

Human Resources Metrics

CCH Board of Directors

Valarie Amos

Chief Human Resources Officer

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**COOK COUNTY
HEALTH**

Agenda

- ❑ HR Optimization
- ❑ HR Staffing Resources
- ❑ Metrics
- ❑ Strategies

HR Optimization



The 2022 Human Resources Reboot



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HR Optimization

HR that Makes a Difference



HR is implementing critical strategies to become a trusted Cook County Health business partner :

- Create innovative recruiting solutions from start to end.
- Assess workflows and identify process improvements.
- Provide meaningful data and analytics to predict HR outcomes.
- Leverage technology and automate manual tasks and workflows.
- Enhance productivity, recruitment effectiveness and support to the health system.

HR Optimization – Planning Phase

Our Need



100-day review established need

- SWOT analysis documented key opportunity areas for HR improvement
- Prioritized opportunities are tracked in project plan

Identified technical integration needs

- New system strategy moves our HRIS toward integration
- Building transparency through reporting and dashboards

Partnering to move deliberately and fast

- Consulting partner will bring project management, HR expertise and technical assessment support

Focusing on meaningful change

- Establishing wins on leadership defined priorities
- Creation of roadmap to show when changes are expected

Improve our HR game

- Create sustainable improvements
- Identify next wave of strategic priorities

HR Optimization – Deliverables

Defined outcomes

Proposed Quick Wins

- SOP development and process workflows
- Voice of the Customer analysis
- Taleo configurations (e.g., application, candidate communications)
- Pre-screening question library
- Job description library
- Employment Plan recommendations

