Interviews in Process 119
Offer being extended 67
Candidate in process 55
Hire date set 212
Vacancies Filled 172

Shared Responsibility

Clinical Positions 368 | 55%
Non-Clinical Positions 303 | 45%

Externals 148 / 86%

Human Resources
Management
Finance / Human Resources
Shared Responsibility

Does not include Consultants, Registry and House Staff
FY 2021 Cook County Health HR Activity Report Nursing Hiring: CNI, CNII

Thru 1/31/2021

- 118 Positions in Process
  - 2 Pre-Recruiting
  - 5 To be posted
  - 59 Currently posted
  - 4 In validation
  - 38 Interviews in Process
  - 3 Offer being extended
  - 3 Candidates in process
  - 9 Hire date set
  - 10 Vacancies Filled

50 (72%) of the positions in process are in the post-validation phase.

Count of positions

Shared Responsibility | Human Resources | Management | Human Resources | Shared Responsibility

Does not include Consultants, Registry and House Staff
FY 2021 Cook County Health HR Activity Report

Improve/Reduce Average Time to Hire*

Thru 01/31/2021

Average Time to Fill
(Without Credentialed)

Goal
Actual

Improve/Reduce Average Time to Hire*

Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.
Employment Plan Update

13th Semi-Annual Report
What’s New

Reporting Period: July 1- December 31, 2020

Department Focus:

- Contract Tracing Initiative Grant – hiring
  - Worked with Interim CHRO and OIIG on hiring process modifications
  - Monitored all of the leadership process for the CTI Grant
  - Contact Tracers specifically:
    - 8 Requisitions
    - 1500 applicants
    - ~450 interviews by 84 panels
    - Monitored: ~52 panel processes

- Emergency Hiring Process

- Discipline Policy adherence
  - No departmental audits
  - Audited 50% of the disciplinary actions issued, including all terminations

- Supplemental Policies
  - Grade 24 Salary policies
  - Layoff
  - Desk Audits
Monitoring Activity

Hiring Processes and Policies

**Supplemental Policies & Appointments**

<table>
<thead>
<tr>
<th>Policy Type</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Interim Assignments</td>
<td>21</td>
</tr>
<tr>
<td>Department/Division Chair Appointments</td>
<td>5</td>
</tr>
<tr>
<td>Direct Appointments</td>
<td>5</td>
</tr>
<tr>
<td>Grade 24 Salary Determinations</td>
<td>7*</td>
</tr>
<tr>
<td>Grade 24 Salary Adjustments</td>
<td>3</td>
</tr>
<tr>
<td>Layoffs</td>
<td>10</td>
</tr>
</tbody>
</table>

* 81 total Salary Determinations reviewed – included historical packets

**Monitored Hiring Processes**

- **Requisitions Posted**
  - 1st Half: ~250 (30%)
  - 2nd Half: ~270 (29%)

- This number does not include the 64 interview packet reviews for the Contact Tracers

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**Graphs**

- Posting
- Validation
- Interviews
- Selection Meeting
- Decisions (DTH)

- 1st Half 2020
- 2nd Half 2020
Discipline Policy

EPO Monitoring of Discipline

### Discipline Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Attendance Discipline</td>
<td>28%</td>
</tr>
<tr>
<td>Terminations*</td>
<td>7%</td>
</tr>
<tr>
<td>Ineligible For Hire List:</td>
<td></td>
</tr>
<tr>
<td>Added</td>
<td>4</td>
</tr>
<tr>
<td>Removed</td>
<td>14</td>
</tr>
</tbody>
</table>

*Terminations for Cause are added to the Ineligible For Hire List.

Total Discipline Issued: 150

Total Monitored: 74 (50%)

13 issues
## Investigations

<table>
<thead>
<tr>
<th>Statistics</th>
<th>12th Report</th>
<th>13th Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints</td>
<td>28</td>
<td>11</td>
</tr>
<tr>
<td>Closed Cases</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td>cases referred out</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Non-Compliance Notices</td>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td>Incident Reports</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Rollover</td>
<td>33</td>
<td>15+</td>
</tr>
</tbody>
</table>

- + from 12th reporting period only

### Allegations

- Discipline: 6%
- Discrimination: 20%
- Harassment: 27%
- Rollover: 7%
- Working out of Class: 7%
- Workplace Violence: 7%
- Retaliation: 20%
- Hiring: 7%
- Hostile Environment: 6%

- Incident Reports Issued: 5
- Not Sustained: 5
- Sustained: 0
Thank you.