Minutes of the Meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Thursday, February 16, 2023 at the hour of 12:00 P.M. This meeting was held by remote means only, due to the determination that a public health emergency exists.

I. Attendance/Call to Order

Chair Garza called the meeting to order.

Present: Chair Raul Garza and Directors Robert Currie and Sam A Robinson, III, PhD (Substitute

Member) (3)

Board Chair Lyndon Taylor and Directors Joseph M. Harrington; Tanya R. Sorrell, PhD,

PMHNP-BC; and Mia Webster Cross, MSN, RN

Absent: None (0)

Additional attendees and/or presenters were:

Valarie Amos – Chief Human Resources Officer Jeff McCutchan - General Counsel

Orlando Brown – Cook County Bureau of Human
Resources

Israel Rocha, Jr. – Chief Executive Officer
Deborah Santana – Secretary to the Board

LaShon DeFell – Cook County Bureau of Human

Resources

The next regular meeting of the Human Resources Committee is scheduled for Thursday, May 18, 2023 at 12:00 P.M.

II. Public Speaker Testimony

No testimony was presented.

III. Report from Chief Human Resources Officer (Attachment #1)

Valarie Amos, Chief Human Resources Officer, provided an overview of the Report from the Chief Human Resources Officer, which included information on the following subjects:

- FY2023 Impact Summary and HR Activity Report: Hiring
- FY2023 Impact Summary and HR Activity Report: Turnover and Separations
- HR Optimization Vendor Overview
 - Vendor Summary: Slalom
- HR Optimization and Digitization
 - Vendor Summary: Deloitte
- Workforce Development
 - Vendor Summary: Deloitte
 - Vendor Summary: Cross Country
- Outreach and Marketing
 - Vendor Summary: Brazen
- FY2023 Strategy

III. Report from Chief Human Resources Officer (continued)

During the discussion of the data on Separations (slide 5), Ms. Amos stated that she is working on an analysis of staff who are or will be eligible for retirement based on a number of factors; once that is finalized, she will share that information.

During the discussion of the data on Turnovers (slide 6), Director Robinson noted that the data presented was post-pandemic; he wondered what that data looks like, pre-pandemic. Ms. Amos responded that she can share that information.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting of November 18, 2022

Chair Garza inquired whether any corrections needed to be made to the minutes.

Director Currie, seconded by Chair Garza, moved to accept the November 18, 2022 Human Resources Committee Meeting Minutes.

A roll call vote was taken, the votes of yeas and nays being as follows:

Yeas: Chair Garza and Directors Currie and Robinson (3)

Nays: None (0)

Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY.

B. One (1) proposed Collective Bargaining Agreement (CBA) including an economic package (wage increases and healthcare) between the County of Cook and the Cook County Pharmacy Association, Chicago Joint Board/Retail, Wholesale and Department Store Union (RWDSU) Local 200, representing Pharmacists, Post Graduate Pharmacist Residents and Pharmacy Technicians

Action was taken on the CBA included under Agenda Item IV(B) following discussion of the matter in a closed meeting.

C. Any Action Items listed under Sections IV and V

V. Closed Meeting Items

- A. Discussion of personnel matters
- B. Update on labor negotiations
- C. Discussion of litigation matters
- D. Proposed CBA listed under Agenda Item IV(B)

V. Closed Meeting Items (continued)

Director Currie, seconded by Chair Garza, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(2), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," 5 ILCS 120/2(c)(11), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting," and 5 ILCS 120/2(c)(17), regarding "the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals, or for the discussion of matters protected under the federal Patient Safety and Quality Improvement Act of 2005, and the regulations promulgated thereunder, including 42 C.F.R. Part 3 (73 FR 70732), or the federal Health Insurance Portability and Accountability Act of 1996, and the regulations promulgated thereunder, including 45 C.F.R. Parts 160, 162, and 164, by a hospital, or other institution providing medical care, that is operated by the public body."

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chair Garza and Directors Currie and Robinson (3)

Nays: None (0) Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into a closed meeting.

Chair Garza declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

Director Currie, seconded by Chair Garza, moved to approve the proposed Collective Bargaining Agreement (CBA) including an economic package (wage increases and healthcare) between the County of Cook and the Cook County Pharmacy Association, Chicago Joint Board/Retail, Wholesale and Department Store Union (RWDSU) Local 200, representing Pharmacists, Post Graduate Pharmacist Residents and Pharmacy Technicians.

