

# Human Resources Metrics Cook County Health

**Carrie Pramuk-Volk**

**Interim, Chief Human Resources Officer**

**December 4, 2020**



**COOK COUNTY  
HEALTH**



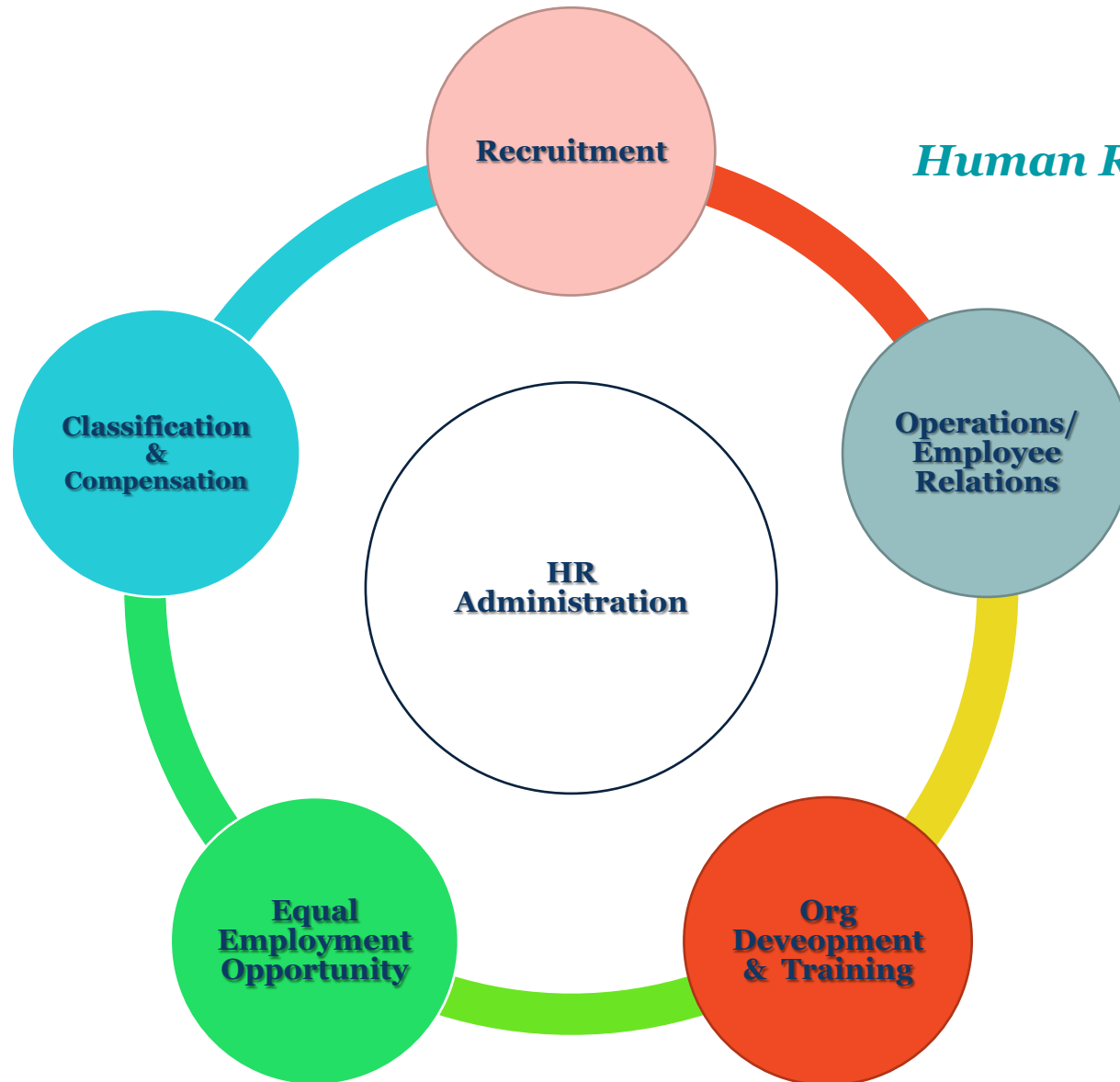
# Human Resources

## Overview



COOK COUNTY  
**HEALTH**

# 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)

# Employee Engagement

Preliminary Survey Results



COOK COUNTY  
HEALTH

# Employee Engagement & Culture of Safety Survey

## Improvements Made

Response Rate: ↑

2018: 52%

2020: 56%

Engagement Indicator: ↑

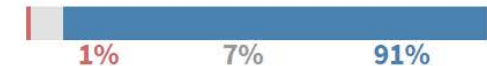
2018: 3.80

2020: 3.83

### Sneak Peak: Strengths

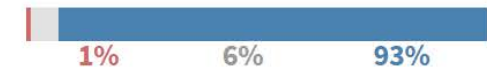
The work I do makes a real difference.

Employee



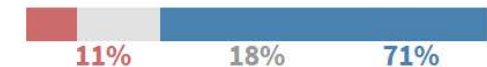
My work is meaningful.

Employee



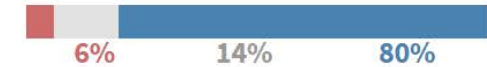
I am satisfied with my benefits.

