

**CCHHS Board of Directors**

**Proposed Resolution Regarding Agency Usage  
and the Strategies that will be Implemented to Reduce Such Use**

**WHEREAS**, there is a general shortage of healthcare workers in the United States, and the inability to fully staff a hospital or healthcare system with permanent employees is not unique to CCHHS, it is a problem all around the country; and

**WHEREAS**, there are some dynamics in the world of healthcare that affect the ability of health systems, including CCHHS, to maintain a permanent employee workforce sufficient to maintain operations as needed. As an industry, healthcare has not yet recovered from the effects of the pandemic, which spurred a higher retirement and exodus rate of healthcare employees than had previously existed; and

**WHEREAS**, the CCHHS Board of Directors takes very seriously their mission to oversee operations at CCHHS, including specifically decisions about hiring and contracting, and is very aware of the extent to which CCHHS relies on agency workers to maintain operations; development of new strategies to increase hiring of permanent workers is a priority for both the CCHHS Board and leadership, and the subject is discussed at nearly every public CCHHS Board and Committee meeting; and

**WHEREAS**, it is important to note that a significant number of CCHHS employees currently are on either full time Federal Medical Leave Act (FMLA) or intermittent FMLA. CCHHS cannot replace those employees with permanent employees, and the unpredictable nature of use of intermittent FMLA means that agency workers will always be necessary at CCHHS to some degree; and

**WHEREAS**, CCHHS is in a transition period for leadership in Human Resources and will soon be hiring a new permanent CEO, so it is important to allow this new leadership team some time to identify winning strategies to reduce the reliance on agency, and time to implement those strategies.

**NOW THEREFORE BE IT RESOLVED**, that, to exercise its governance responsibilities appropriately and to keep the Cook County Board of Commissioners fully informed, the CCHHS Board and leadership will continue to interact with the President and the Commissioners regarding agency usage and the strategies that will be implemented to reduce such use; and

**BE IT FURTHER RESOLVED**, that the Finance Committee of the CCHHS Board (Finance Committee) will work with CCHHS leadership to set benchmarks for reducing agency utilization, and will require monthly reporting to the Finance Committee on progress, and

**BE IT FURTHER RESOLVED**, that CCHHS will provide quarterly reporting on the benchmarks and progress in meeting them to the Cook County Board's Health and Hospitals Committee until goals are achieved.