Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, June 19, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. **Attendance/Call to Order**

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)

Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler, Ada Mary Gugenheim, Emilie N. Junge and Carmen Velasquez

Absent: None (0)

Additional attendees and/or presenters were:

Gladys Lopez – Chief of Human Resources
Gillian Marshall – Cook County Bureau of Human Resources
Barbara Pryor – Deputy Chief of Human Resources
Elizabeth Reidy – General Counsel
Deborah Santana – Secretary to the Board
John Jay Shannon, MD – Chief Executive Officer
Agnes Therady – Executive Director of Nursing

II. **Public Speakers**

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. Marti Smith  Midwest Lead, National Nurses Organizing Committee
2. George Blakemore  Concerned Citizen

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

Gladys Lopez, Chief of Human Resources, provided an overview of the report, which included information on the following subjects:

- Internal and External Vacancies Filled;
- Comparison of Vacancies Filled;
- Vacancies Filled by Quarter;
- Clinical vs. Non-Clinical Vacancies Filled;
- Licensed Nurse Vacancies Filled;
- YTD Nursing Turnover through 5/31/15;
- CCHHS Turnover through 5/31/15;
- CCHHS FY2015 Turnover by New Hires;
- FY2015 Separations and Hires;
- CCHHS Retirement Risk;
- FY2015 HR Goal: Improve / Reduce Average Time to Hire;
- Employment Plan Update; and
- 2015 Processing of House Staff Physicians.

Barbara Pryor, Deputy Chief of Human Resources, reviewed the information on the Employment Update.
III. Report from Chief of Human Resources (continued)

During the discussion of the information regarding CCHHS Retirement Risk, it was noted that the data does not include information for those employees whose years of service are increased by accruals based on reciprocity or through optional contributions that employees were voluntarily allowed to make through 2005. Questions were raised regarding the potential impact those factors could have on the data presented; Board Chairman Hammock asked that the data be revised to reflect those years of service. Ms. Lopez stated that she can ask for that information from the Pension Board. It was clarified by Elizabeth Reidy, General Counsel, that in order to earn the maximum pension of 80% of salary, an employee has to have 33 1/3 years of service; the salary is calculated on the highest four consecutive years’ salary within the last ten years. Director Collens requested that an analysis also be provided that reflects the years of service for those who retired early, with less than 33 1/3 years of service.

With regard to the data presented on nursing turnover and vacancies filled, Director Junge noted that the net gain in nursing in May is 20 nurses; she asked how that compares to last year. Ms. Lopez stated that she can provide that information.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting of May 22, 2015

Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of May 22, 2015. THE MOTION CARRIED UNANIMOUSLY.

B. Approval of negotiated wages and healthcare changes for:
   • Health Care, Professional, Technical Office Warehouse and Mail Order Employees Union (Teamsters) Local 743
   • Retail, Wholesale & Department Store Union (RWDSU) Local 200

   Action on this item was considered following the adjournment of the closed meeting. The proposed negotiated wages and healthcare changes for RWDSU Local 200 will be presented directly for Board approval at its meeting on June 26, 2015.

   Chairman Wiese, seconded by Director Collens, moved to approve the negotiated wages and healthcare changes for Teamsters Local 743 Health Care, Professional, Technical Office Warehouse and Mail Order Employees. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections IV and V
V. **Closed Meeting Items**

A. **Report from Chief of Human Resources**

B. **Approval of negotiated wages and healthcare changes for (see Item IV(B):**
   - Health Care, Professional, Technical Office Warehouse and Mail Order Employees Union (Teamsters) Local 743
   - Retail, Wholesale & Department Store Union (RWDSU) Local 200

C. **Discussion of personnel matters**

D. **Update on labor negotiations**

E. **Discussion of litigation matters**

Chairman Wiese, seconded by Director Collens, 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,” and 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.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Wiese, seconded by Director Collens, moved to adjourn the closed meeting. THE MOTION CARRIED UNANIMOUSLY and the Committee reconvened into the open meeting.