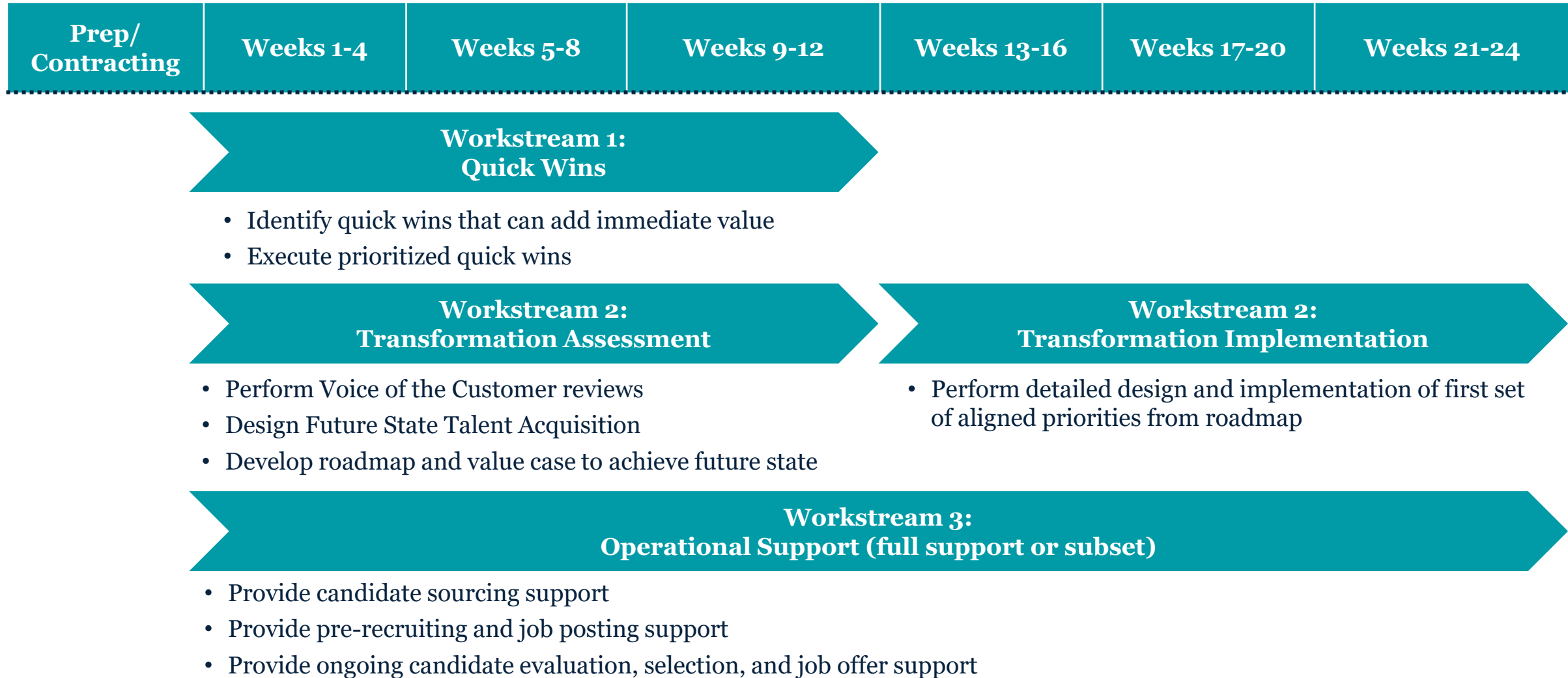
Transformation

- Future State Design (e.g., candidate experience personas and journey maps, operating model)
- Process Roadmap and Value Case
- Drive change for prioritized initiatives
- Training tools and job aides

HR Operations

- Metrics/Predictive analytics
- Published reports and dashboards
- Streamlined recruitment processes; recruitment effectiveness, aligned with best practice, coupled with contemporary methods
- Onboarding of new hires/contract staff
- Offboarding process – exit interview process enhancement