A roll call vote was taken, the votes of yeas and nays being as follows:

Yeas: Chair Garza and Directors Currie and Robinson (3)

Nays: None (0) Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY.

VI. Adjourn

As the agenda was exhausted, Chair Garza declared the meeting ADJOURNED.

Respectfully submitted, Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System

Attest:

Deborah Santana, Secretary

Requests/Follow-up:

Follow-up: During the discussion of the data on Turnovers (slide 6), Director Robinson noted that the data

presented was post-pandemic; he wondered what that data looks like, pre-pandemic. Ms. Amos

responded that she can share that information. Page 2

Cook County Health and Hospitals System Minutes of the Human Resources Committee Meeting February 16, 2023

ATTACHMENT #1



FY23 Impact Summary - Hiring

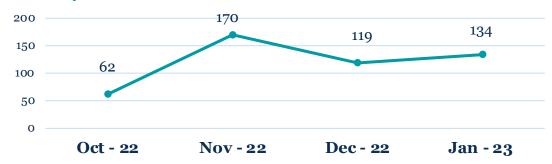
Filled Positions

253

Total Filled Positions YTD (Accepted Offers or Hired)

- **18%** (Patient Care Tech, Respiratory Therapist)
- **17%** Nursing (RN, APRN, LPN)
- 16% Admin / Clerical Support

Monthly Filled Positions



82% Offer Acceptance Ratio (46 offers declined; reason #1 Salary)



156

Total External Filled Positions (Accepted Offers or Hired)

- 120 days FY23 Time to Fill (159 FY22 comparison)
 - 130 days FY23 Nursing (22% reduction since EOY 2022)
- **25%** Decrease in Days to Offer compared to our FY22 average

Time to Fill (Annual)

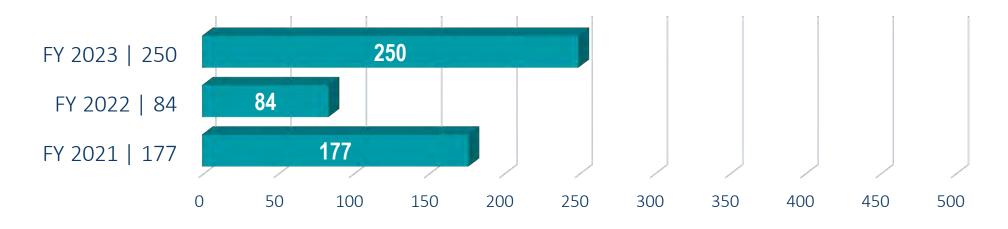


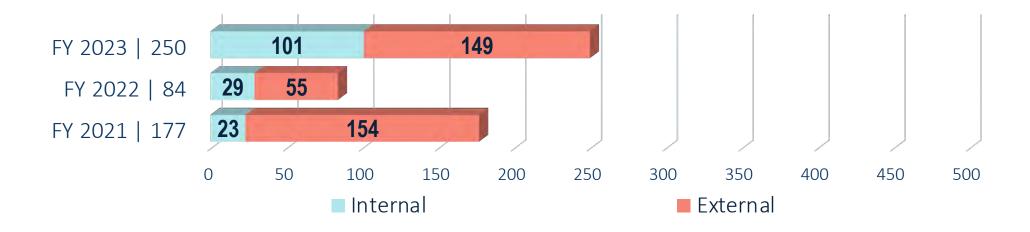
This chart represents positions that were received in prior years and closed.

Note: FY22 positions received and closed during that 12-month period avg days to offer was 106 days.