Action was considered on Item IV(B) – negotiated wage and healthcare changes for Teamsters Local 743 Health Care, Professional, Technical Office Warehouse and Mail Order Employees, following the adjournment of the closed meeting (see page 2).

VI. **Adjourn**

As the agenda was exhausted, Chairman Wiese declared that the meeting was ADJOURNED.
Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System


Attest:


Deborah Santana, Secretary
COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resource Committee

Gladys Lopez, Chief of Human Resources

June 19, 2015
Internal & External Vacancies Filled

FY15 Vacancies Filled through 05/18/15 by Hiring Source (537)

<table>
<thead>
<tr>
<th></th>
<th>External/New Hire (329)</th>
<th>Transfer (96)</th>
<th>Promotion (112)</th>
<th>Pending (125)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec</td>
<td>69</td>
<td>12</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Jan</td>
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<td>Feb</td>
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<td>Mar</td>
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<td>Apr</td>
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<td>May</td>
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<td>16</td>
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<tr>
<td>Jun</td>
<td>125</td>
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<td>Jul</td>
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<td>Nov</td>
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Total CCHHS Vacant Positions

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<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
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1Total RTHs in HR

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<tr>
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<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
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<tr>
<td></td>
<td>913</td>
<td>744</td>
<td>734</td>
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2Positions in Development

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<thead>
<tr>
<th></th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
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<th>Aug</th>
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<td>171</td>
<td>274</td>
<td>332</td>
<td>278</td>
<td>220</td>
<td>204</td>
<td></td>
<td></td>
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External Vacancies Filled

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<tr>
<th></th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
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<tr>
<td></td>
<td>48</td>
<td>66</td>
<td>52</td>
<td>34</td>
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<td></td>
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</tbody>
</table>

1 Fluctuation is based on new RTHs received and a Department decision to hold or re-class a PID.
2Positions to support strategic initiatives, such as re-organizations
Comparison of Vacancies Filled

FY15 Hires: Comparison of FY13, FY14 to FY15 (thru 05/18/15)

FY13 717
FY14 874 Increase by 22%
FY15 537-Thru 05/18/15

- Avg fill to date FY14: 45 / FY15: 89.5
- YTD vacancies filled has increased by 99% as compared to this same time frame last year

FY15 Vacancies Filled by Job Function / Open Positions

<table>
<thead>
<tr>
<th>Job Function</th>
<th>FY14 Hired</th>
<th>FY14 YTD Thru May 2014</th>
<th>FY15 YTD Thru May 2015</th>
<th>FY15 RTHs in Process (As of 5/31/15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>15</td>
<td>1</td>
<td>24</td>
<td>126</td>
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<tr>
<td>HIS</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td>Licensed Practice Nurses</td>
<td>24</td>
<td>2</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)</td>
<td>311</td>
<td>94</td>
<td>191</td>
<td>313</td>
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<tr>
<td>Physicians</td>
<td>97</td>
<td>40</td>
<td>30</td>
<td>94</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>49</td>
<td>20</td>
<td>11</td>
<td>47</td>
</tr>
<tr>
<td>Other</td>
<td>373</td>
<td>111</td>
<td>265</td>
<td>239</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>874</strong></td>
<td><strong>270</strong></td>
<td><strong>537</strong></td>
<td></td>
</tr>
</tbody>
</table>

1. Medicaid eligibility insourcing
2. Fluctuates month to month based on vacancies filled hires and new requisitions received.
Vacancies Filled by Quarter (\(^{99}\%\))

### FY14 Vacancies Filled (270)

- External / New Hire (149)
- Transfer (61)
- Promotion (60)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Vacancies</th>
</tr>
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<tbody>
<tr>
<td>1st Qtr</td>
<td>32</td>
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<tr>
<td>2nd Qtr</td>
<td>28</td>
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<tr>
<td>3rd Qtr</td>
<td>72</td>
</tr>
<tr>
<td>4th Qtr</td>
<td>77</td>
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</tbody>
</table>