Organization



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

Organization

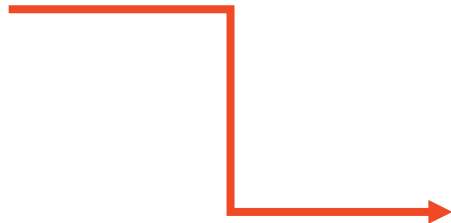


# Next Steps

## 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

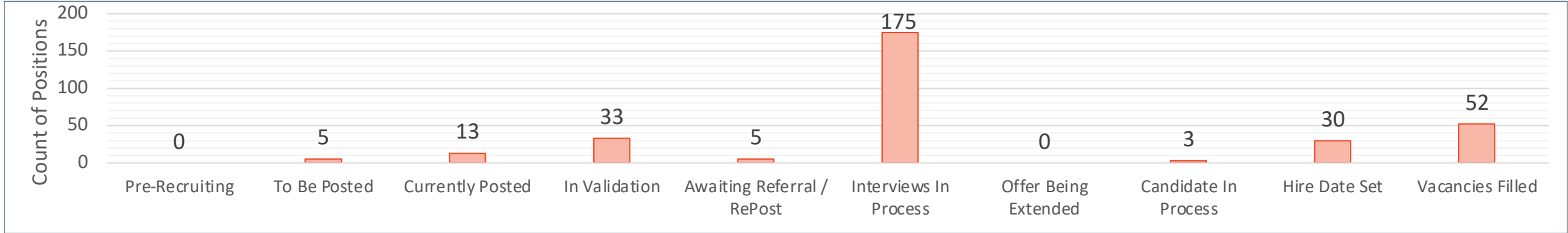


COOK COUNTY  
**HEALTH**

# CCH Contact Tracing – Hiring Snapshot

316 Positions in Recruitment

Thru 11/23/2020

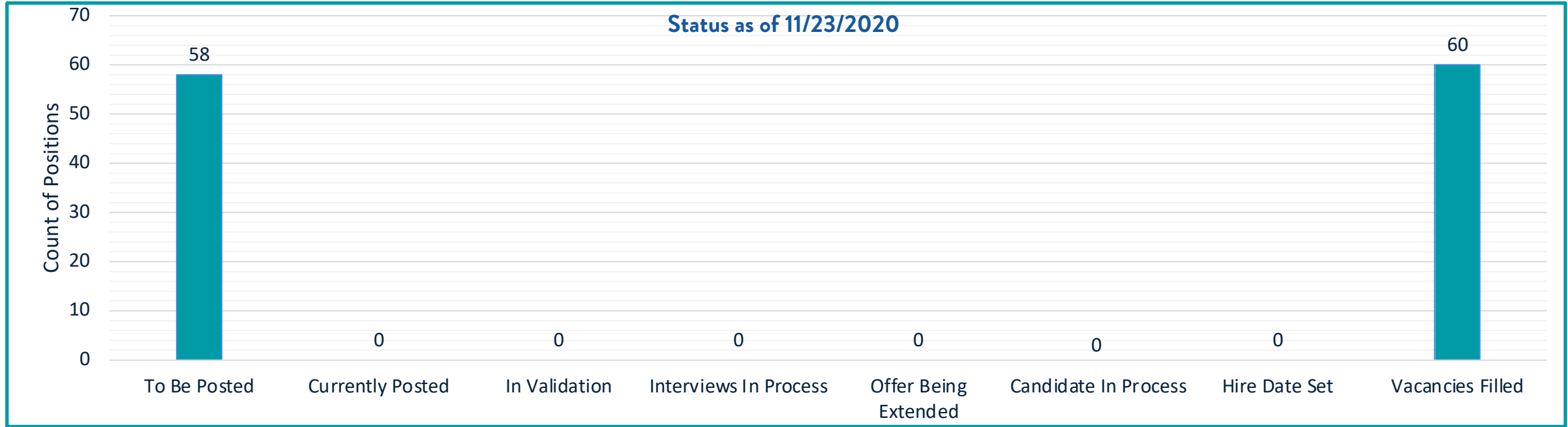


Job Classification	PIDs to Hire by 11/30/2020	Paperwork Complete	Posted	Posting Closed	Validation Completed	Referred for Interviews	Interviews Complete	Candidate ID'd	Hire Date ID'd	Hired
Attending Physician COVID-19 Response Lead	1	1	1	1	1	1	1	1	1	1
Communications Manager COVID-19 Contact Tracing Initiative	1	1	1	1	1	1	0	0	0	0
COVID-19 Case Investigation Manager	1	1	1	1	0	0	0	0	0	0
COVID-19 Case Investigation Supervisor	1	1	1	1	0	0	0	0	0	0
COVID-19 Case Investigation Supervisor Bilingual	7	7	7	6	3	2	0	0	0	0
COVID-19 Case Investigator	24	24	24	24	0	0	0	0	0	0
COVID-19 Case Investigator Bilingual	18	18	16	5	4	0	0	0	0	0
COVID-19 Community Mobilization Coordinator	1	1	1	1	1	1	0	0	0	0
COVID-19 Community Mobilization Coordinator Bilingual	2	2	0	0	0	0	0	0	0	0
COVID-19 Contact Tracer	162	162	162	162	162	162	79	79	79	49
COVID-19 Contact Tracer Bilingual	88	88	88	88	88	88	0	0	0	0
COVID-19 Contact Tracing Initiative Training Specialist	2	2	2	2	2	2	2	2	0	0
COVID-19 Digital Marketing Communications Specialist	1	1	1	1	0	0	0	0	0	0
COVID-19 Grant Administration Manager	1	1	1	1	0	0	0	0	0	0
COVID-19 Quality Improvement Data Analyst	1	1	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
Director Of Epidemiology COVID -19 Contact Tracing Initiative	1	1	1	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
Financial Analyst COVID-19	1	1	1	1	0	0	0	0	0	0
Senior Director COVID-19 Contact Tracing Initiative	1	1	1	1	1	1	1	1	1	1
<b>Grand Total</b>	<b>316</b>	<b>316</b>	<b>311</b>	<b>298</b>	<b>265</b>	<b>260</b>	<b>85</b>	<b>85</b>	<b>82</b>	<b>52</b>