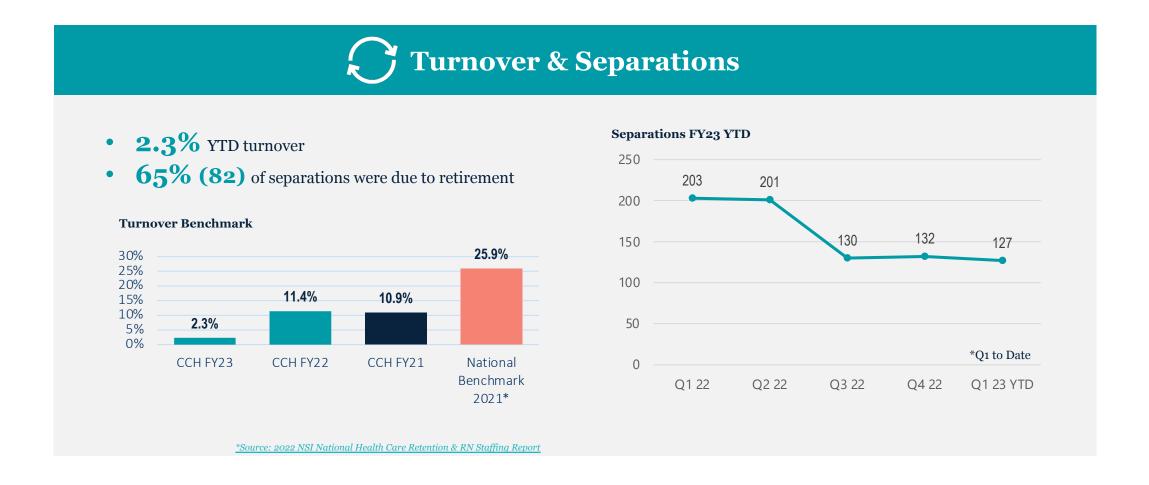
FY 23 CCH HR Activity Report

Hiring Updates —Dec through Jan (Year-Over-Year)



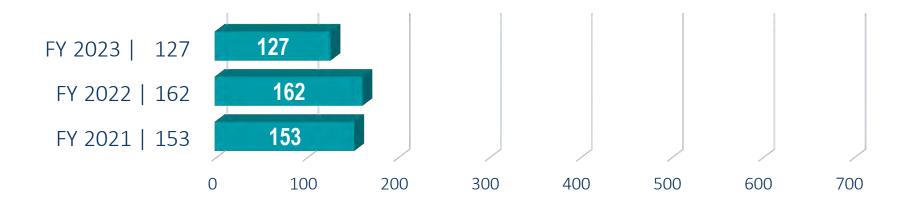


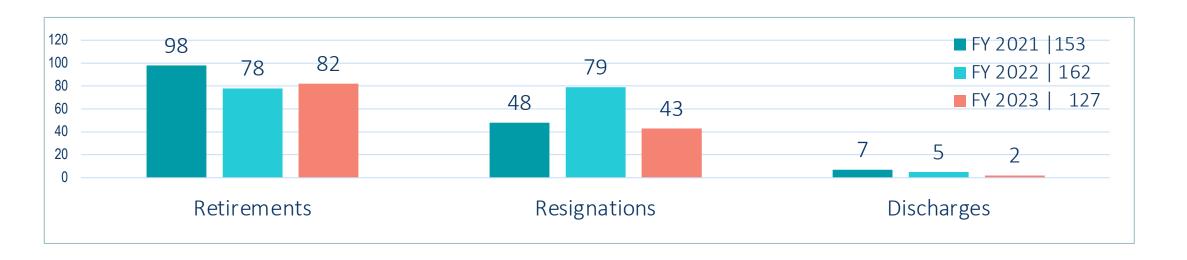
FY23 Impact Summary – Turnover & Separations



FY 23 CCH HR Activity Report

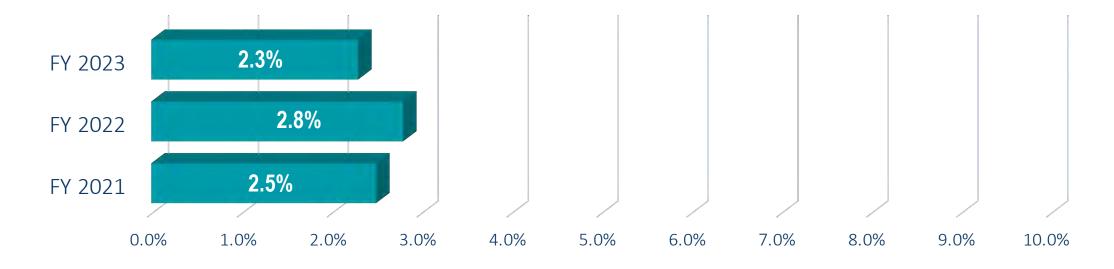
Separations – Dec though Jan Year-Over-Year





FY 23 CCH HR Activity Report

Turnover – Dec through Jan YTD



FY21 YTD			
# of Employees	Separations	Turnover	
6,056	153	2.5%	

FY22 YTD		
# of Employees	Separations	Turnover
5,722	162	2.8%

FY23 YTD			
# of Employees	Separations	Turnover	
5,556	127	2.3%	

HR Optimization. Vendor Overview

CCH has aligned strategic vendors to optimize HR operations and accelerate hiring.

