Overview of Department

Human Resources
Overview of Human Resources

Human Resources is a Strategic Partner

Focus Areas

- Recruitment
- Operations/Employee Relations
- Equal Employment Opportunity
- Org Development & Training
- Classification & Compensation
- HR Administration

Staff Locations

- Stroger Hospital
- Provident Hospital
- Cermak Health Center
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

2018 Accomplishments

• Completed over 125 Market Studies for new and existing positions
• Created approx. 25 new Job descriptions
• Created bi-lingual job descriptions for approx 30 positions
• Worked with BHR labor relations to enhance/modify approx. 50 job descriptions
Overview of Department

Recruitment

- Post vacancies; validate candidates; work with management to fill vacancies
- New Hires, Promotions & Transfers
- Work with management to identify external sources, sites, journals, publications, organizations, etc. to post vacancies
- Utilize Social Media outlets to advertise and expand CCH’s recruitment efforts

<table>
<thead>
<tr>
<th>Job Classification</th>
<th>RTH to HR as of 01/31/19</th>
<th>RTH to Recruitment</th>
<th>Posted</th>
<th>Posting Closed</th>
<th>Validation Complete</th>
<th>Referred for Interview</th>
<th>Interviews Complete</th>
<th>Candidate ID'd</th>
<th>Hire Date ID'd</th>
<th>2019 YTD Hired</th>
<th>In Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>36</td>
<td>33</td>
<td>24</td>
<td>13</td>
<td>11</td>
<td>11</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>HIS</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Nurse</td>
<td>267</td>
<td>252</td>
<td>246</td>
<td>180</td>
<td>172</td>
<td>154</td>
<td>114</td>
<td>105</td>
<td>78</td>
<td>39</td>
<td>213</td>
</tr>
<tr>
<td>Other</td>
<td>606</td>
<td>506</td>
<td>476</td>
<td>393</td>
<td>376</td>
<td>322</td>
<td>202</td>
<td>185</td>
<td>139</td>
<td>107</td>
<td>399</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>18</td>
<td>18</td>
<td>17</td>
<td>14</td>
<td>13</td>
<td>12</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>Physician</td>
<td>92</td>
<td>82</td>
<td>77</td>
<td>67</td>
<td>40</td>
<td>39</td>
<td>38</td>
<td>37</td>
<td>9</td>
<td>4</td>
<td>78</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1,023</td>
<td>894</td>
<td>841</td>
<td>668</td>
<td>613</td>
<td>539</td>
<td>369</td>
<td>342</td>
<td>239</td>
<td>159</td>
<td>735</td>
</tr>
</tbody>
</table>
Overview of Department

Recruitment 2018 Accomplishments

• Obtained Substantial Shakman Compliance Oct 2018
• 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

<table>
<thead>
<tr>
<th>Vacancies Filled</th>
<th>Requisitions</th>
<th>Applicants</th>
<th>Eligible Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>706</td>
<td>922</td>
<td>15,606</td>
<td>7,763</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Taleo Redirects</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs Posted includes reposts</td>
<td>829</td>
<td>1,190</td>
<td>1,109</td>
<td>1,361</td>
<td>1,235</td>
</tr>
<tr>
<td>Taleo Redirects Yearly Totals</td>
<td>4,374</td>
<td>12,568</td>
<td>20,818</td>
<td>21,254</td>
<td>18,493</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Views</td>
<td>-</td>
<td>746,777</td>
<td>-</td>
<td>765,866</td>
<td>792,068</td>
</tr>
</tbody>
</table>

"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
  - The EEO Team investigates allegations of harassment, discrimination, workplace violence, etc.

2018 Accomplishments

- Implemented online case management system to track & report.
  - Employees have the ability to submit and report EEO cases* on line.
  - ADA Compliance – Implemented ADA process for accommodations.
  - 2018 Cases

<table>
<thead>
<tr>
<th>Type</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>EEOC*</td>
<td>17</td>
<td>23</td>
</tr>
<tr>
<td>IDHR**</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>Internal</td>
<td>61</td>
<td>64</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>88</strong></td>
<td><strong>104</strong></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 - CCH Employee Population Race & Ethnicity

Data as of 01/31/19

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

2Self 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.

