Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, March 25, 2011 at the hour of 7:30 A.M. at John H. Stroger, Jr. Hospital of Cook County, 1901 W. Harrison Street, in the fifth floor conference room, Chicago, Illinois.

I. **Attendance/Call to Order**

Chairman Zopp called the meeting to order.

Present: Chairman Andrea L. Zopp and Directors David Carvalho and Sister Sheila Lyne, RSM (3)

Board Chairman Warren L. Batts (Ex-Officio)

Present

Telephonically: Director Quin R. Golden (1)

Absent: Director Jorge Ramirez (1)

Chairman Zopp indicated that Director Golden was not able to be present for the meeting, but would like to participate by phone.

Director Golden indicated her presence telephonically.

Director Lyne, seconded by Director Carvalho, moved to allow Director Golden to participate in the meeting as a voting member telephonically. THE MOTION CARRIED UNANIMOUSLY.

Additional attendees and/or presenters were:

- Michael Ayres – System Chief Financial Officer
- Leslie Curtis – National Nurses Organizing Committee
- Tiffany Dotson – System Director of Development and Training
- William T. Foley – System Chief Executive Officer
- Gina Goodson-Allen – System Director of Recruitment and Talent Management
- Terry Mason, MD – System Chief Medical Officer
- Elizabeth Reidy – System General Counsel
- Deborah Santana – Secretary to the Board
- Deborah Tate – System Chief of Human Resources

II. **Public Speakers**

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
2. Leslie Curtis Midwest Director, National Nurses Organizing Committee

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

Deborah Tate, System Chief of Human Resources, provided a copy of the Human Resources Heartbeat to the Committee. This is a bi-monthly newsletter that will be used as a communications tool for Human Resources activities.

Ms. Tate provided an update on the following subjects: CCHHS Leadership Forum, Proposed Furlough Day Program, Recruiting Update, Status of Cermak Staffing, Talent Management Critical Staffing Update and Human Resources Staffing. The Committee reviewed and discussed the information.
III. **Report from System Chief Human Resources Officer (continued)**

Tiffany Dotson, System Director of Development and Training, and Gina Goodson-Allen, System Director of Recruitment and Talent Management, provided additional information.

During the discussion regarding nurse staffing and the displacement process, Leslie Curtis, Midwest Director of the National Nurses Organizing Committee, stated that it was agreed that the System could continue to recruit and interview external candidates for vacant nursing positions during the displacement process, but once the displacement notice is officially given, the System could not fill vacant positions with external candidates until the displacement process has concluded.

During the discussion of Human Resources staffing, the Committee discussed the budgeted but unfilled positions. It was noted that, although the positions are budgeted, these positions may be on budget hold and may not be authorized to be filled yet. William T. Foley, Chief Executive Officer of the Cook County Health and Hospitals System, stated that the budget was only recently approved; no action could take place to hire for these positions until the budget was approved. Even after the budget is approved, funding for the budgeted positions is not immediate. In the future, Mr. Foley stated that the Committee will be provided information on the number of budgeted positions that management has been given authorization to fill, or “authorized positions” based upon funding. Ms. Tate added that she has an immediate need for assistance in her area; she will be presenting for approval a request for contractual services for this purpose in the near future.

It was noted that, when the Committee receives PowerPoint presentations in the future, the information should be also be projected, so the audience can view the information reviewed by the Committee.

IV. Action Items

A. Any items listed under Sections IV and V

V. Closed Session Discussion/Information Items

A. Proposed Grade 24 hires
B. Discussion of personnel matters
C. Update on labor negotiations
D. **Report from System Chief Human Resources Officer**
E. Review of Closed Session Committee Meeting Minutes

Director Carvalho, seconded by Director Lyne, moved to recess the regular session and convene into closed session, pursuant to the following exceptions to the Illinois 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,” 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)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body,” and 5 ILCS 120/2(c)(21), regarding “discussion of minutes of meetings lawfully closed under this Act, whether for purposes of approval by the body of the minutes or semi-annual review of the minutes as mandated by Section 2.06.” THE MOTION CARRIED UNANIMOUSLY.
V. Closed Session Discussion/Information Items (continued)

Chairman Zopp declared that the closed session was adjourned. The Committee reconvened into regular session.

Director Carvalho, seconded by Director Lyne, moved to approve the Closed Session Minutes of the meetings held September 26, 2008; October 10, 2008; October 23, 2008; and November 6, 2008. THE MOTION CARRIED UNANIMOUSLY.

Director Carvalho, seconded by Director Lyne, moved that, pursuant to Section 2.06(d) of the Illinois Open Meetings Act and based upon a review of the Closed Session Minutes of the meetings held September 26, 2008; October 10, 2008; October 23, 2008; and November 6, 2008, and the determination that the need for confidentiality still exists as to these minutes, the Closed Session Minutes of these meetings shall remain closed. THE MOTION CARRIED UNANIMOUSLY.

Director Carvalho, seconded by Director Lyne, moved to approve the Grade 24 hires presented in closed session. THE MOTION CARRIED UNANIMOUSLY.

