

Strategic Planning FY 2020 22



Human Resources

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Chief Human Resources Officer

February 19, 2019



COOK COUNTY
HEALTH

Overview of Department

Human Resources

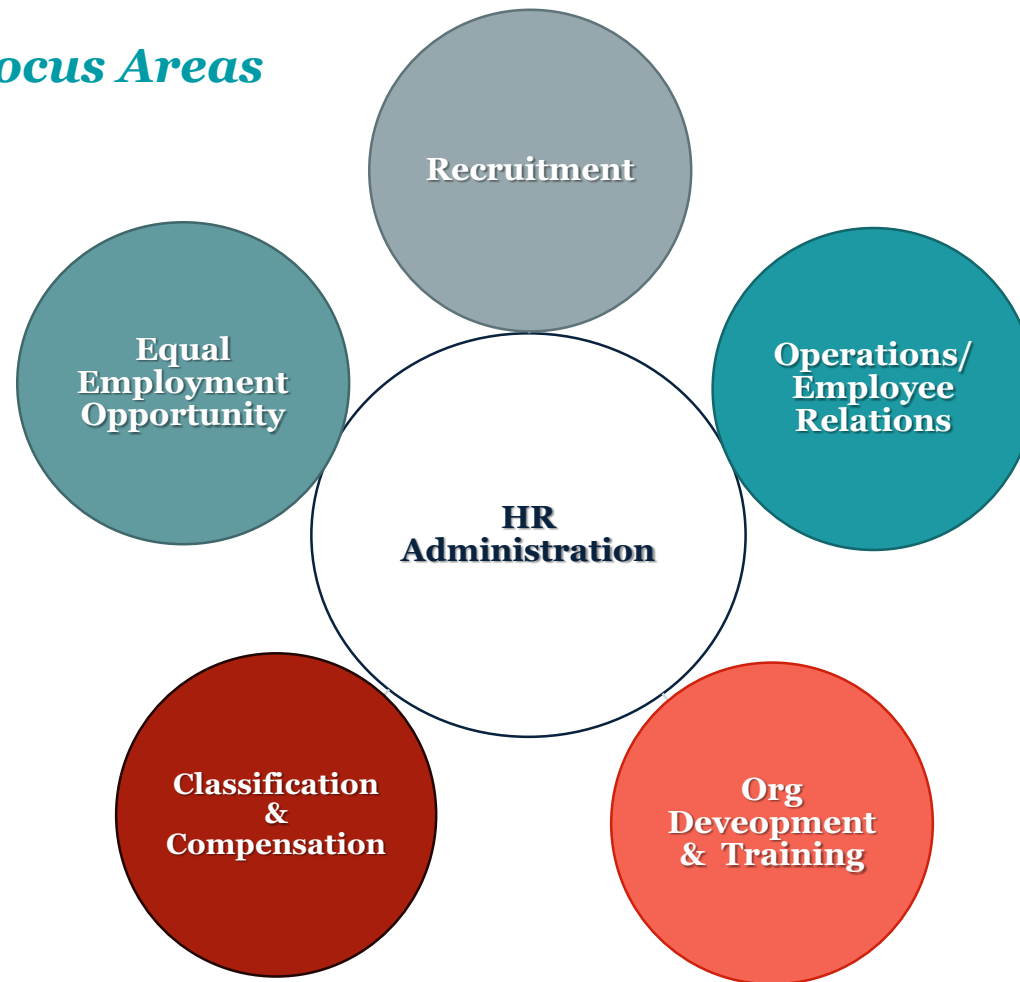


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Overview of Human Resources

Human Resources is a Strategic Partner

Focus Areas



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

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

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

Vacancies Filled	Requisitions	Applicants	Eligible Applicants
706	922	15,606	7,763

Taleo Redirects	2014	2015	2016	2017	2018
Jobs Posted includes reposts	829	1,190	1,109	1,361	1,235
Taleo Redirects Yearly Totals	4,374	12,568	20,818	21,254	18,493

Health Career Network / American Hospital Association	2014	2015	2016	2017	2018
Views	-	746,777	-	765,866	792,068

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 on line 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