Slalom

Process Optimization for Hiring & Recruiting

- Process Standardization & Training Support
- Portfolio Management & Vendor Integration
- Data Management & Reporting
- Communications Management
- Technology Enablement

Deloitte

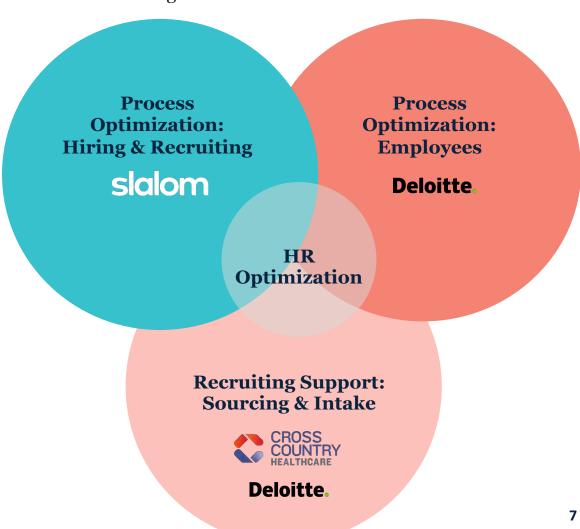
Process Optimization for Employees, Recruiting Support

- Recruitment Support Intake
- Compensation Analysis
- Workforce Development
- Performance Management
- Technology Enablement

Cross Country

Recruiting Support & Marketing

- Recruitment Support Sourcing & Intake
- Hiring Fairs
- Marketing & Communication Strategy



Vendor Summary: Slalom

SCOPE OF WORK



Project Management

Manage all the workstreams and provide clear executive reporting and insights as needed.

Outcomes:

- Provide a simple process for managing work and provide visibility into initiative progress to executive leadership
- Governance model to efficiently managing HR initiatives and distributing and clarifying decision making.



Technology

Enhancing technology and data capabilities to accelerate hiring velocity, manage recruiting data centrally and automate manual processes.

Outcomes:

- Drive data-driven decision making in recruiting and hiring
- · Digital Automation to drive recruiter time savings per new hire
- Consistent digital space to perform recruiting work. Improved measurement and accountability.



Hiring & Recruitment Process Optimization

Improving the approach to recruitment and hiring, to allow for a more efficient way to bring employees to CCH.

Outcomes:

- Increasing the capacity of recruiting, to reduce the number of job openings per recruiter
- Hosting hiring fairs, offering hiring bonuses and deploying more efficient recruiting processes to reduce time to offer.



Employee Experience

Co-creating an approach and plan to understand employee needs and establish a path to thrive.

Outcomes:

- Provide a simple process for managing work and provide visibility into initiative progress to executive leadership
- Governance model to efficiently managing HR initiatives and distributing and clarifying decision making.

Key Performance Indicators





Highlights

- Created HR Vendor Portfolio Management Office (PMO) which oversees 5+ vendors and 20+ deliverables.
- 4 dashboards created for CCH stakeholders
 to receive hiring metrics and key outcomes.
 Dashboards have collectively generated 2200+
 views since initial launch by CCH users.
- Partnered with the HR and Marketing teams to implement a robust communication strategy, driving increased traffic to the newly refreshed Careers page, which is now the 3rd most viewed page on the site.

HR Optimization & Digitization

Hiring Manager Dashboard

Delivered July 2022

Automated reporting to provide hiring managers and staff transparency into recruiting process and status of their PIDs.

Benefits:

- Data-driven goal setting
- Improved reporting accuracy
- Automated analytics



DTH Digitization

Delivered September 2022

Consistent and more efficient process to submit and complete Decision to Hire Requests, leading to increased hiring velocity.

Benefits:

- *Time savings*
- Better tracking
- Performance metrics



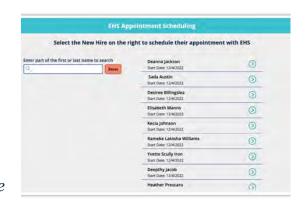
EHS Digital Apt. Scheduling

Launched January 2023

Technology solution for digitally scheduling appointments for New Hires with EHS.