The largest Cook County Health racial/ethnic groups are Black (47%) followed by Asian (20%) and White (19%).
Overview of Department

**EEO 2018 Accomplishments**

**2018 Case categories – 104 Cases (64 Internal, 23 EEOC, 17 IDHR cases)**

<table>
<thead>
<tr>
<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>
<th>Other*</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>14%</td>
<td>14%</td>
<td>13%</td>
<td>10%</td>
<td>8%</td>
<td>8%</td>
<td>6%</td>
<td>10%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Other - Sexual orientation, disability, religion

**Internal Case Stats**

<table>
<thead>
<tr>
<th>2018 EEO Internal Cases</th>
<th>64 Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed</td>
<td>44</td>
</tr>
<tr>
<td>Returned to Dept. (Coaching, mediation, training, managerial guidance)</td>
<td>25</td>
</tr>
<tr>
<td>Not Substantiated - No recommended action</td>
<td>8</td>
</tr>
<tr>
<td>Corrective Action recommended for inappropriate Conduct</td>
<td>7</td>
</tr>
<tr>
<td>Workplace Violence Substantiated</td>
<td>3</td>
</tr>
<tr>
<td>Sexual Harassment Substantiated</td>
<td>1</td>
</tr>
</tbody>
</table>

**No charges were substantiated by external agencies**

*COOK COUNTY HEALTH*
Overview of Department

Operations

Functional areas are:
• 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

2018 Accomplishments

• Implemented HR ServiceLink - central repository for HR processes to increase efficiency, productivity & service levels. Pilot live at Cermak Health Center. Full launch March 2019
  • Pay rate concerns
  • Accruals
  • Employment Verification
• Implemented On Line Leave Management System
• Provided Leave Management Training to Managers
  • Leave, Absence, & Disability: Processes, Policies & Strategies

• EEO
• Tuition Reimbursement
Overview of Department

Organizational Development & Training

• Provide training throughout CCH that support organizational initiatives to ensure the delivery of quality service
  • Classroom courses
  • Virtual courses

2018 Accomplishments

• Hired Department Director and 3 Training Analysis to increase department from 1 to 5 staff members
• Restructured New Hire On Boarding Experience
• Graduated the 9th Cohort of the CCH Leadership Development Program
• Implemented new CCH Performance Management System –
  • Anticipated launch Feb 2019
• Developed curriculum for 25 classes targeted for CCH Management Employees - Examples
  • Understanding Cultural Competency and its impact on the Patient & Employee Experience
  • Lead vs. Manage
  • Communications – How to motivate your Team
  • Managing a Dispersed Workforce
• Completed 2018 Annual Education requirements
  • Moving from Buddy to Boss
  • Onboarding 101: the Ins and Outs of Hiring New Staff
  • Resolving Conflict
  • Self-Awareness: The Power of Self-Evaluation
HRIS Technology Integration

**ORACLE EBS**
- HR, Payroll, Finance, Procurement
  (Employees & Contract Workers)

**ORACLE Performance Management**

**Clairvia**
- Nurse Scheduling

**Sales Force**
- HR ServiceLink

**Tableau**

**TALEO**
- Recruiting

**Microsoft Exchange**
- (email accts)

**EDR**
- (Enterprise Data Repository)

**HR Job Tracker**
- (Recruiting)

**Learning Management System**
- (LearnSoft)

**Dual Employment**

**Johnson Controls**
- (ID Badge/Security)

**Cook County Health**
Impact 2020 Recap

Status and Results

- Focus Area 1: Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuables Assets
- Impact Social Determinants
- Advocate for patients
## Impact 2020

### Progress & Updates

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Focus Area 1 - Deliver High Quality Care:** Improve Health Equity, Provide High Quality, Safe Care | • Develop Cultural Competency of Workforce  
• Develop curriculum for CCH on Cultural Competency  
• Train Employees on Cultural Competency  
• Track bi-lingual hires | In process |
| **Focus Area 3 – Foster Fiscal Stewardship:** Maximize Financial Sustainability and Demonstrate Value | • Leverage Information Technology ERP  
• Leverage Information Technology Performance Management  
  • Perform annual performance evaluations  
  • Go Live Soft Launch  
  • Goal setting / Full Launch  
• Leverage other Information Technology  
  • Learning Management System (LMS)  
  • HR Service Link | Completed |
## Impact 2020

### Progress & Updates

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Focus Area 4** – Invest in Resources: Develop Workforce | • Performance Management  
  - Perform annual performance evaluations  
  - Go Live Soft Launch  
  - Goal setting / Full Launch (Feb 2019)  
  - Expand diversity of recruiting advertising  
  - Conduct analysis of organizational leadership needs  
  - Analyze span of control for managers | In process  
  Completed  
  Scheduled  
  Completed  
  In process  
  In process |
SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats
SWOT Analysis

**Strengths**
- Obtained Substantial Compliance
- Competitive Benefits Package – Tuition, pension, benefits package
- Committed & Experienced Human Resources Staff
- Innovative Improved Operational Technology & Procedures
- Data Driven
- Diverse Competent Team focused on Health Equity