# Hektoen Institute Contact Tracing – Hiring Snapshot

118 Positions in Recruitment



06/01/2020 Thru 05/31/2021	Positions to Fill	Add'll Positions to Fill	TTL Positions to Fill	# Vacancies Filled
Case Investigators	8	50	58	52
Case Investigator Supervisor	2	5	7	5
Contact Tracers	50	0	50	2
Case Investigator Manager	0	1	1	1
Project Coordinators	0	2	2	0
<b>Total:</b>	<b>60</b>	<b>58</b>	<b>118</b>	<b>60</b>

# Metrics



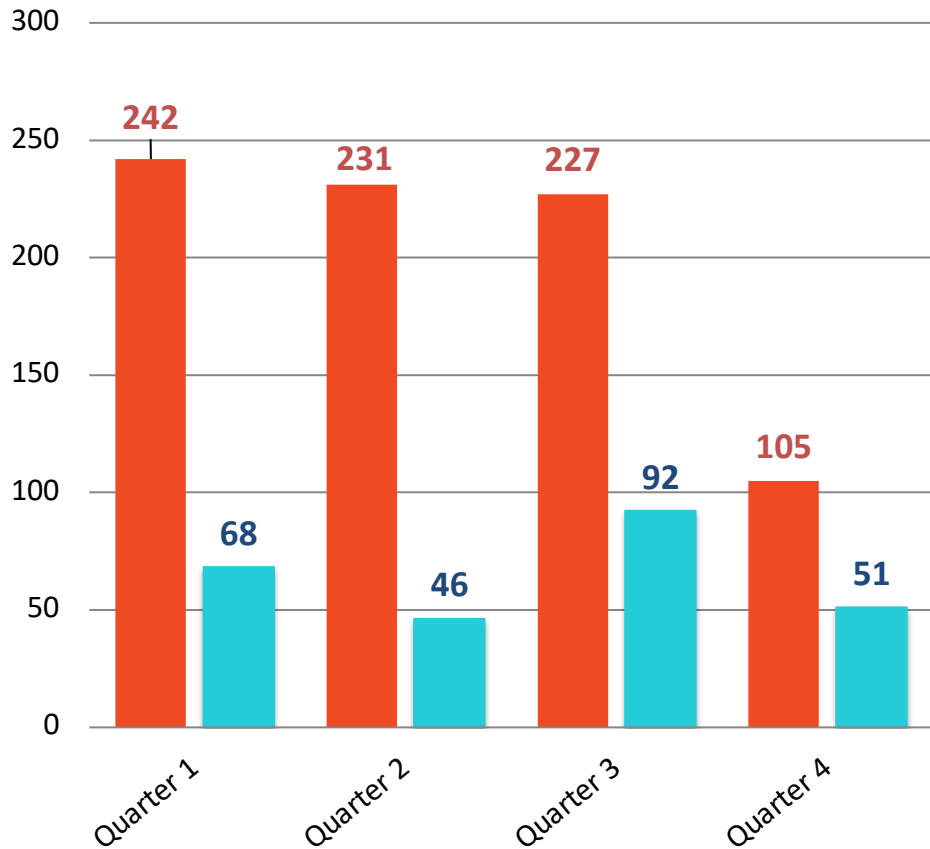