Benefits:

- Time savings
- Better tracking
- Improved onboarding experience



Hiring Central

Launched January 2023

SharePoint site providing simplified access to hiring steps and resources for employees involved in the talent acquisition process.

Benefits:

- Time savings
- Increased hiring velocity
- Improved hiring experience



Vendor Summary: Deloitte (HR Optimization)

SCOPE OF WORK



Workforce Development

- Redesign pre/on/off-boarding processes for CCH employees
- Created an onboarding maturity model from development (current state) to market leading (future state)
- Establishing business-driven requirements for enhancing learning strategies and technology

Outcomes:

- New Pre, On, Off Boarding program for internal and outreach programs
- Learning Management Requirements & Recommendations
- Learning and Workforce Development Roadmap



Performance Management

- Conducted stakeholder discovery across 17 business units
- Establishing solutions to increase staff mentorship and development, reimagine the culture of performance mgmt. with aims to reduce the cultural fear of discipline, to create drivers for the optimal use of technology, business processes, and drive strategic priorities

Outcomes:

- Current State Analysis
- · Future State Technology Vision and Roadmap



Compensation and Job Architecture

- ~60% of CCH jobs have a single incumbent (industry: 35%)
- 852 job titles / 857 job codes (industry: 500-750)
- 181 pay grades/bands (industry: 15-20)

Outcomes:

- Current State Pay and Pay Equity Analysis
- Job Architecture Framework and Job Description Library
- Compensation Strategic Plan
- Pay and Job Architecture Implementation Roadmap



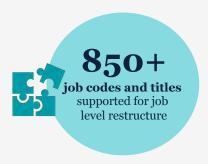
HR Technology

- Conducted stakeholder discovery across 36 HR functions/business units
- Identified in-depth perspectives on ServiceLink, PSV processes and obstacles related to lack of electronic document management
- Identified disconnected tools, lack of technical support, low-end user adoption, sign-in issues, heavy reliance on shared drives and manual workarounds

Outcomes:

- Current State Analysis
- Future State HR Technology Portfolio & Governance Recommendations

Key Performance Indicators



Highlights

- Identified critical **behavioral and cultural solutions** to reimagine how performance management is applied across CCH.
- Developed a High-Impact HR
 Technology Landscape with
 opportunities to optimize Unified
 Engagement Platforms, RFA capabilities, and
 future integrations with Oracle EBS.

Workforce Development

Orientation

Connecting with New Hires and introducing the CCH purpose, culture, leadership, and strategic priorities.

Overview

To connect New Hires and introduce the CCH purpose, culture, leadership, and strategic priorities, CCH Orientation was reviewed and updated to create an engaging and interactive experience for all new hires. Providing the opportunity to create networks, immerse in the desired culture and come out with a strong sense of belonging.

Why this matters

Providing New Hires an immersive experience builds excitement and a sense of belonging from their first day. New hires are equipped and prepared to start their journey at CCH with the key information and actions required to be successful in their first weeks. New hires are provided with a support network and a safe space to seek further assistance.

Key Deliverables



Presentation Pack *CCH Orientation Slides*

Content and activity
slides for facilitator use
in CCH Orientation



Onboarding Journal New Hire Workbook

- Comprehensive workbook for New Hires to complete in session
- Onboarding Chart serves as a cheat sheet for New Hire onboarding activities



Deloitte.



Facilitation & Logistics Guide

Detailed guides for Orientation

- Checklist to prepare for CCH orientation sessions
- Detailed facilitation guide for CCH Orientation
- Room set up and materials preparation

Impact



November 2022

- Long presentation style orientation session
- Individual handouts for information
- Limited activities throughout session

January 2023

- Launch refreshed CCH
 Orientation
- Interactive and engaging orientation
- Focused on creating purpose and value for New Hires

March 2023

- Review and update CCH Orientation following feedback
- Further streamline and enhance content

Vendor Summary: Deloitte (HR Operations)

SCOPE OF WORK



Increase Operations Work Capacity

- Redesign pre/on/off-boarding processes for CCH employees
- Created an onboarding maturity model from development (current state) to market leading (future state)
- Establishing business-driven requirements for enhancing learning strategies and technology



Operational Efficiency and Improvements

- Improve Salary Determination process
- Cleanup of historical Job tracker data
- Provide process improvement recommendations



