



Human Resources Metrics Cook County Health HR Committee

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Interim, Chief Human Resources Officer

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**COOK COUNTY
HEALTH**



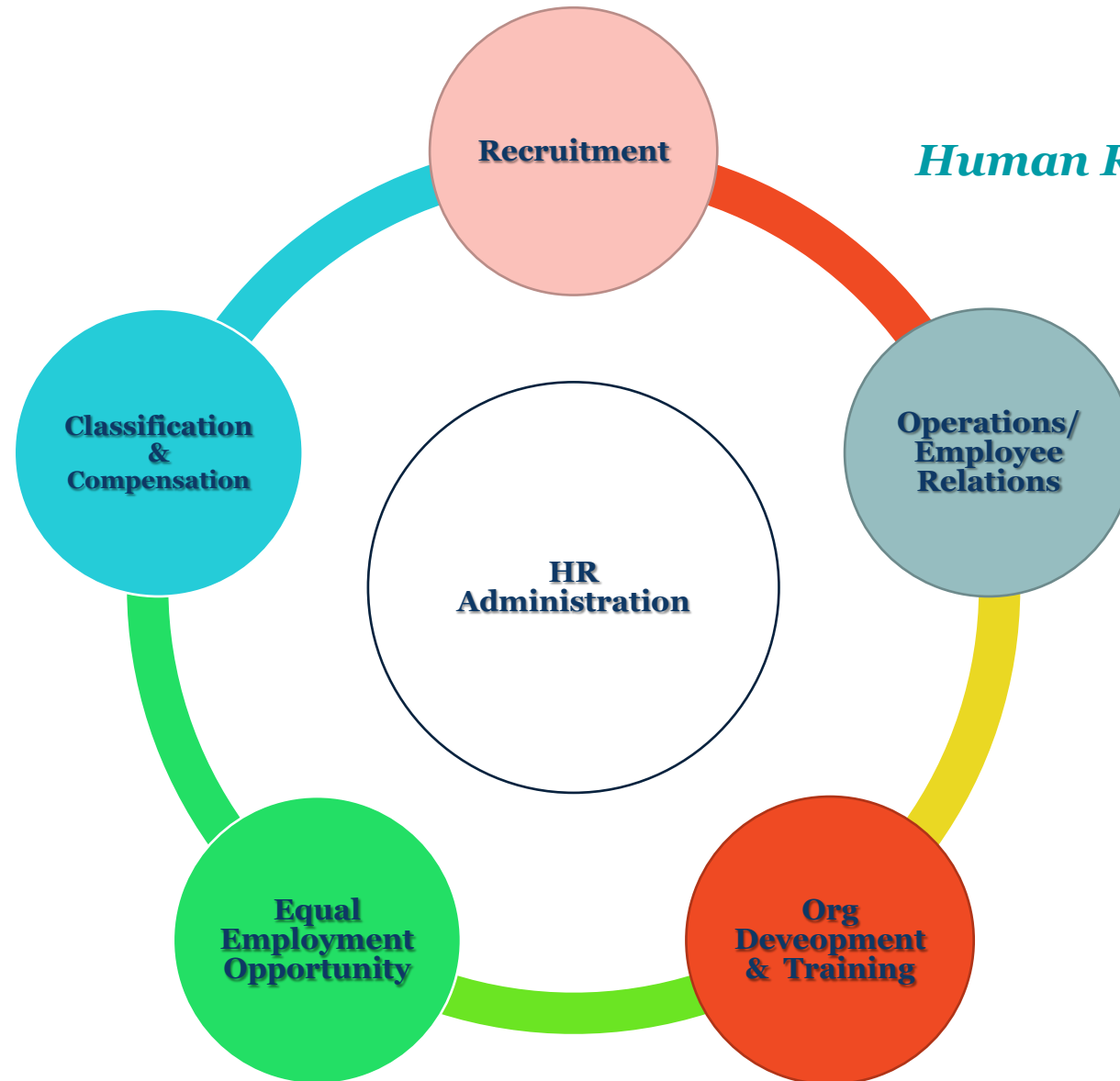
Human Resources

Overview



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Overview of Human Resources



Human Resources is a Strategic Partner

Staff Locations

- Stroger Hospital
- Provident Hospital
- Cermak Health Center

Departments Served:

- Stroger Hospital
- Provident Hospital
- ACHN
- Correctional Health Center
- Department of Public Health
- Health Plan Services (*i.e.* CountyCare)

Overview of Department

Classification & Compensation

- ❖ Research, prepare, standardize, update and maintain job descriptions
 - Approx. 800 active job descriptions
- ❖ Conduct market studies / salary analysis
 - MGMA (Medical Group Mgmt Association)
 - Sullivan Cotter
 - Illinois Health & Hospital Association (Formerly MCHC)
- ❖ Participate in salary surveys; Hot Jobs surveys

2020 Accomplishments

- Completed over 150 Market Studies for new and existing positions
- Created approx. 46 new Job descriptions
- Worked with BHR labor relations to enhance/modify approx. 42 job descriptions