HR Optimization - Proposed Timeline



FY22 Metrics

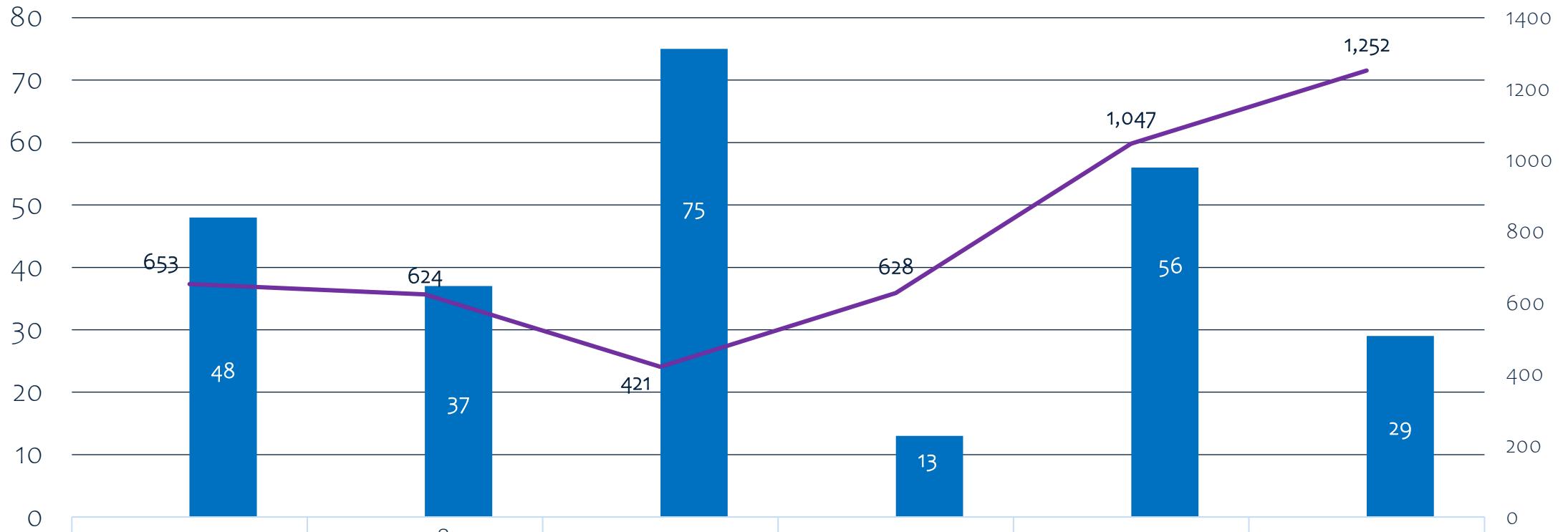


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HR Metrics

Hiring Updates

Thru 12/31/2022



	2017	2018	2019	2020	2021	2022
Recruiters	12	6	7	6	4	5
Vacancies Filled	48	37	75	13	56	29
Vacancies in HR	653	624	421	628	1,047	1,252



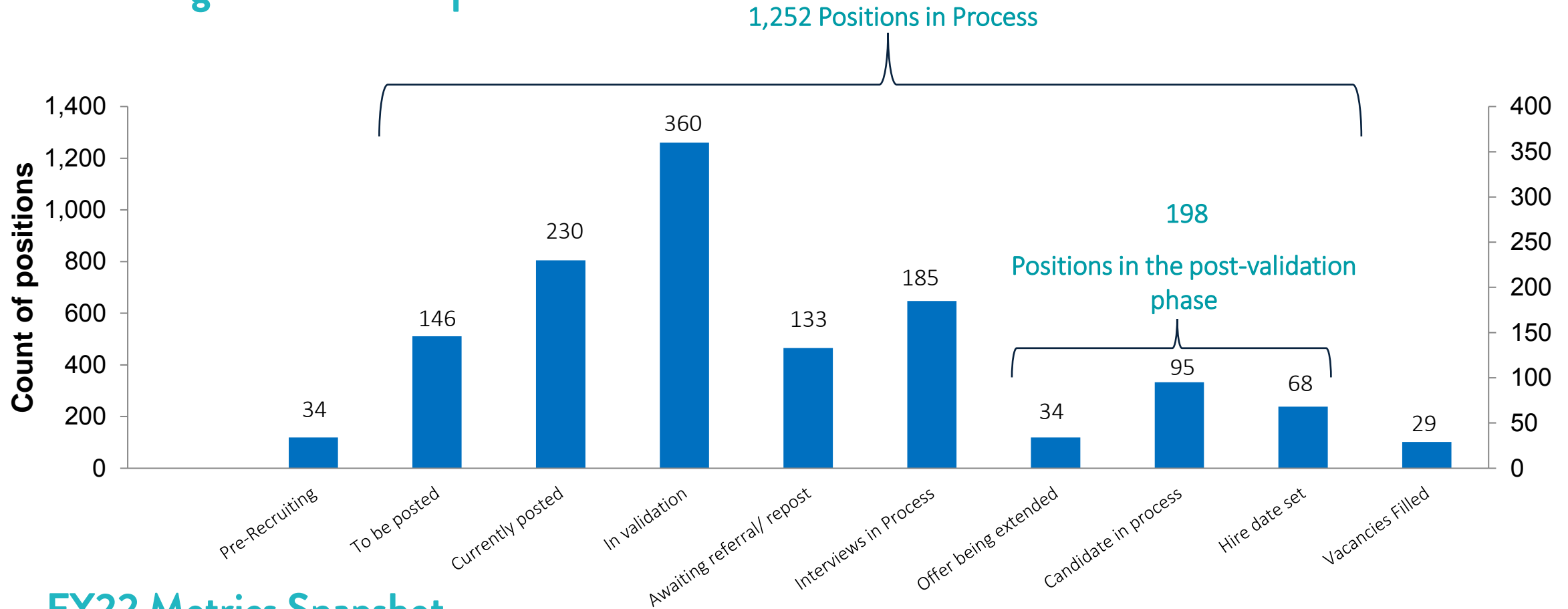
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Does not include Consultants, Registry and House Staff