Position Refresh Initiative

 Refresh all outdated positions and update salaries to attract new candidate pools



Job Fair Support (To begin in January 2023)

Provide hiring fair support as needed

Outcomes

Sourcing Support

- Expand the awareness of CCH employment opportunities
- Build a more robust and higher qualified pipeline of potential applicants for current and future positions
- Expand reach of current CCH recruitment initiatives

Increased Operations Capacity

- Reduce current backlog of open, unfilled positions
- Increase velocity of individual steps within hiring process
- Decrease time to fill positions
- Balance workload for CCH recruiting team to enable individual backlog reduction

Key Performance Indicators







Highlights

 Improved Salary Determination process to reduce administrative burden and improve ease of review for Talent Acquisition leadership approval.

Vendor Summary: Cross Country

SCOPE OF WORK March 2022-Present



Job Fair Support

Assist with hiring fair preparation and coordination with registration, validation, reviewing the interview evaluation forms, and offer coordination process



Extension of HR

Supports recruitment efforts for 652 positions



Candidate Sourcing Initiatives

Multi-faceted sourcing campaigns including direct and alternative channels for top of the funnel candidate generation for PID's and hiring fairs



Marketing Strategy Development & Execution

Brand Reinforcement, with development of Digital Marketing Presence



Interview Coordination & Selection Process

Created additional roles to optimize Offer Process and Sourcing Efforts through the addition of HR Assistants and Sourcers



Market Intelligence & Analysis

Provide Market Intelligence and analysis for key data consideration

Outcomes

- Deliver exceptional candidate experience at Hiring Fairs with minimal process interruptions
- Transform job descriptions into engaging recruitment videos to attract candidates to CCH
- Develop Tik Tok content, matching the look and feel of the platform, to promote hiring fairs and gain higher engagement

Key Performance Indicators







Highlights

- Support/coordination for 14 CCH Job Fairs
- Sourcing campaign yielded 1,165 Candidates submitted during hiring fairs (March-December)
- Social marketing campaign yielded 40.6K Impressions / Views

Outreach & Marketing

Expanding Cook County Health's Brand Reach

1,165
Candidate
Applications

40.6k

4.9k

TikTok Campaigns



Social Media Outreach



Videos



Flyers



Vendor Summary: Brazen

SCOPE OF WORK



Virtual Event Platform for Recruitment/Hiring Teams

Provide a browser-based chat software that allows CCH recruitment/hiring teams to connect with job candidates through private Chat. Audio and Video conversations.

Outcomes:

- Provide a simple and repeatable process to standup hiring events in a virtual space with as much frequency as desired
- Expand candidate reach and provide increased accessibility for candidates who could not otherwise attend live events. Finding niche audiences and increasing candidate volume



Employer and Candidate Experience

Brazen Virtual Events are proven to increase candidate engagement. Capture of post chat metrics give insight to help improve recruiter and candidate experience.

Outcomes:

- Provide employees & candidates with meaningful engagement, and movement through the hiring process in a single event format
- Various employment stage engagement ranging from information only session to complete hiring career fairs which separates and elevates CCH's hiring experience from other competitors.



Hiring and Recruitment Process Optimization

Brazen Virtual Events are designed to convey the CCH brand through Videos, Webinars and other content that help educate candidates and connect them to recruitment teams in a space that can accelerate the CCH hiring process.

Outcomes:

- Engage candidates with high intent, while filtering out unquailed candidates
- Accelerate the CCH hiring process, where possible, by bringing all players (internal and external) together on a virtual platform.

Key Performance Indicators



Highlights

- 390 Candidate Registrations completed.
- 641 New Candidate Names and Emails received.

Goal Setting. FY23 Strategy

Our focus moving forward into FY23 is to continue development of sustainable tools, optimizations and resources for HR. In order to do that, we will focus on the following to continue momentum and accelerate hiring outcomes:



Focus: Accelerate Hiring

- Establish organizationwide prioritization process
- Equip recruiters to focus on most critical roles for CCH



Focus: Unified Vision

 Define recruiting goals and strategies for FY23



Focus: Clarity and credibility between HR and its stakeholders

- Establish internal transparency around HR goals and progress
- Deliver regular / balanced communication & dashboard reporting



Focus: Time Savings & Efficiency

- Accelerate processes
- Equip HR stakeholders (hiring managers, recruiters, managers, etc.) to work more effectively
- Develop tools that limit manual steps







When:

Tuesday, February 21st

9:00 AM - 3:00 PM CST

Where:

COOK COUNTY HEALTH PROFESSIONAL BUILDING

1950 WEST POLK STREET 5TH FLOOR CHICAGO, IL 60612

Job Details

- Competitive salaries!
- Hiring for Community Based Social Worker Care Coordinator, Long Term Care Social Work Coordinator, and Social Work Transitional Care Coordinator positions.
- Full-time field work available in Cook County and surrounding areas.