Overview of Department

Recruitment

- Post vacancies, screen candidates, work with management to fill vacancies
- Coordinate with management to identify external sources to post vacancies
- Utilize Social Media outlets to advertise and expand CCH's recruitment efforts

Job Classification	RTH to HR as 10/31/20	RTH to Recruitment	Posted	Posting Closed	Validation Complete	Referred for Interview	Interviews Complete	Candidate ID'd	Hire Date ID'd	2020 YTD Hired
Finance	18	14	11	11	9	9	7	7	6	5
HIS	1	1	1	1	1	1	1	1	1	1
Nurse	170	168	164	163	140	138	124	124	105	105
Other	619	600	571	569	453	429	155	155	140	117
Pharmacy	9	9	7	7	5	5	5	5	5	5
Physician	49	49	46	46	33	33	33	33	27	24
Grand Total	866	841	800	797	641	615	325	325	284	257

Overview of Department

Recruitment 2020 Accomplishments

- Jobs posted to both Online & Print Media sites
 - Targeted approach - Increased quality of candidates in applicant pool
 - Advertise open positions using top flight Health Care Associations / Institutions in healthcare.
 - Each job posted on average to 150 sites depending on specialty

Taleo Redirects

- Reposts of job vacancies – 1,148 avg
- Taleo redirects yearly totals – 15,501 avg

Health Career Network / American Hospital Association

- Views – 768,237

“A website redirect is a browser function that sends a user from one web page to another to direct traffic to a specific website.”

Overview of Department

Equal Employment Opportunity (EEO)

- 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, allegations of harassment, workplace violence
- Provide reasonable accommodations and mitigate risks

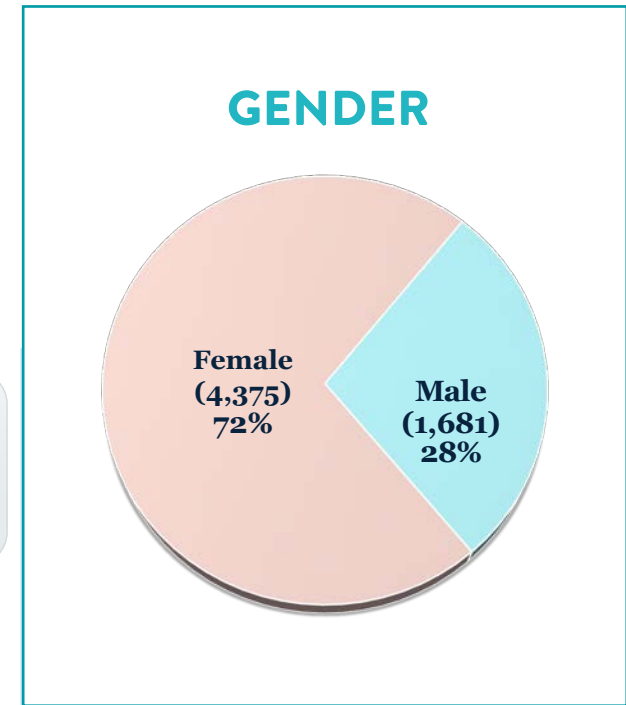
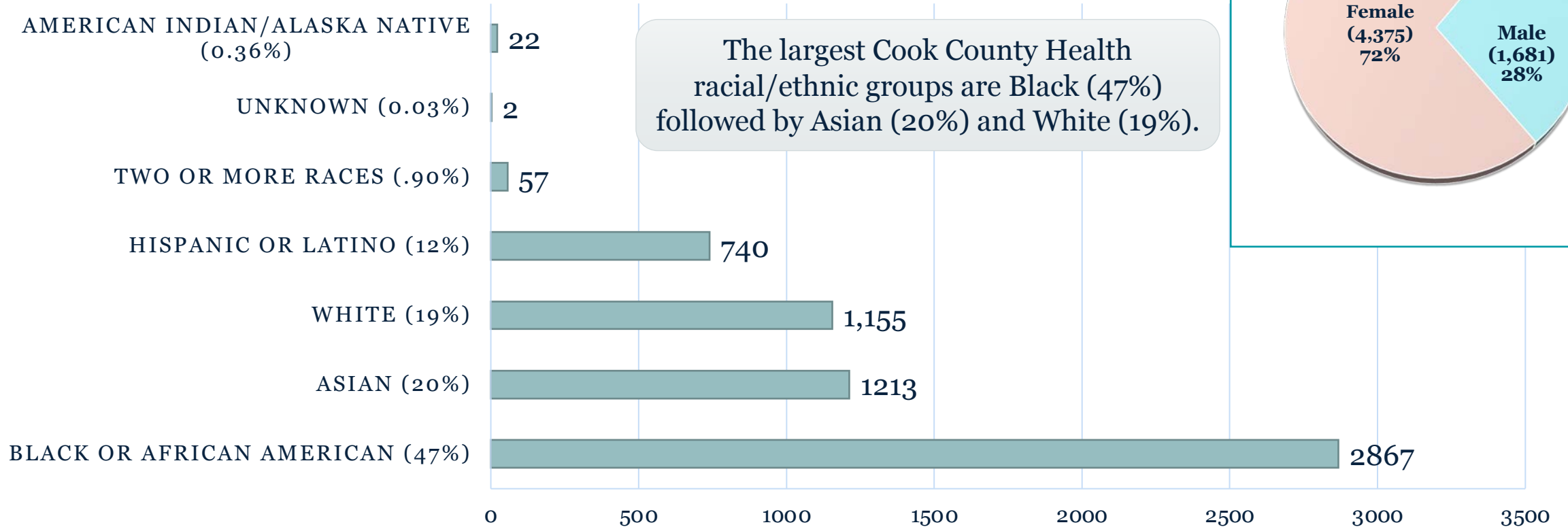
2020 Accomplishments