Vacancies filled include New Hires, Promotions and Transfers

HR Metrics – FY22 Activity Report

CCH Hiring Funnel & Snapshot



FY22 Metrics Snapshot

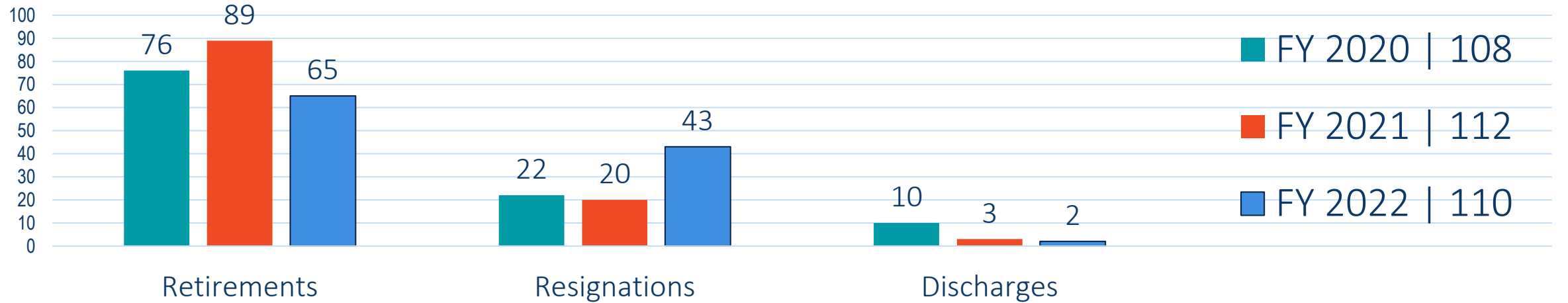
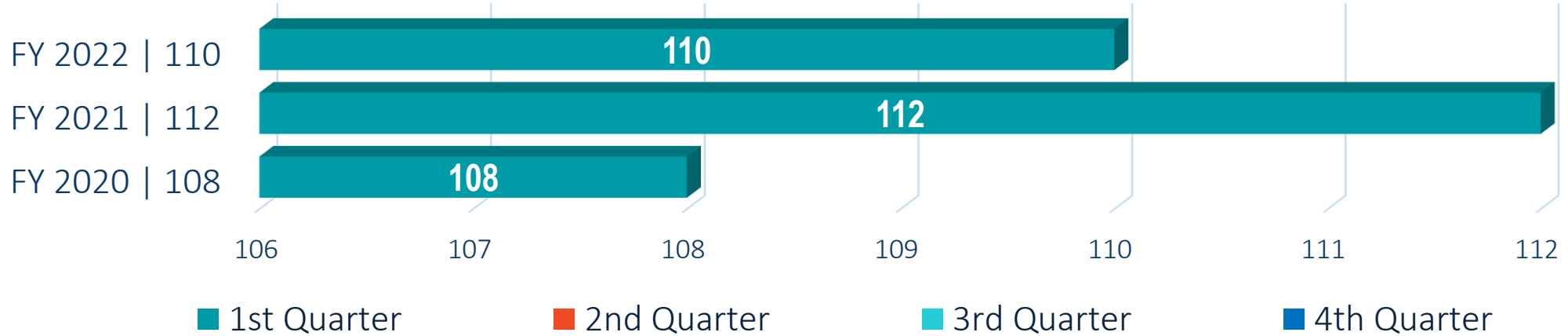
Vacancies (Request to Hires)	Posted	Postings Closed	Validation Completed	Referred for Interview	Interviews Completed	Candidate Offers	Vacancies Filled
1280	1134	904	544	411	226	192	29

HR Metrics – FY22 Activity Report

Separations

Thru 12/31/2022

Net Loss = -93
Separations (110) & External Hires (17)