Type	2017	2018
EEOC*	17	23
IDHR**	10	17
Internal	61	64
TOTAL	88	104

*Equal Employment Opportunity Commission

**Illinois Department of Human Rights

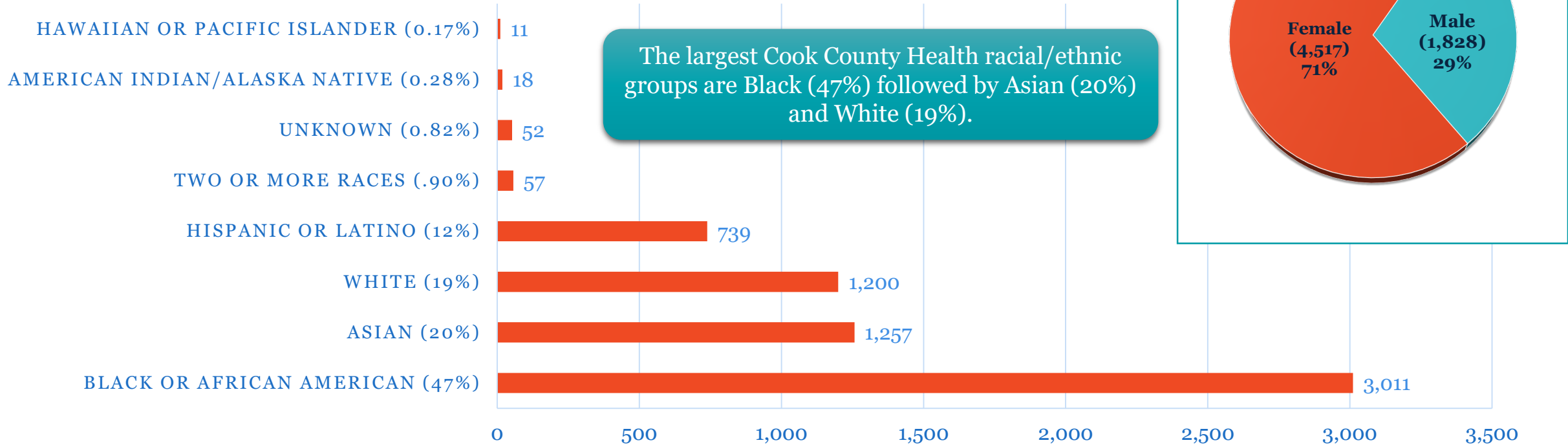


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*A “case” is a concern affecting or relating to a particular situation which requires a response, follow up and/or investigation.

Overview of Department

EEO- CCH Employee Population Race & Ethnicity¹



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

Overview of Department

EEO 2018 Accomplishments

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

Race	Sex	Workplace Violence	Retaliation	Sexual Harassment	Harassment	Age	National Origin	Other*	Total
17%	14%	14%	13%	10%	8%	8%	6%	10%	100%

*Other - Sexual orientation, disability, religion

**No charges were substantiated by external agencies

Internal Case Stats

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

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
 - EEO
 - Tuition Reimbursement
- Implemented On Line Leave Management System
- Provided Leave Management Training to Managers
 - Leave, Absence, & Disability: Processes, Policies & Strategies