### FY15 Vacancies Filled (537)

- External / New Hire (329)
- Transfer (96)
- Promotion (112)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Qtr</td>
<td>50</td>
</tr>
<tr>
<td>2nd Qtr</td>
<td>38</td>
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<tr>
<td>3rd Qtr</td>
<td>167</td>
</tr>
<tr>
<td>4th Qtr</td>
<td>162</td>
</tr>
</tbody>
</table>

- New Hire: 55\% (FY14), 61\% (FY15)
- Promotion: 22\% (FY14), 21\% (FY15)
- Transfer: 23\% (FY14), 18\% (FY15)
Clinical vs. Non-Clinical Vacancies Filled
FY15 Clinical (358) vs. Non-Clinical (179) Vacancies Filled (537)

Clinical Classifications / Titles (358)
- Attendant
- Patient Care
- Case Managers
- Clinic Coordinator
- Correctional Medical Technician
- Dentistry
- EKG Tech
- Electrocardiogram Technician
- Emergency Response Technician
- Emergency Room Technician
- Epidemiologist
- Health Service Representative
- Hearing & Vision
- Interpreter
- Laboratory
- Licensed Practical Nurse
- Medical Assistant
- Medical Director
- Medical Lab Technician
- Medical Social Workers
- Medical Technologist
- Mental Health Specialist
- Nursing
- Pharmacy
- Physician Assistant
- Physicians
- Psychologists
- Radiology
- Special Procedure Tech
- Sterile Processing Tech
- Ward Clerk

Non-Clinical Classifications / Titles (179)
- Analyst
- Building Service Worker
- Business Manager
- Caseworker
- Clerical / Administrative
- Credentialing
- Executives
- Finance
- Food Service / Dietary
- Hospital Information System
- Human Resources / Labor Relations
- Leadership / Management
- Legal
- Procurement / Supply Chain
- Public Health Emergency Response Coordinator
- Safety
- Sanitarian
- Scheduler / Dispatcher
- Telecommunications
- Trades

Clinical (358) 67%
Non-Clinical (179) 33%
### Licensed Nurse Vacancies Filled (thru 05/18/15) (\( ^{103}\%\))

Comparison of Nursing Vacancies Filled – FY14 to FY15 Year-to-Date

<table>
<thead>
<tr>
<th>Year To Date (Thru 5/18/15)</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL NEW HIRES</td>
<td>45</td>
<td>102</td>
</tr>
<tr>
<td>TOTAL TRANSFERS</td>
<td>35</td>
<td>45</td>
</tr>
<tr>
<td>TOTAL PROMOTIONS</td>
<td>14</td>
<td>44</td>
</tr>
<tr>
<td>TOTAL VACANCIES FILLED</td>
<td>94</td>
<td>191</td>
</tr>
</tbody>
</table>

### Year To Date Hires (FY14 VS. FY15)

- **Advanced Practice Nurse**: FY14 - 7, FY15 - 5
- **Clinical Case Manager**: FY14 - 0, FY15 - 2
- **Clinical Nurse I**: FY14 - 4, FY15 - 23
- **Clinical Nurse II**: FY14 - 1, FY15 - 1
- **Director of Clinical Services**: FY14 - 1, FY15 - 1
- **House Administrator**: FY14 - 1, FY15 - 4
- **In-House Registry Nurse**: FY14 - 10, FY15 - 26
- **Instructors**: FY14 - 1, FY15 - 1
- **Nurse Clinician**: FY14 - 3, FY15 - 7
- **Nurse Coordinator**: FY14 - 10, FY15 - 8
- **Nurse Epidemiologist**: FY14 - 1, FY15 - 1
- **Public Health Nurse**: FY14 - 1, FY15 - 1
- **Registered Nurse I**: FY14 - 1, FY15 - 1

*FY14 (94) VS. FY15 (191)*

CCHHS Human Resource Committee | 06/19/15
YTD Nursing* Turnover thru 05/31/15

Nursing Turnover Year-to-Date (5.9%)