COOK COUNTY  
**HEALTH**

# FY 2020 CCH HR Activity Report

Thru 10/31/2020

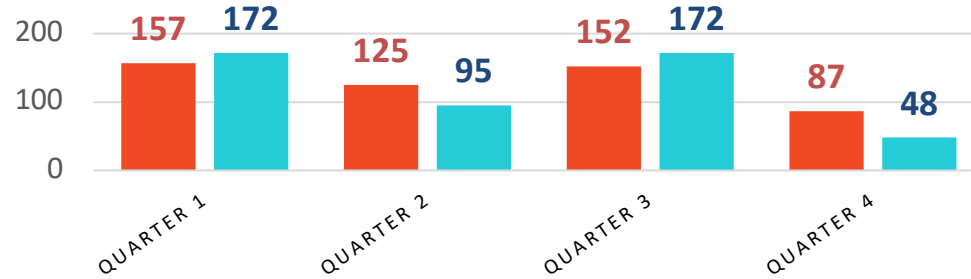
## FILLED POSITIONS

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

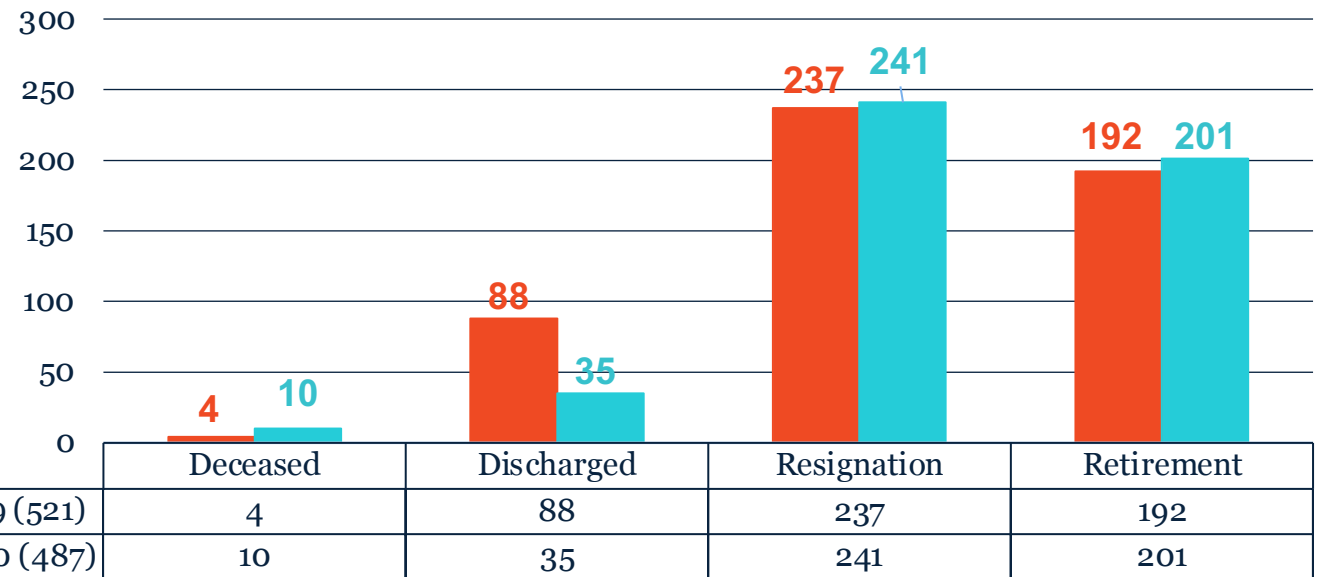
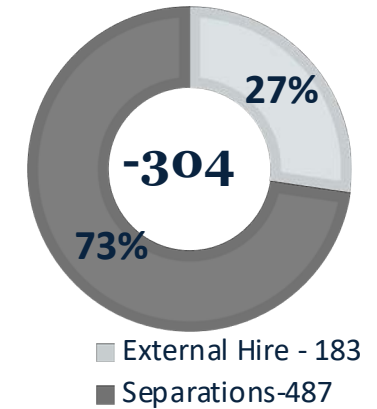


## SEPARATIONS

2019 Separations (521) | 2020 Separations (487)



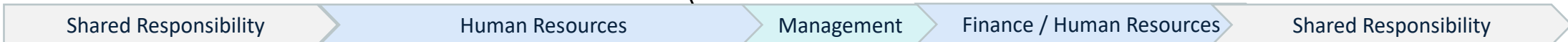
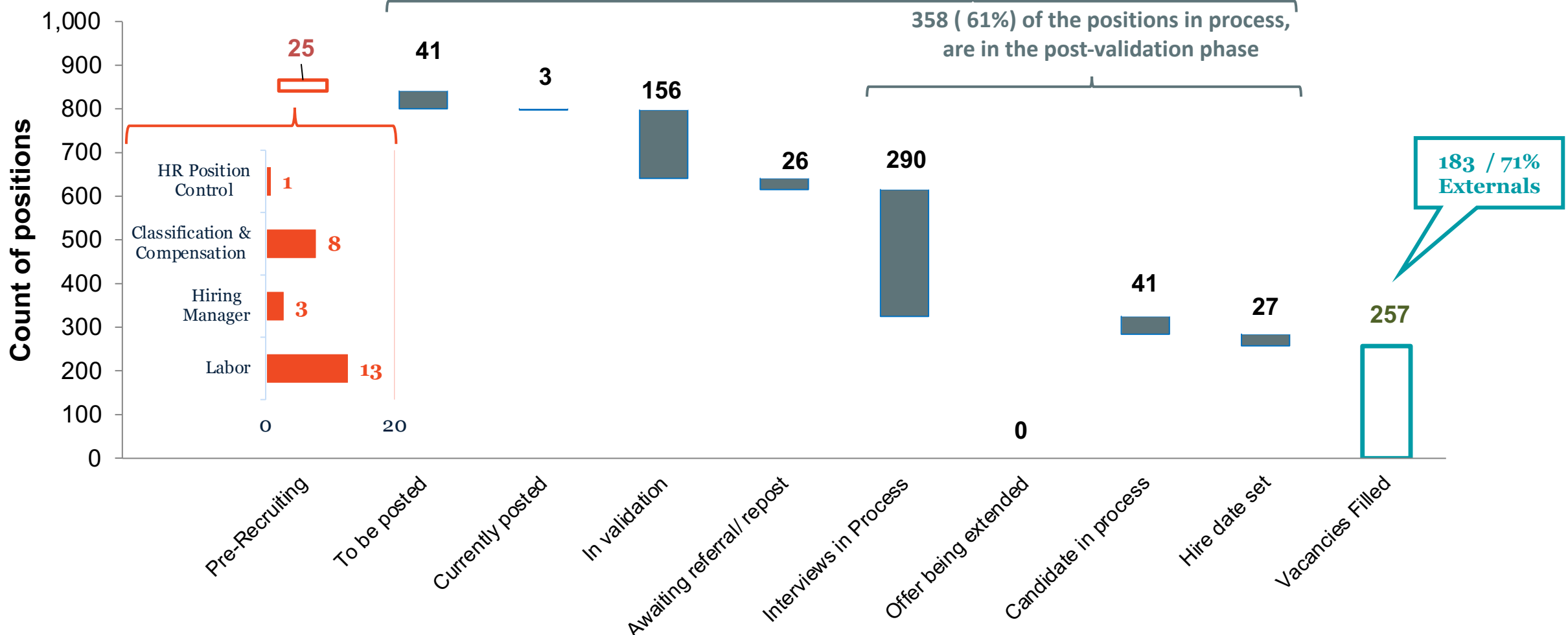
## NET