Overview of Department

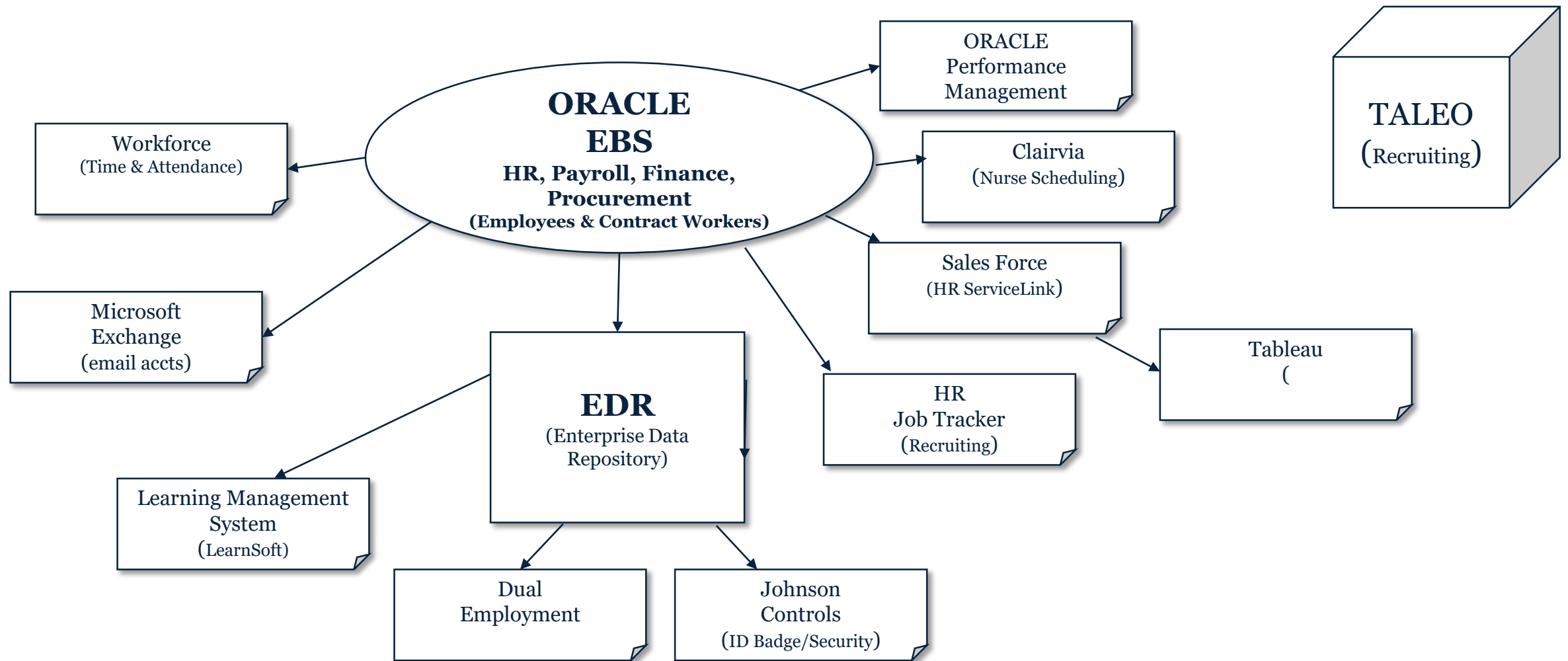
Organizational Development & Training

- 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
 - Moving from Buddy to Boss
 - Onboarding 101: the Ins and Outs of Hiring New Staff
 - Resolving Conflict
 - Self-Awareness: The Power of Self-Evaluation
- Completed 2018 Annual Education requirements

HRIS Technology Integration



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 Valuable Assets
- Impact Social Determinants
- Advocate for patients



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Impact 2020

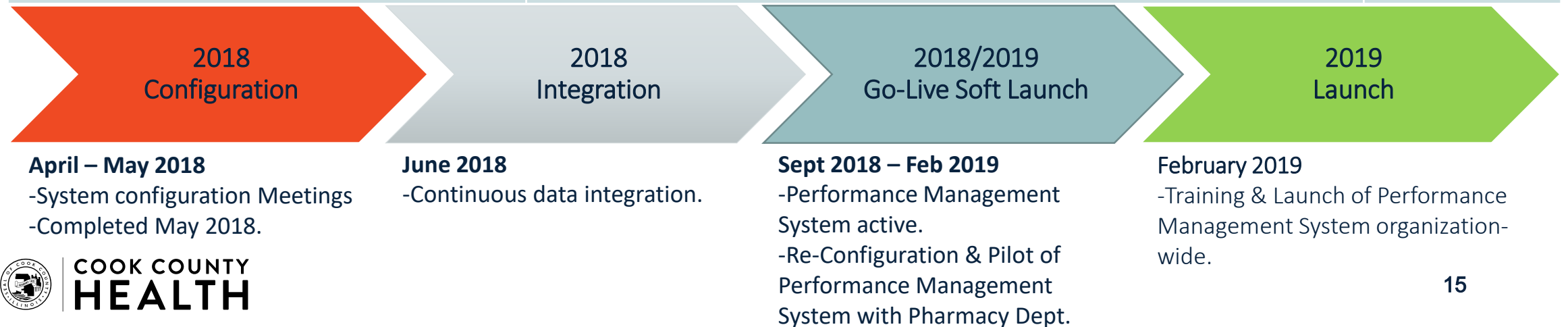
Progress & Updates

Focus Area	Name	Status
Focus Area 1 - Deliver High Quality Care: Improve Health Equity, Provide High Quality, Safe Care	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Leverage Information Technology ERP• Leverage Information Technology Performance Management<ul style="list-style-type: none">• Perform annual performance evaluations• Go Live Soft Launch• Goal setting / Full Launch• Leverage other Information Technology<ul style="list-style-type: none">• Learning Management System (LMS)• HR Service Link	Completed

Impact 2020

Progress & Updates

Focus Area	Name	Status
Focus Area 4 – Invest in Resources: Develop Workforce	<ul style="list-style-type: none"> Performance Management <ul style="list-style-type: none"> 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



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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



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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.

FosterFiscal Stewardship

FY 2020-2022 Strategic Planning Recommendations

3.3- Demonstrate fiscal responsibility with limited resources by controlling costs 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 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 inResources

FY 2020-2022 Strategic Planning Recommendations

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

FY 2020-2022 Strategic Planning Recommendations

4.3 – StrengthenCCH 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 area we can improve.
 - Service Anniversaries
 - Highlight Employee Accomplishments

Invest inResources

FY 2020-2022 Strategic Planning Recommendations

4.3 – StrengthenCCH 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?



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