<table>
<thead>
<tr>
<th>Month</th>
<th>YTD Cumulative Totals:</th>
<th>Nursing Turnover (6.0%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec</td>
<td>(53)</td>
<td></td>
</tr>
<tr>
<td>Jan</td>
<td>(57) [+4]</td>
<td>4.2%</td>
</tr>
<tr>
<td>Feb</td>
<td>(60) [+3]</td>
<td>4.4%</td>
</tr>
<tr>
<td>Mar</td>
<td>(67) [+7]</td>
<td>4.6%</td>
</tr>
<tr>
<td>Apr</td>
<td>(74) [+7]</td>
<td>5.1%</td>
</tr>
<tr>
<td>May</td>
<td>(82) [+8]</td>
<td>5.4%</td>
</tr>
<tr>
<td>Jun</td>
<td></td>
<td>5.9%</td>
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<tr>
<td>Jul</td>
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<td>Aug</td>
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MCHC FY15 1st QTR RN Turnover: 2.8%; CCHHS FY15 1st QTR Turnover: 4.6%

Nursing Separations Year-to-Date (82)

- Resignation: 22
- Retirement: 50
- Discharge: 8
- Death: 1
- Other: 1

*CNI, CNII, APN, Nurse Coordinator, Clinician, Instructors, IHR, Case Manager
### CCHHS Turnover thru 05/31/15

**Turnover Year-to-Date (4.8%)**

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</tr>
</thead>
<tbody>
<tr>
<td>CCHHS Turnover (4.9%)</td>
<td>2.6%</td>
<td>2.9%</td>
<td>3.4%</td>
<td>3.8%</td>
<td>4.3%</td>
<td>4.8%</td>
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<tr>
<td>Department of Labor Turnover</td>
<td>3.5%</td>
<td>3.4%</td>
<td>3.4%</td>
<td>3.5%</td>
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### Separations Year-to-Date (302)

- **Resignation**: 87
- **Retirement**: 170
- **Discharge**: 30
- **Death**: 7
- **Other**: 8

Separations Year-to-Date

- Resignation
- Retirement
- Discharge
- Death
- Other
CCHHS FY15 Turnover by New Hires

Retention Rate – 93%
Turnover of FY15 New Hires - 7%

- New Hires (329)
- Separations (22)

- HIS
  - Resignation: 2
  - Discharged: 0
- Finance
  - Resignation: 17
  - Discharged: 0
- LPNs (20%)
  - Resignation: 2
  - Discharged: 0
- Nursing (10%)
  - Resignation: 102
  - Discharged: 10
- Other (5%)
  - Resignation: 173
  - Discharged: 8
- Pharmacy (29%)
  - Resignation: 7
  - Discharged: 2
- Physicians
  - Resignation: 18
  - Discharged: 0
FY15 Separations and Hires

FY15 Separations (302) & External Hires (329)

<table>
<thead>
<tr>
<th>Month</th>
<th>Separations by Month (302)</th>
<th>FY15 External Hires (329)</th>
<th>FY15 Internal Candidates (208)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec</td>
<td>156</td>
<td>48</td>
<td>21</td>
</tr>
<tr>
<td>Jan</td>
<td>35</td>
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<td>Feb</td>
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<td>Apr</td>
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<td>Jun</td>
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<tr>
<td>Jul</td>
<td>100</td>
<td>80</td>
<td>100</td>
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</tbody>
</table>

FY14 35.8% avg./month
FY15 51.2% avg./month

- Separated by Month:
  - Deceased: 7
  - Retirement: 170
  - Resignation: 87
  - Discharged: 30
  - Other: 8

FY15 Separations by Month:
- December: 156
- January: 35
- February: 32
- March: 39
- April: 75
- May: 31
- June: 35
- July: 100
- August: 80
- September: 56
- October: 39
- November: 20

CCHHS Human Resource Committee | 06/19/15
CCHHS Retirement Risk*

Employees Who are 60 and at or near 30 Years of Service

974 Employees are 60+ years of age; of these, 104 are eligible to retire at any time and 379 will be eligible within 1 – 10 years.