# Cook County Health HR Activity Report – Hiring Snapshot

Thru 10/31/2020

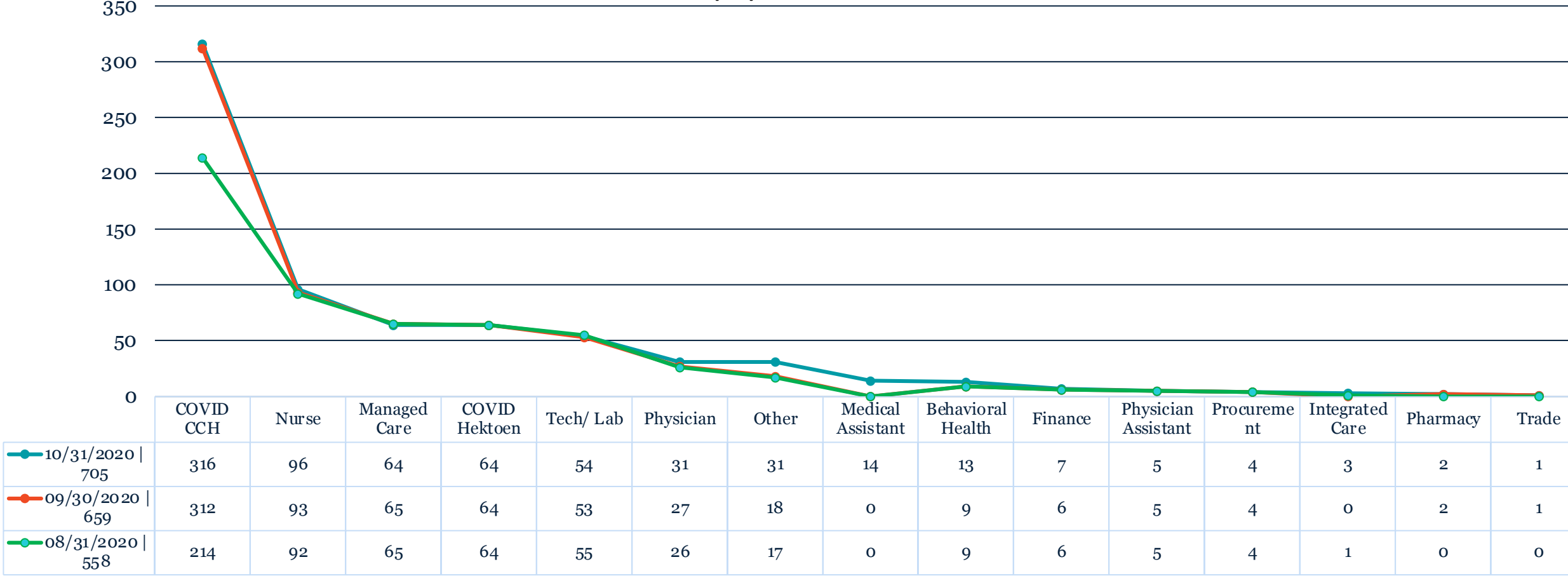
Clinical Positions	389   67%	⇒ <b>584 Positions in Recruitment</b>
Non-Clinical Positions	195   33%	



