

**REPORT OF THE
HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

August 21, 2009

ATTENDANCE

Present: Chairman Andrea L. Zopp and Directors David Carvalho; Sister Sheila Lyne, RSM; and Jorge Ramirez (4)

Chairman of the Board Warren L. Batts (Ex-Officio)

Absent: Director Quin R. Golden (1)

Also Present: Director Hon. Jerry Butler

Johnny Brown – Chief Operating Officer, John H. Stroger, Jr. Hospital of Cook County; Patrick T. Driscoll, Jr. – Deputy State’s Attorney, Chief, Civil Actions Bureau, Office of the State’s Attorney; William T. Foley – Chief Executive Officer, Cook County Health and Hospitals System; Hon. Bridget Gainer – Cook County Commissioner; John M. Raba, MD – Interim Chief Medical Officer, Cook County Health and Hospitals System; Deborah Santana – Secretary to the Board, Cook County Health and Hospitals System; Deborah Tate – Director of Human Resources, Cook County Health and Hospitals System

Your Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, August 21, 2009 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Human Resources Committee has considered the following items and upon adoption of this report, the recommendations follow.

Roll Call

Deborah Santana, Secretary to the Board, called the roll of members and it was determined that a quorum was present.

Public Comments

Chairman Zopp asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speakers:

1. George Blakemore Concerned Citizen

Update and discussion of pending information requests

There were no pending information requests for discussion at this time.

Update from Deborah Tate, System Director of Human Resources

Ms. Tate introduced her team, which included the following individuals: Betty Torres, responsible for human resources at Stroger Hospital; Jim Dyson, responsible for labor relations for Stroger Hospital and various special projects; Tom Jablonski, responsible for labor relations at Provident Hospital; and Paris Partee, responsible for human resources at Provident Hospital.

Ms. Tate provided an update on the hiring process, which included information on its current state, the challenges experienced through the process, and what she envisions as the future state (Attachment #1). Additionally, a list of action items relating to the subject was presented.

The Committee reviewed and discussed the information.

During the discussion of challenges experienced in the process, the Committee raised questions regarding the length of time it takes to post and fill a position. Also discussed was the perceived lack of trust between the two human resources entities (the System's Human Resource department and the Cook County Bureau of Human Resources). It was stated that the County's Bureau personnel do not trust the System hiring managers, as they feel that the System hiring managers manipulate the system.

Board Chairman Batts inquired whether the System is able to post positions on its new website. Ms. Tate responded affirmatively. An individual at each facility is responsible for posting the positions for their facility on the website. She added that there is also a link to the County's Bureau of Human Resources website.

The Committee discussed the possibility of creating qualified applicant pools for positions with the same minimum requirements. This would reduce the time needed to fill a position, as currently, each applicant has to apply for each position.

In response to a question from Director Carvalho regarding whether her human resources team would be housed in one location or at each facility, Ms. Tate responded that she was unsure; that decision will be partly impacted by the availability of space. Director Carvalho noted that this subject has been an issue with the County Commissioners in the past.

Discussion of Personnel Matters.

Update on labor negotiations.

Director Carvalho, seconded by Director Lyne, moved to recess the regular session and convene into closed session, pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(2), et seq., which permits closed meetings for consideration of "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 pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(1), which permits closed meetings for consideration of "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." THE MOTION CARRIED UNANIMOUSLY.

Chairman Zopp declared that the closed session was adjourned, and the Committee convened into regular session.

Cook County Health and Hospitals System
Report of the Meeting of the Human Resources Committee
August 21, 2009

ATTACHMENT #1



Performance Improvement: Human Resources Opportunities

Recruiting Process Changes and Actions

Current State

- Submit request to hire with job description
- Has to be approved w/Shakman monitor
- Requisition approved and posted for 14 days
- Applicants must go downtown to complete application process
- After posting comes down, applications are randomly selected and sent to HM based on eligibility
- Applicants interviewed with Shakman monitor present
- Selection
- Send decision to hire and requisition form downtown
- Clearance to hire
- Must receive grant of authority
- Notification to employee
- Background Check, physical, drug screen and ID Badge
- New Hire Orientation



Challenges

1. Posting of positions can sometimes take 6-8 weeks
2. Lack of trust. Bureau personnel feel that CCHHS hiring managers manipulate the system
3. Job descriptions (CCHHS Responsibility?)
 - No consistency in requirements from facility to facility.
4. Missteps regarding the Shakman process resulting in scheduled interviews being pulled from the schedule

Future State

- Request to Hire
- HM receives all qualified applicants
- HM selects who is to be interviewed based on information in job description and in the application
- HRD reviews/approves interview selections
- Shakman representative notified of interview schedule
- Interviews scheduled and completed
- Selection process
- Notify candidate of offer of employment
- New Hire Orientation

- ***Future State requires dedicated Shakman Staff***
- ***Must reconfigure the work of CCHHS 3-4 analysts to have one dedicated to each facility***



What New Hire activities will be processed at Stroger

- Background checks
- ID Badge
- Physical
- Drug Screen

Action Items

1. Schedule meeting with Shakman to get clarity on requirements (include HRD's, Mary Robinson, Elizabeth Reidy, Laura Lechowicz *(Scheduled 8/28)*)
2. What will be required to "re-acquire" the (5) downtown personnel
3. Before end of August, set up meeting with D. Tate, Joe Sova, Doris Gershon and Bill Foley to discuss Stroger HR personnel coming back to Stroger *(Scheduled for 9/2)*
4. Define the roles/responsibilities of personnel analysts *(Completed 8/19)*
5. Determine where will staff be physically located
6. Finalize proposed process and involve stakeholders
7. Develop transition plan
8. Train Hiring Managers on interview process