- 73 (70.19%) = Clinical Staff
- 41 (39.42%) = Non-Clinical Staff
- 19 (18.27%) = RNs
- 10 (9.62%) = MDs

138 employees are eligible to retire within the next five (5) years:
- 92 (66.6%) = Clinical Staff
- 46 (33.3%) = Non-Clinical Staff
- 31 (22.46%) = RNs
- 18 (13.04%) = MDs

*Employee data is as of 06/05/15 and does not take into account credit for reciprocity
FY15 HR Goal: Improve/Reduce Average Time to Hire

Budget to Recruiting average of 30 Days

FY15 Goals:

<table>
<thead>
<tr>
<th>FY15 Goals</th>
<th>2014 Actual</th>
<th>2015 Target</th>
<th>Dec Actual</th>
<th>Jan Actual</th>
<th>Feb Actual</th>
<th>Mar Actual</th>
<th>Apr Actual</th>
<th>May Actual</th>
<th>June Actual</th>
<th>YTD Avg</th>
<th>YTD Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a Average # of days from Request to Hire approval to Posting Open</td>
<td>91</td>
<td>30</td>
<td>80</td>
<td>48</td>
<td>73</td>
<td>51</td>
<td>19</td>
<td>9</td>
<td>44</td>
<td>-14%</td>
<td>46%</td>
</tr>
<tr>
<td>b Average # of posting days</td>
<td>14</td>
<td>14</td>
<td>13</td>
<td>9</td>
<td>12</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>12</td>
<td>-14%</td>
<td>-14%</td>
</tr>
<tr>
<td>c Average # of days from Posting Close to Interview Referral</td>
<td>28</td>
<td>25</td>
<td>33</td>
<td>22</td>
<td>27</td>
<td>30</td>
<td>33</td>
<td>24</td>
<td>28</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>d Average # of days from Interview Referral to Decision to Hire to HR</td>
<td>29</td>
<td>40</td>
<td>29</td>
<td>23</td>
<td>32</td>
<td>28</td>
<td>40</td>
<td>27</td>
<td>30</td>
<td>-25%</td>
<td>-25%</td>
</tr>
<tr>
<td>e Average # of days from decision to hire until actual Hire Date.</td>
<td>41</td>
<td>30</td>
<td>55</td>
<td>49</td>
<td>51</td>
<td>52</td>
<td>46</td>
<td>51</td>
<td>50</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>F Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f Average # of days from Request to Hire Date</td>
<td>203</td>
<td>139</td>
<td>209</td>
<td>151</td>
<td>195</td>
<td>168</td>
<td>151</td>
<td>125</td>
<td>165</td>
<td>18.7%</td>
<td>18.7%</td>
</tr>
</tbody>
</table>

RTH in HR to Posting Job Description & Minimum Qualification Questions Finalized and Approved by Hiring Dept. & HR

Posting Start

Candidate List sent to department

Decision to hire from department to HR

Hire date

30 Days | 14 Days | 25 Days | 40 Days | 30 Days

"a" - Draft Posting

"b" - Posting Period

"c" - Validation

"d" - Interview Selection

"e" - External Offer / Onboard

139 Days (total)

Benchmark: 58
Data source: TLNT The Business of HR
http://www.tlnt.com/2014/08/14/employers-find-that-time-to-fill-job-rates-are-growing-hit-13-year-high/
FY15 HR Goal: Improve/Reduce Average Time to Hire