# Hiring Plan

584 positions in Human Resources

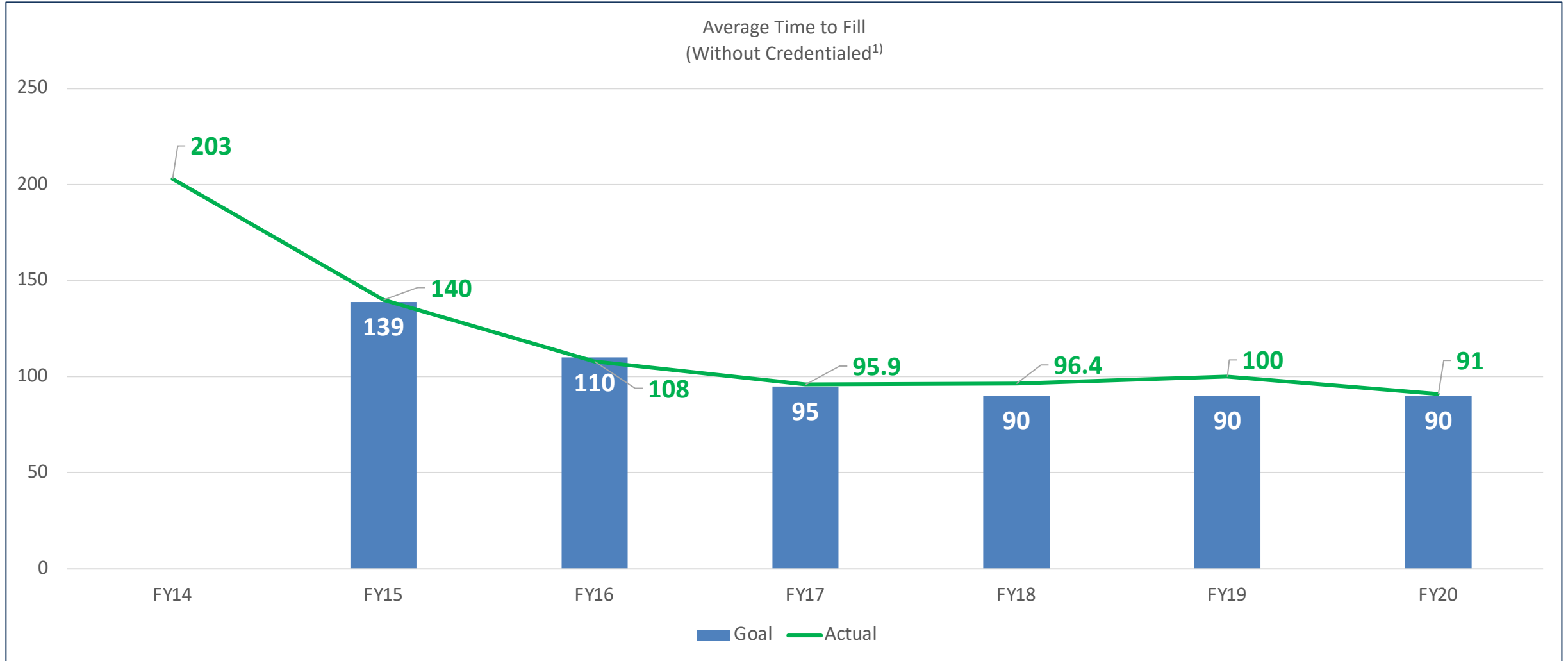
Thru 10/31/2020



# Cook County Health HR Activity Report

Improve/Reduce Average Time to Hire\*

Thru 10/31/2020



<sup>1</sup>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

Thank you.



COOK COUNTY  
**HEALTH**

# Appendix



Additional Metrics

HR Overview, *continued*



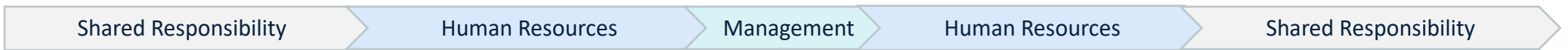
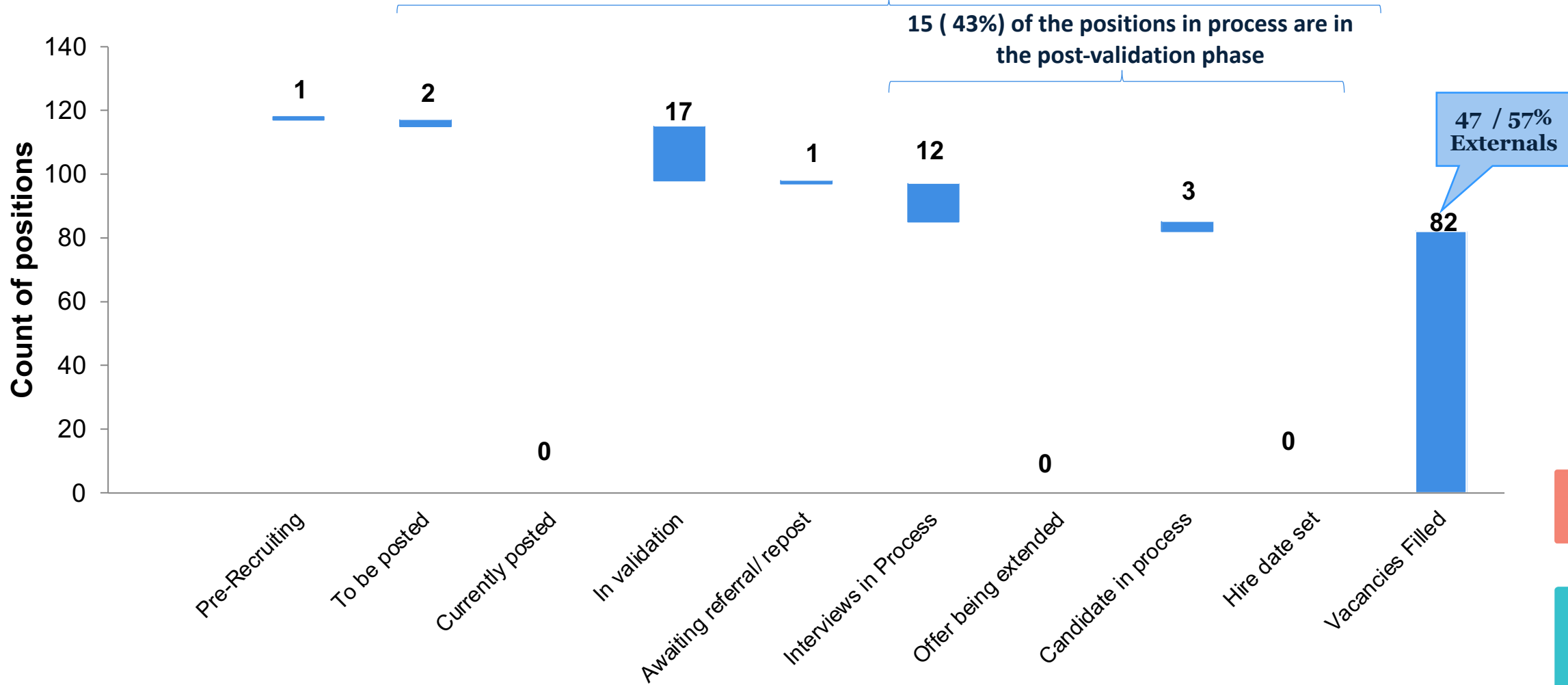
COOK COUNTY  
HEALTH