COVID-19 presented new challenges for workers that were more susceptible to becoming gravely ill by reporting to work:

- EEO worked with staff to identify accommodations that would keep them safe while continuing to care for CCH patients
- EEO worked with leadership to provide work place accommodations to high risk employees
- Accommodations included combinations of telework, telemedicine, and essential on-site work

Overview of Department

CCH Employee Population – Race & Ethnicity¹



Data as of 10/31/2020

¹Reflects reporting terminology and category as established by the federal government.

- Self identification of Race/Ethnicity is voluntary in accordance with the provisions of applicable federal laws, executive orders, and regulations
- 10% of staff do not self identify

Overview of Department

HR Operations

Functional areas:

- New Hire Orientation
- ID Badges/Security Access
- Tuition Reimbursement
- Employment Verification
- Leave Management
- Research employee concerns
- Work with management on employee coaching
- Process Retirement /Separations
- Conduct Primary Source Verification for all licensed professionals

2020 Accomplishments

- Enhancements of Service Link – a central repository for:
 - Employee relations and HR appointment scheduling
 - Leave, Benefits, separation and tuition reimbursement access
 - Regulatory compliance tracking such as Dual Employment and
 - EEO, Compliance & Employment Plan Office – complaint and investigation management system
- Enhance online Leave Management System and provided Leave Management Training



Overview of Department

Organizational Development & Training

Provide classroom and virtual training throughout CCH that support organizational initiatives to ensure the delivery of quality service

2020 Accomplishments

- Continued development of Performance Management System
- Cultural Competence & Implicit Bias Training for Leaders
- Continue to offer Management Training in response to Employee Engagement Survey
 - ✓ Understanding Cultural Competency and Its Impact
 - ✓ Patient & Employee Experience
 - ✓ Lead vs. Manage
 - ✓ Communications – How to motivate your Team
 - ✓ Managing a Dispersed Workforce
 - ✓ Moving from Buddy to Boss
 - ✓ Onboarding 101: the Ins and Outs of Hiring New Staff
 - ✓ Resolving Conflict
 - ✓ Self-Awareness: The Power of Self-Evaluation



Employee Engagement

Preliminary Survey Results



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Employee Engagement & Culture of Safety Survey

Improvements Made

Response Rate: ↑

2018: 52%

2020: 56%

Engagement Indicator: ↑

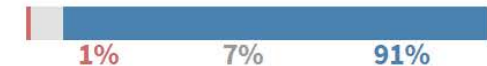
2018: 3.80

2020: 3.83

Sneak Peak: Strengths

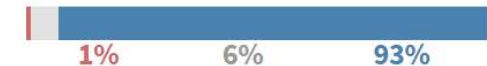
The work I do makes a real difference.

Employee



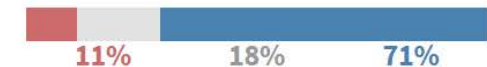
My work is meaningful.

Employee



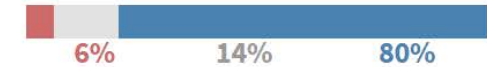
I am satisfied with my benefits.

Organization



I understand the crisis policies, plans, and procedures that we have in place.

Organization

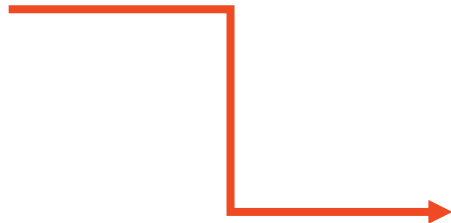


Next Steps

Using data to develop action plans

Scheduling: Overviews led by Press Ganey

- A high-level overview of survey data
- CCH's data compared to national healthcare averages and other safety net hospitals
- Progress made since 2018
- Areas in need of support
- Identification of high-impact strategies for growth



Each leader will be asked to work with the *Organizational Development* team to create an action plan based on their department's data.