Interviewing

- The only opportunity to interview will be at the Job Fair.
- Onsite interviews & same-day contingent offers made while vacancies remain.
- Please bring your resume & applicable certifications.

Questions? Call 312-864-0430.

MUST SUBMIT AN ONLINE APPLICATION TO BE CONSIDERED!



APPLY TODAY cookcountyhealth.org/join-our-team/



ADDITIONAL PARKING: Candidates can park at the Cook County Juvenile Temporary Detention Center garage located at 1100 S. Hamilton for \$2.00 and may use the CCH Employee Shuttle service to 1900 W. Polk St. (across from Professional Building driveway) free of charge. The shuttle runs every 15 – 20 minutes. When you arrive, please look for Job Fair signage and CCH staff.





When:

Tuesday, February 21st

9:00 AM - 3:00 PM CST

Where:

COOK COUNTY HEALTH PROFESSIONAL BUILDING

1950 WEST POLK STREET 5TH FLOOR CHICAGO, IL 60612

MUST SUBMIT AN ONLINE APPLICATION TO BE CONSIDERED!



Job Details

- Competitive salaries!
- Hiring for Pharmacy Technician positions.
- Various shifts available at John H.
 Stroger, Jr., Provident, and Cermak Health Services of Cook County.

Interviewing

- The only opportunity to interview will be at the Job Fair.
- Onsite interviews & same-day contingent offers made while vacancies remain.
- Please bring your resume & applicable certifications.

Questions? Call 312-864-0430.



ADDITIONAL PARKING: Candidates can park at the Cook County Juvenile Temporary Detention Center garage located at 1100 S. Hamilton for \$2.00 and may use the CCH Employee Shuttle service to 1900 W. Polk St. (across from Professional Building driveway) free of charge. The shuttle runs every 15 – 20 minutes. When you arrive, please look for Job Fair signage and CCH staff.





Tuesday, February 21st

9:00 AM - 3:00 PM CST

Where:

COOK COUNTY HEALTH PROFESSIONAL BUILDING

1950 WEST POLK STREET 5TH FLOOR CHICAGO, IL 60612

MUST SUBMIT AN ONLINE APPLICATION TO BE CONSIDERED!



Job Details

- Competitive salaries!
- Hiring for the following positions:
 - Technologist CAT, Radiologic,
 Mammography, and Special Procedures
 X-Ray/Computed Tomography.
 - Supervisor Technical Ultrasound, Mammography Operations, Ultrasound Technician.
 - MRI Technician.
 - Nursing Clinical Nurse I.
- Various shifts available at John H. Stroger, Jr. and Provident hospitals of Cook County Health.

Interviewing

- The only opportunity to interview will be at the Job Fair.
- Onsite interviews & same-day contingent offers made while vacancies remain.
- Please bring your resume & applicable certifications.

Questions? Call 312-864-0430.









When:

Wednesday, February 22nd

9:00 AM - 3:00 PM CST

Where:

COOK COUNTY HEALTH PROFESSIONAL BUILDING

1950 WEST POLK STREET 5TH FLOOR CHICAGO, IL 60612

Job Details

- Competitive salaries!
- Hiring for Medical Assistant, Ward Clerk and Patient Care Technician positions.
- Various shifts available at John H.
 Stroger, Jr., Cermak Health Services,
 Ambulatory and Community Health
 Network of Cook County.

Interviewing

- The only opportunity to interview will be at the Job Fair.
- Onsite interviews & same-day contingent offers made while vacancies remain.
- Please bring your resume & applicable certifications. Questions? Call 312-864-0430.

MUST SUBMIT AN ONLINE APPLICATION TO BE CONSIDERED!



APPLY TODAY cookcountyhealth.org/join-our-team/



Questions

Thank You