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

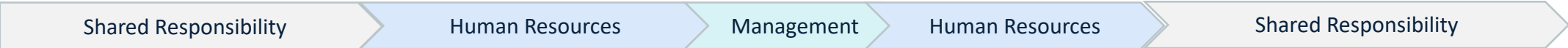
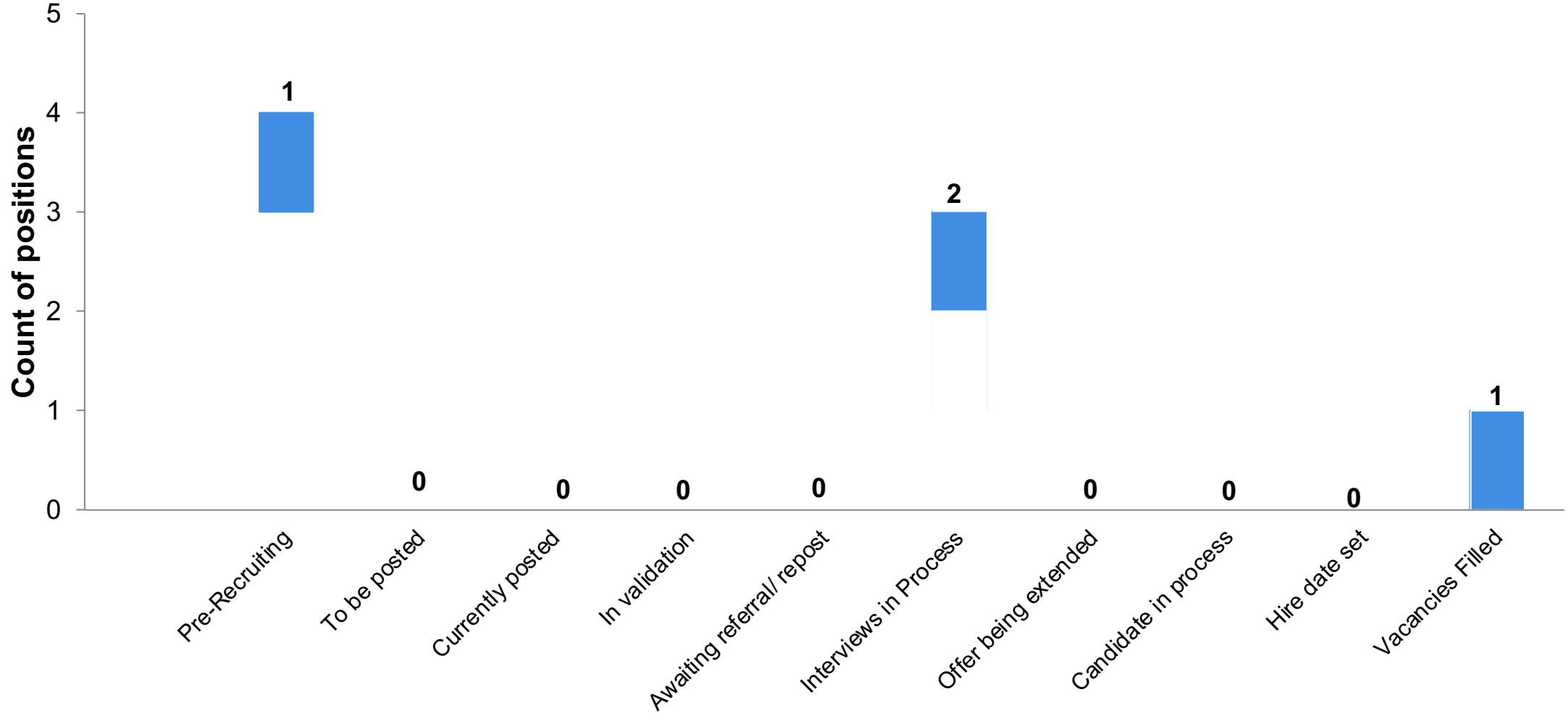
Thru 10/31/2020