COVID 19 Response



Contact Tracing

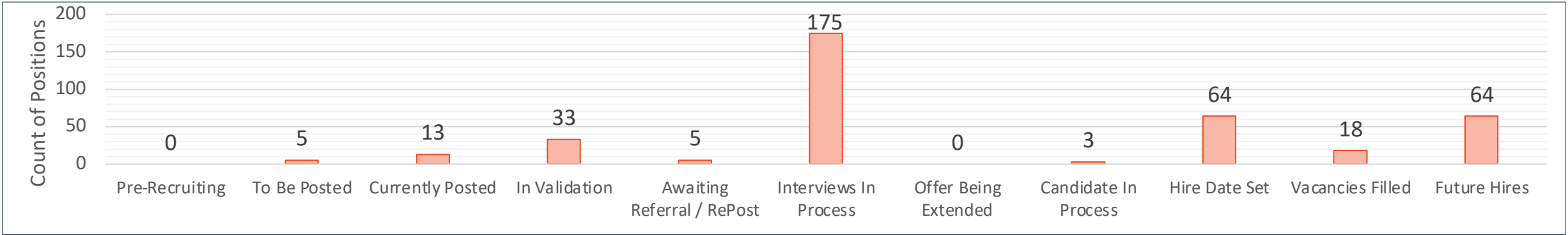


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CCH Contact Tracing – Hiring Snapshot

316 Positions in Recruitment

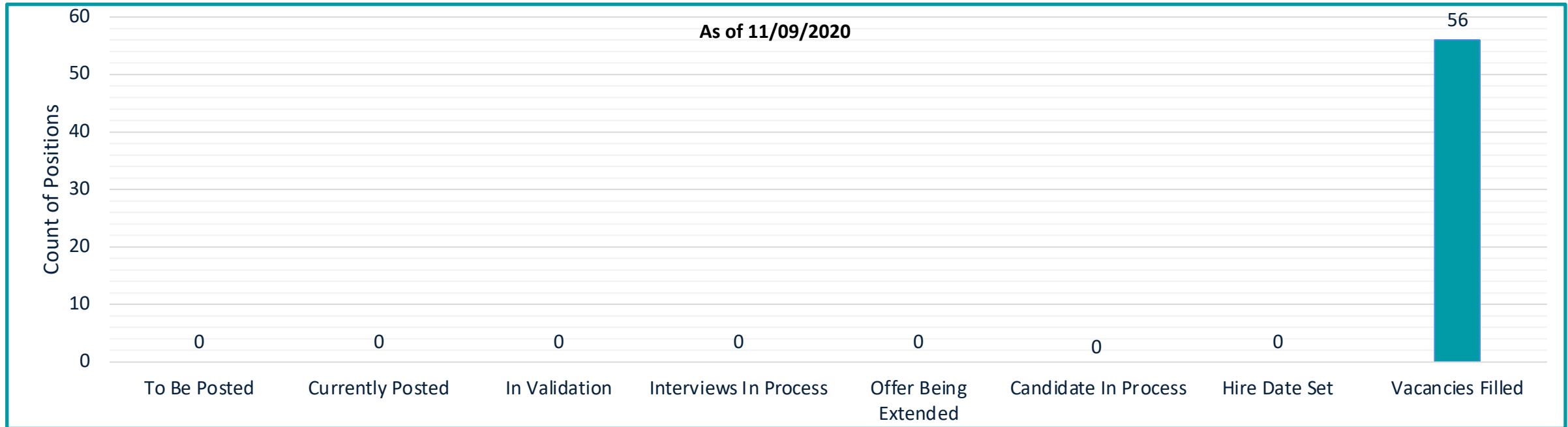
Thru 11/13/2020



Job Classification	PIDs to Hire										
	by 11/30/2020	Paperwork Complete	Posting Posted	Posting Closed	Validation Completed	Referred for Interviews	Interviews Complete	Candidate ID'd	Hire Date ID'd	Hired	Future Hires
Attending Physician COVID-19 Response Lead	1	1	1	1	1	1	1	1	1	1	0
Communications Manager COVID-19 Contact Tracing Initiative	1	1	1	1	1	1	0	0	0	0	0
COVID-19 Case Investigation Manager	1	1	1	1	0	0	0	0	0	0	0
COVID-19 Case Investigation Supervisor	1	1	1	1	0	0	0	0	0	0	0
COVID-19 Case Investigation Supervisor Bilingual	7	7	7	6	3	2	0	0	0	0	0
COVID-19 Case Investigator	24	24	24	24	0	0	0	0	0	0	0
COVID-19 Case Investigator Bilingual	18	18	16	5	4	0	0	0	0	0	0
COVID-19 Community Mobilization Coordinator	1	1	1	1	1	1	0	0	0	0	0
COVID-19 Community Mobilization Coordinator Bilingual	2	2	0	0	0	0	0	0	0	0	0
COVID-19 Contact Tracer	162	162	162	162	162	162	79	79	79	15	64
COVID-19 Contact Tracer Bilingual	88	88	88	88	88	88	0	0	0	0	0
COVID-19 Contact Tracing Initiative Training Specialist	2	2	2	2	2	2	2	2	0	0	0
COVID-19 Digital Marketing Communications Specialist	1	1	1	1	0	0	0	0	0	0	0
COVID-19 Grant Administration Manager	1	1	1	1	0	0	0	0	0	0	0
COVID-19 Quality Improvement Data Analyst	1	1	0	0	0	0	0	0	0	0	0
Director Of Community Mobilization COVID-19 Contact Tracing Initiative	1	1	1	1	1	1	1	1	1	1	0
Director Of Epidemiology COVID -19 Contact Tracing Initiative	1	1	1	0	0	0	0	0	0	0	0
Director Of Operations COVID - 19 Contact Tracing Initiative	1	1	1	1	1	1	1	1	0	0	0
Financial Analyst COVID-19	1	1	1	1	0	0	0	0	0	0	0
Senior Director COVID-19 Contact Tracing Initiative	1	1	1	1	1	1	1	1	1	1	0
Grand Total	316	316	311	298	265	260	85	85	82	18	64