Hiring Waterfall & Snapshot (05/28/15)
### Employment Plan Update

#### HR Implementation / Rollout

<table>
<thead>
<tr>
<th>Stage I – March</th>
<th>Stage II - May</th>
<th>Stage III –August</th>
<th>Stage IV – October</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Formal Implementation of Employment Plan.</td>
<td>• Execution / Implementation</td>
<td>• Execution / Implementation</td>
<td>• Execution / Implementation</td>
</tr>
<tr>
<td>• Completed HR Training – ALL HR Employees.</td>
<td>• Rolled out New / revised forms.</td>
<td>• Create process to centralize all Discipline Tracking &amp; Implement based on Plan.</td>
<td>• Develop Policy Manual</td>
</tr>
<tr>
<td>• Reinforced General Guidelines with HR Team.</td>
<td>• Enhanced Interview Process - weighted scores, review of interview questions.</td>
<td>• Integrate Ineligible for Rehire Process in Hiring Process</td>
<td>• ARP (Completion)</td>
</tr>
<tr>
<td>• Implemented “13 Items” Notifications - (Letters of Recommendation, 48 hour notice, Offers rescinded due to Background Checks, Randomization, Validation, Interviews etc. RTH’s received/ in process).</td>
<td>• Implemented ARP – to Select Nursing areas.</td>
<td>• Implement Internal Candidate Preference</td>
<td>• ARP (Ongoing)</td>
</tr>
<tr>
<td></td>
<td>• Implemented Veterans Preference</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Enhanced HR Website to include Information on Plan.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Publish HR Quarterly Report Employment Actions.</td>
<td></td>
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</tr>
</tbody>
</table>
Employment Plan Update

Implemented New & Revised Forms

- Alignment with Plan
- Increase Ease of Use
- Standardize & Enhanced Evaluation Process
  - Questions Weighted
  - Minimum Score required to move forward

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Interviewer's Name</th>
<th>Score</th>
<th>Interviewer's Name</th>
<th>Score</th>
<th>Date</th>
<th>Avg Total</th>
<th>Final Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe Smith</td>
<td>Susan Johnson</td>
<td>3.2</td>
<td>Jim Davis</td>
<td>4.1</td>
<td></td>
<td>3.6</td>
<td></td>
</tr>
<tr>
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</tr>
</tbody>
</table>
**Veterans’ Preference:**

“When applying for employment with Cook County Health & Hospital System preference is given to honorably discharged Veterans who have served in the Armed Forces of the United States for not less than 6 months of continuous service, who were not dishonorably discharged.”

- Veterans will not be randomized out
- Applies to both Internal & External Candidates
- Provided minimums requirements are met, ALL Veterans are guaranteed an interview.
- To be considered for Veterans Preference an Applicant must:
  - Indicate during the application process that they are a Veteran
  - Attach the appropriate documentation at the time of application (i.e. DD214, DD215 or NGB 22)
  - Meet the minimum requirements
  - Bring the original documentation to the interview
Employment Plan

Website Enhancements

The Employment Plan requires the following be placed on the CCHHS Website:

- Supplemental Policies
- Information on Direct Appointments & the Actively Recruited Process
  - Definition / Process
  - List of Positions
- Employment Plan Compliance Information & Reports
  - Quarterly Employee Action Reports
  - EPO Semi-Annual Reports
- FAQ Section

Quarterly Employment Action Report

“DHR will post on the CCHHS website quarterly reports of the total number of hires, Promotions, Demotions, Transfers, Terminations and resignations by Department during the preceding three-month period, including: (1) the number and type of each such Employment Action; (2) the dates of each Employment Action; (3) the title of the Position; and (4) whether such Employment Action was pursuant to Section V or a specific exception to the General Hiring Process identified in Sections VII-XII.”
### 2015 Processing of House Staff Physicians*

- **June 2, 2015** House Staff processing began
- **July 1, 2015** start date

#### Assigned Departments

<table>
<thead>
<tr>
<th>Department</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anesthesiology</td>
<td>12</td>
</tr>
<tr>
<td>Burn Surgery</td>
<td>2</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>19</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>58</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>13</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>3</td>
</tr>
<tr>
<td>Radiology</td>
<td>5</td>
</tr>
<tr>
<td>Surgery</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>126</td>
</tr>
</tbody>
</table>

**New Hires Submitted:** 126  
**Separations:** 118  
**Cleared to Start:** 0

Data as of 06/5/15

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*House Staff hires and separations are not included in the monthly HR Metrics.*