35 Positions in Process



# Cook County Health HR Activity Report – Revenue Cycle

Thru 10/31/2020



# 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
<b>Grand Total</b>	<b>866</b>	<b>841</b>	<b>800</b>	<b>797</b>	<b>641</b>	<b>615</b>	<b>325</b>	<b>325</b>	<b>284</b>	<b>257</b>

# 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

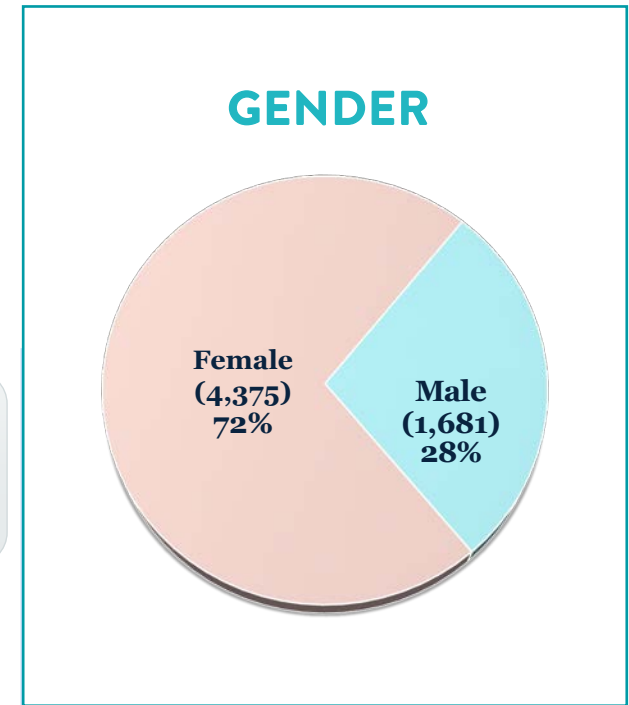
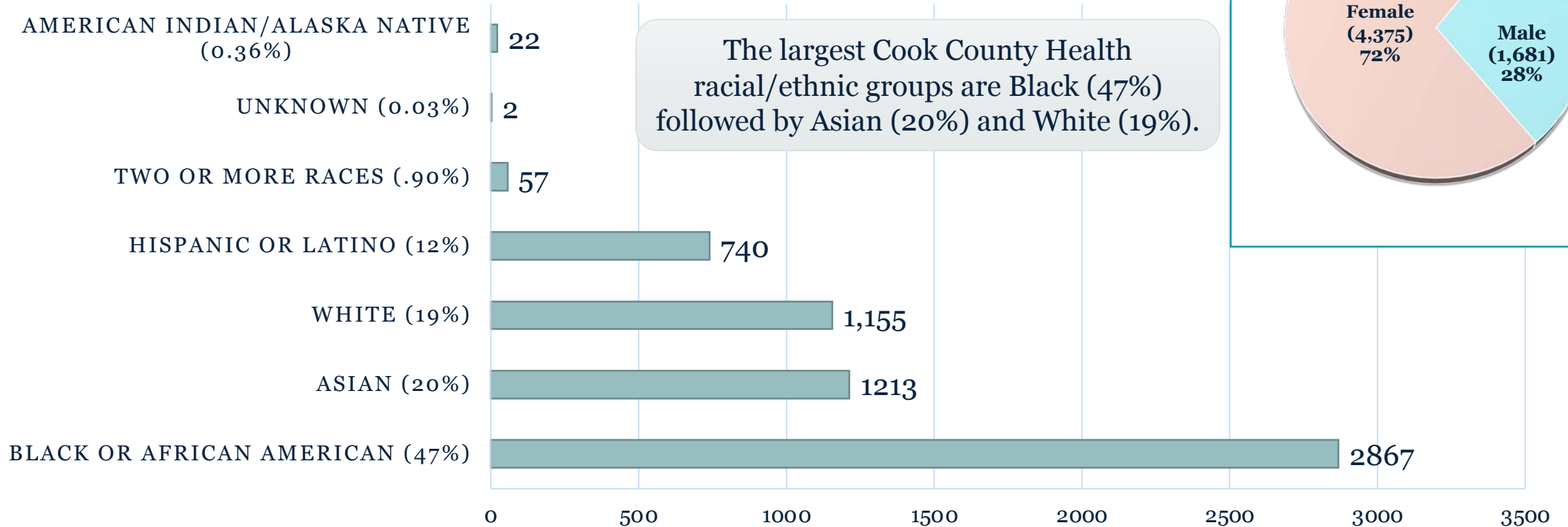
## 2020 Accomplishments

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 & Ethnicity<sup>1</sup>



Data as of 10/31/2020

<sup>1</sup>Reflects 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