Hektoen Institute Contact Tracing – Hiring Snapshot

60 Positions (status as of 11/09/2020)



Job Classification	PIDs to Hire	Hired	Vacant
Case Investigator	5	3	2 - Resignations
Case Investigator Bilingual	3	3	0
Case Investigator Supervisor	1	1	0
Case Investigator Supervisor Bilingual	1	1	0
Contact Tracer	30	28	1 - Resignation 1 - Vacancy
Contact Tracer Bilingual	20	20	0
Grand Total	60	56	4



Metrics



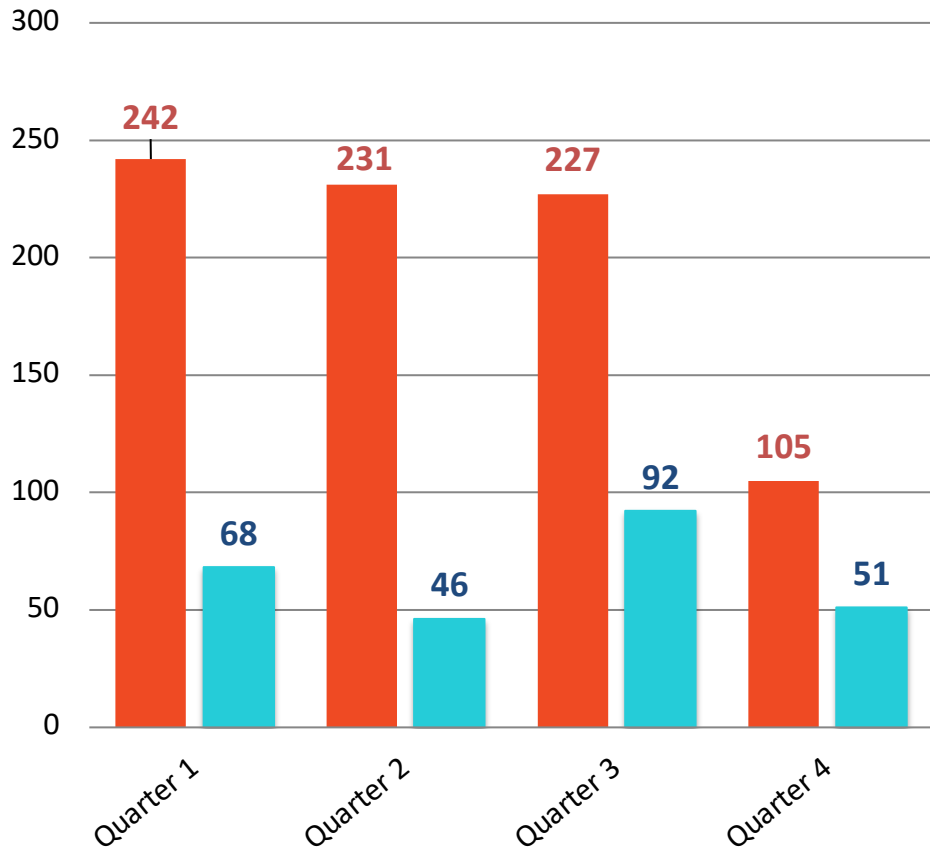
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FY 2020 CCH HR Activity Report