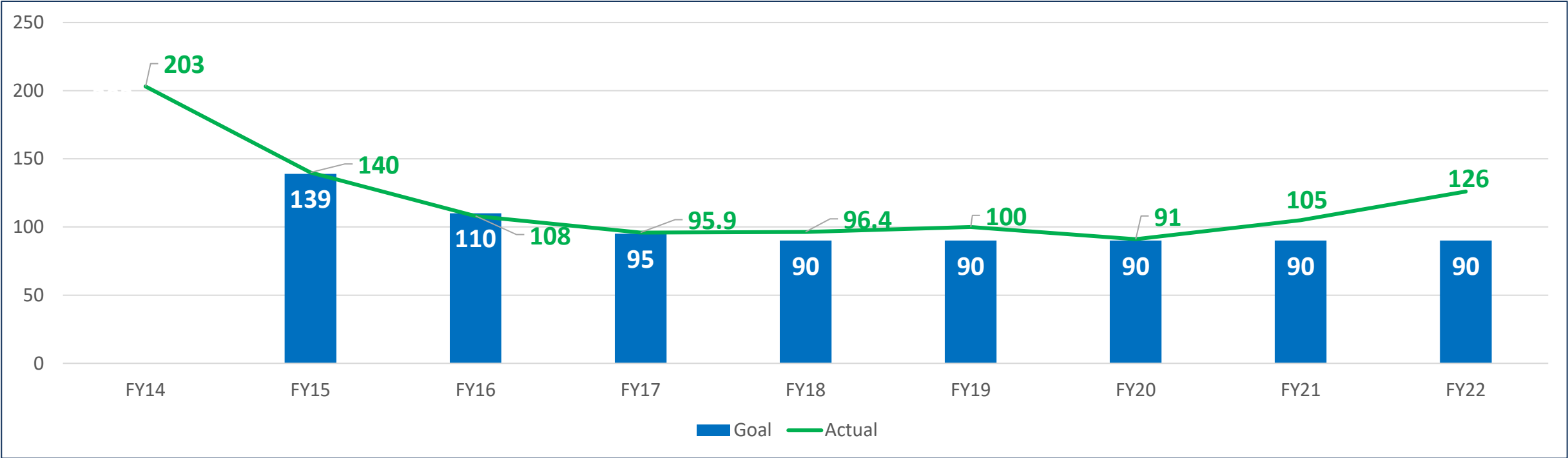
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HR Metrics – FY22 Activity Report

Average Time to Fill

Thru 12/31/2022



HR Staffing



Leverage Agency Staffing

- Contract/agency support
- Class/comp; HRIS; LMS; HR Operations; Recruiting

Leverage Former Staff

- 4 former CCH experienced recruiters – equates to 2FTEs

Recruitment Process Outsourcing (RPO)

- Recruiter on Demand (3) Recruiters
- Recruitment & job fair support
- Final stages of contract review; team to start

HR Strategies

Innovative Recruiting Solutions



Enhance
Recruitment
Process

Redesign
Recruitment Process

- Examine Taleo platform modules and enable the features that will drive efficiency.

Optimization of Job
Fairs

- On Site and Virtual Monthly Events

Optimization of
Employment Plan

- Streamline the recruitment processes to drive efficiencies.

FY22 Job Fair/Blitz Activity

Timeline	Department	Attendees	Interviews	Offers	Accepted
December, 2021	Laboratory	50	54	37	TBD
January, 2022	Managed Care (v)	247	133	TBD	TBD
February, 2022	Social Work				
March, 2022	Nursing (TBD)				
April, 2022	Respiratory (TBD)				
May, 2022					

HR Staffing - Resurgence Onboarding Support

FY22 -YTD

Position Titles	Count
Nursing	350
Respiratory	15
PT/OT	10
Administrative	15
Medical Assistants	50
Building and Grounds	50
Other (Laboratory, Call Center Representatives, Transporters, Ward Clerks)	70
Subtotal	560

Questions



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Thank you.



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