**Weaknesses**
- CBA/EPO Requirements
- Inconsistent span of control
- IT data integration issues
- Recruitment Process (e.g. need to speed up hiring processes)
- Aging workforce (staff attrition)
- Organizational Culture

**Opportunities**
- Leverage Technology to Advance Goals
- Improved collaboration with union partners
- Leverage Partnerships, Advertising and Social Media
- Increase Employee retention / engagement
- Coordination with BHR Labor
- Enhance Recruitment / Hiring Process
- Leverage Management Training and Professional Development

**Threats**
- Forecasted Nursing Shortage
- Competition in Medical Field
- Healthcare Workforce Shortage
FY 2020-2022
Strategic Planning Recommendation
Deliver High Quality Care
FY 2020-2022 Strategic Planning Recommendations

1.5 – CCH will work to ensure that patients receive Culturally and Linguistically Appropriate Services (CLAS) through effective, understandable and respectful care, in a manner compatible with cultural health beliefs and practices and preferred language.

- Develop cultural competency of workforce
- Conduct training of 100% of CCH Employees
- Creation of CCH Training Council
- Align Training Initiatives across CCH
- Formalize training across organization – i.e. (Nursing, Patient Safety, Finance)
- Strengthen hiring of bilingual employees
  - Partner with local organizations – i.e. National Association of Hispanic Nurses, Chicago Workforce Initiative
  - Expansion of outreach with local healthcare partners / universities
  - Expand CCH Outreach to increase hiring in the diverse communities we serve.
Foster Fiscal Stewardship
FY 2020-2022 Strategic Planning Recommendations

3.3 - Demonstrate fiscal responsibility with limited resources by controlling costs and maximizing efficiency

- Streamline administrative processes (i.e. reduce time to hire, increase automation)
  - Continue to enhance, analyze and reduce the recruiting life cycle
- Leverage other information technology initiatives
  - Job Tracker / Taleo System Enhancements
  - Enhance Absence Compliance Tracker (ACT) - to generate letters, emails, notifications
  - Implement Primary Source Verification Tool to automate process
    - Verification from the original source of a specific credential (education, training, licensure) to determine the accuracy of the qualifications of an individual health care practitioner.
Foster Fiscal Stewardship
FY 2020-2022 Strategic Planning Recommendations

3.3 - Demonstrate fiscal responsibility with limited resources by controlling costs and maximizing efficiency

- Leverage other information technology initiatives
  - Electronic Document Management System - Enables HR to manage documents efficiently and compliantly.
    - Centralize repository for employee and HR documents
    - Secure documents and minimize compliance risk
      - Ensure documents are secure from theft and other threats
      - Reduce storage cost, manual labor & maintenance of documents
Invest in Resources
FY 2020-2022 Strategic Planning Recommendations

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

- Post Substantial Compliance - Opportunity Review
  - Reduce time to hire & complexity of hiring process
  - Revisit/re-engineer hiring processes
    - Job fairs – Explore same day - Onsite Interviews/Offers
    - Ease restrictions on Manager contact with candidates
    - Review validation process to increase percentage of viable candidates (Employment Plan Enhancements)
  - Plan Revisions (i.e. modify policies – Reclassification & Transfer)
  - Re-engineer - Standard Hiring HR Process
**Invest in Resources**

**FY 2020-2022 Strategic Planning Recommendations**

4.3 – Strengthen CCH Workforce

- Performance Management
  - Rollout to all employees
  - Align performance to strategic goals and compensation
- Succession Planning - Partner with Compliance Officer
- Engagement & Safety Committee Oversight (Nursing, Quality & HR)
- Employment Recognition & Appreciation Program
  - As we continue to change the culture of CCH, employee morale is an area we can improve.
    - Service Anniversaries
    - Highlight Employee Accomplishments
Invest in Resources
FY 2020 - 2022 Strategic Planning Recommendations

4.3 – Strengthen CCH Workforce

- As we change the culture and transform CCH into a Learning Organization, we must continuously provide just-in-time training offered through our LMS in addition to instructor-led courses geared toward the needs of CCH Employees

- Enhance Training Curriculum
  - Instructor lead Training courses targeted for all CCH Employees
  - Offer online training modules targeted to specific populations for the following areas:
    - Utilize *MBTI /DISC Assessment tools to shape behaviors, strengthen Mgmt Team
    - Develop additional Training Courses
    - Procure online content – Microsoft Office Training Courses

*MbTI (Myers Briggs Type Indicator) /DISC (Dominant, Inspiring, Supportive & Cautious)
Thank you.

Questions?