Thru 10/31/2020

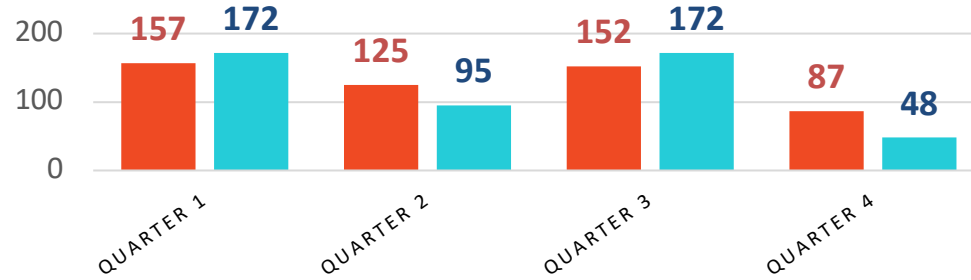
FILLED POSITIONS

2019 Filled (805) | Externals (555)
 2020 Filled (257) | Externals (183)

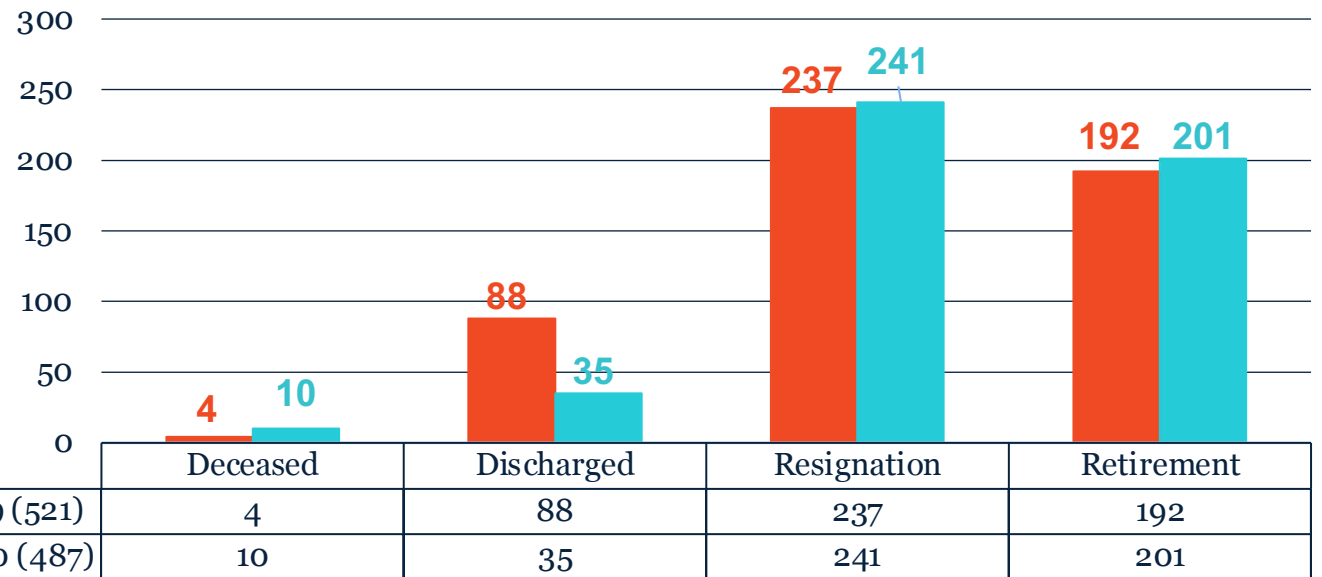
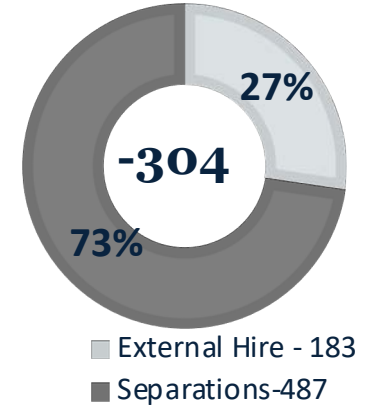


SEPARATIONS

2019 Separations (521) | 2020 Separations (487)



NET

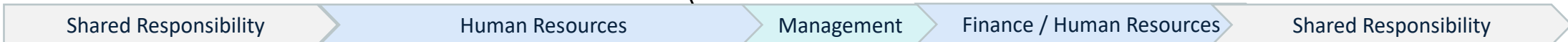
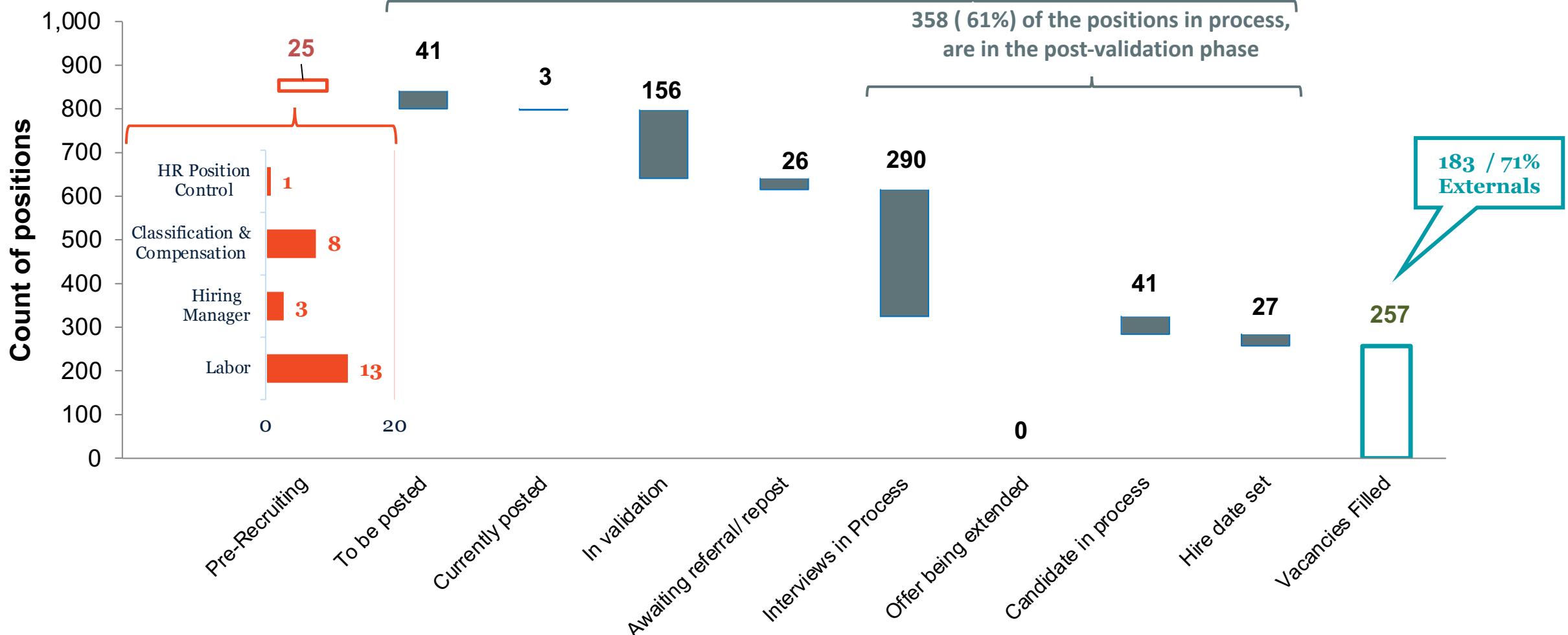


Cook County Health HR Activity Report – Hiring Snapshot

Thru 10/31/2020

Clinical Positions	389 67%
Non-Clinical Positions	195 33%

⇒ **584 Positions in Recruitment**



Hiring Plan

584 positions in Human Resources

Thru 10/31/2020

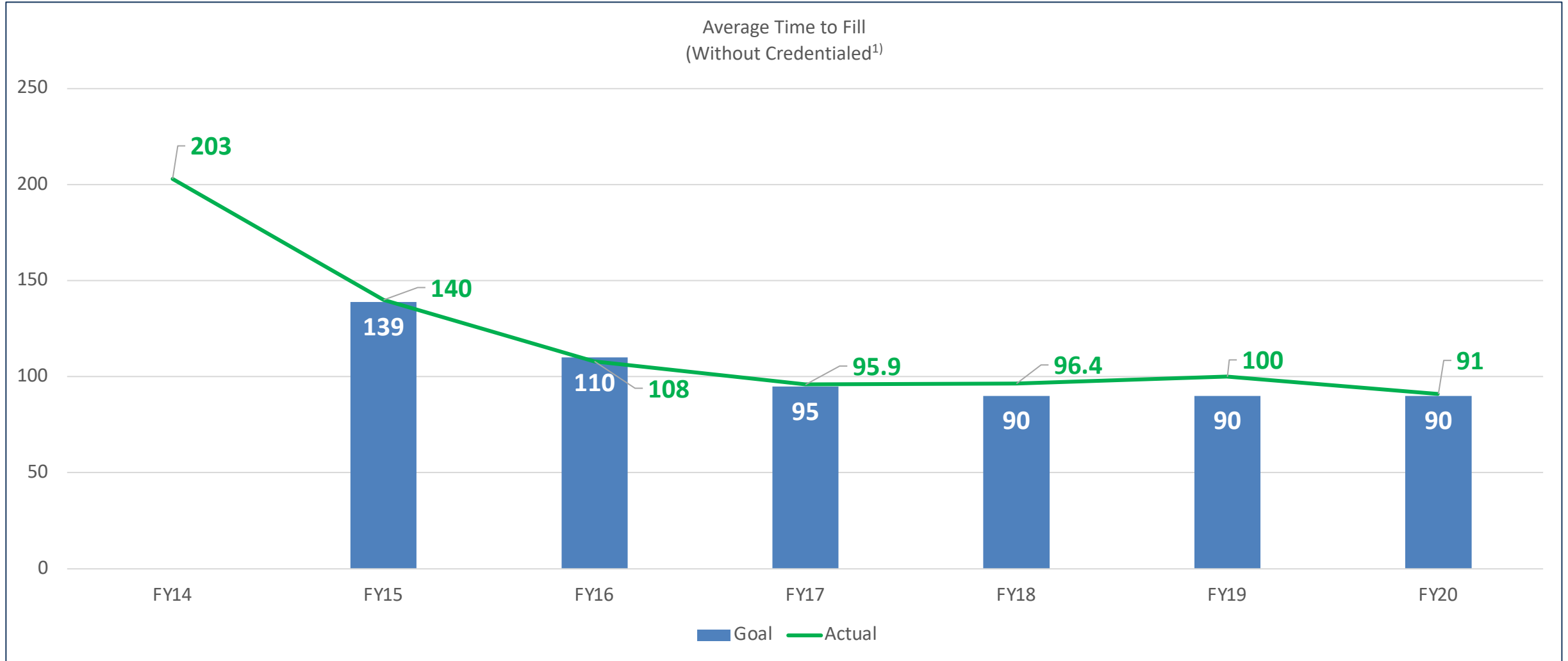


	COVID CCH	Nurse	Managed Care	COVID Hektoen	Tech/ Lab	Physician	Other	Medical Assistant	Behavioral Health	Finance	Physician Assistant	Procurement	Integrated Care	Pharmacy	Trade
10/31/2020 705	316	96	64	64	54	31	31	14	13	7	5	4	3	2	1
09/30/2020 659	312	93	65	64	53	27	18	0	9	6	5	4	0	2	1
08/31/2020 558	214	92	65	64	55	26	17	0	9	6	5	4	1	0	0

Cook County Health HR Activity Report

Improve/Reduce Average Time to Hire*

Thru 10/31/2020



¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

Thank you.



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Appendix

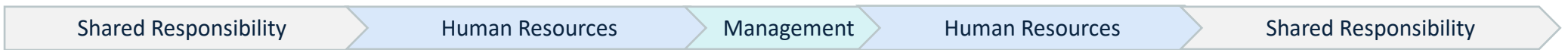
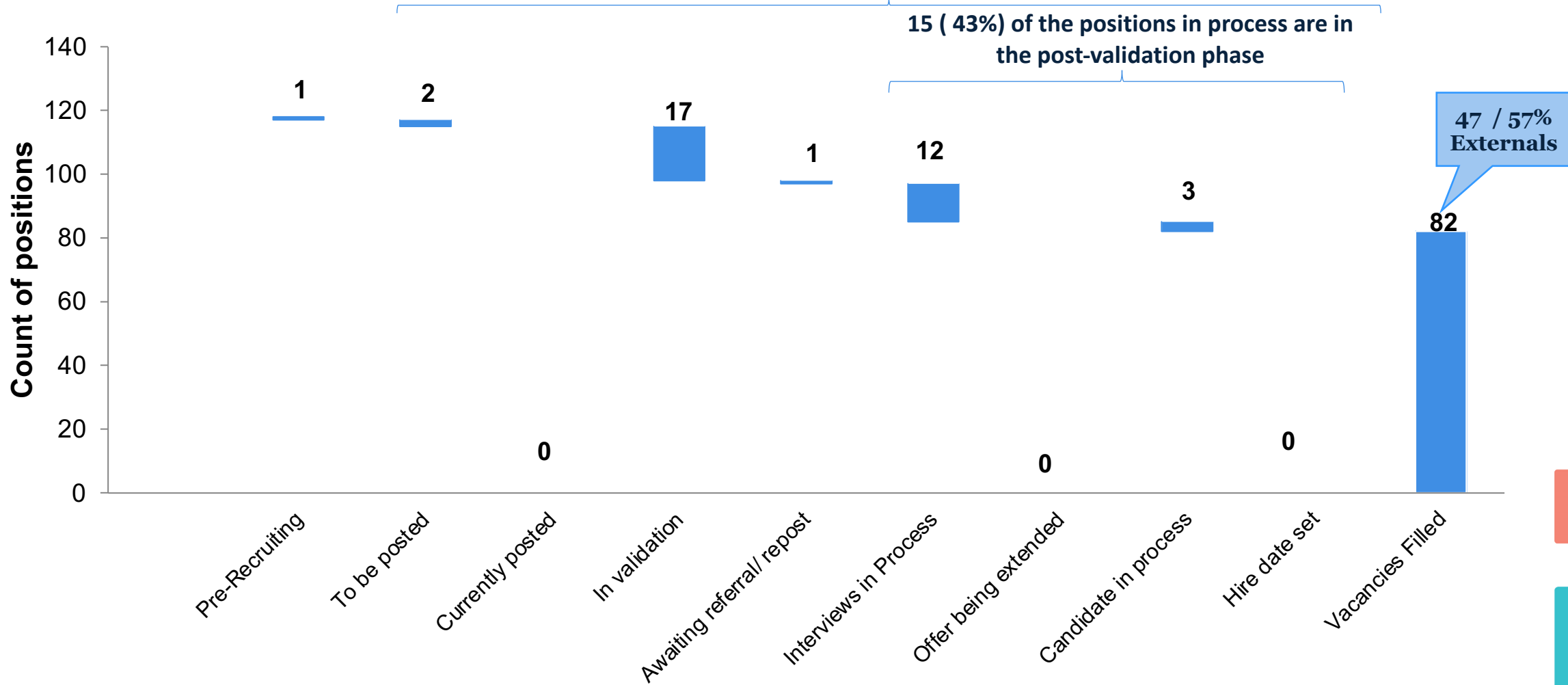


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Cook County Health HR Activity Report Nursing Hiring: CNI, CNII

Thru 10/31/2020

35 Positions in Process



Cook County Health HR Activity Report – Revenue Cycle

Thru 10/31/2020