VI. Adjourn

As the agenda was exhausted, Chairman Zopp declared the MEETING ADJOURNED.

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

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Ms. Andrea Zopp, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary
ATTACHMENT #1
HR Committee Meeting

March 25, 2011
HR Heart Beat

- Introduction of HR Heartbeat
- Bi-Monthly HR Communication Tool
  - Target Audience
  - Important HR Related Information
    - Learning and Development
    - HR Operations
    - Recruitment and Talent Management
    - Employee and Labor Relations
  - Programming
- HR Contact Information
CCHHS Leadership Forum

- The Leadership Forum Kick-off was on March 9th
- The Forum will be a bi-monthly learning event for all System Leadership
- Objectives of these sessions are to provide managers and leaders with development tools and resources to lead more effectively, engage the workforce and learn more about HR programs and policies
- Topic March 9th - Leading Change, It Starts With You
- Facilitated by Tiffany Dotson, System Director, Learning and Development
- Attended by over 125 leaders representing staff from across the System
- Highly engaged group
- Enrolled Senior Leadership as faculty members for future presentations
- Topic for the Month of May:
  - *Cultivating an Engaged Workforce*
Proposed Furlough Day Program

• Five (5) County Designated Shut Down Days
  – April 22nd
  – May 27th
  – July 1st
  – September 2nd
  – November 25th

• Five (5) Approved Self Directed Furlough Days

• Essential vs. Non-Essential Employees
Recruiting Update

Critical to Fill Positions Update

➤ Nursing

➤ 140 Nursing vacancies in late January
➤ Current status of Nursing vacancies:
   - 13 filled pre-displacement
   - 97 filled from displacement
   - 30 remaining vacancies
     - 9 Clinical Case Managers
     - 5 APN/Mental Health Specialists @ Cermak
     - 16 others – (3 ) in Public Health, (2) in ACHN, (6) Stroger –Peds,
       (2) Stroger Med-Surg, (2) AES Registry

➤ Cermak Nursing Vacancy Status
   - Fully Staffed: 3 Nursing Leadership Positions filled

➤ Provident Nursing Vacancy Status
   - Fully Staffed: 2 Nursing Leadership Positions filled

➤ Stroger Nursing vacancy Status
   - 4 remaining vacancies (GI, Peds, 2 in Critical Care)
Status of Cermak Staffing

- As of 3-8-11 Cermak had 115 vacant budgeted positions
- 91 positions are in process
- 31 of the 91 positions are to be staffed by the end of March
- We have 60 remaining positions to fill

31 Positions filled 3/31

- 1 Medical Social Worker V
- 14 Mental Health Specialist III
- 1 Clinical Nurse 1
- 8 Licensed Practical PN
- 7 Patient Care Attendants
### HR Staffing

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<th></th>
<th>July 2009</th>
<th>March 2011</th>
<th>Budgeted/Not Filled</th>
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<tr>
<td>Provident -</td>
<td>8</td>
<td>3</td>
<td>1</td>
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<tr>
<td>Cermak -</td>
<td>1</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Oak Forest -</td>
<td>5</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Stroger -</td>
<td>11</td>
<td>3</td>
<td>6</td>
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<tr>
<td>System -</td>
<td>4</td>
<td>2</td>
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<tr>
<td>Bureau -</td>
<td>4</td>
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<tr>
<td>Labor -</td>
<td>0</td>
<td>7</td>
<td>1</td>
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<tr>
<td>Recruiting</td>
<td>0</td>
<td>3</td>
<td>2</td>
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<tr>
<td>Development</td>
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<tr>
<td>TOTAL -</td>
<td>33</td>
<td>23</td>
<td>14</td>
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</table>
Re-Purpose Open Positions

Current HR Staffing Needs

- Learning and Development Manager
- Learning and Development Analyst
- Compensation and Benefits Manager
- Benefits Analyst
- Compensation Analyst
- Receptionist- Oak Forest
- Receptionist-Provident
- System HR Operations Coordinator
- System Compliance Officer
- Talent Management Specialist

What Is Currently Budgeted

- Nurse Recruiter
- Training Coordinator III
- Talent Management Specialist
- Benefits Specialist
- Human Resources Specialist II
- Benefits Specialist
- Labor Relations Analyst
- Human Resources Director
- Director of In-Service
- Administrative Assistant IV
- Human Resources Specialist
- Benefits Specialist
- Administrative Assistant I
CCHHS Nursing Activity Update:
• 13 NNOC positions filled, pre-displacement
• 126 NNOC vacancies available for displacement selection
  • 97 vacancies filled from displacement activities
  • 29 vacancies remaining

CCHHS Nursing Leadership Activity Update:
• 3 nursing leadership positions filled at Cermak (fully staffed)
• 2 nursing leadership positions filled at Provident (fully staffed)
• 2 nursing leadership filled at Stroger
  • 4 remaining vacancies (GI, Peds, 2 Critical Care)

CCHHS Pharmacy Activity Update:
• 9 Pharmacy Tech positions filled
• 1 Pharmacy manager position filled
• 4 remaining vacancies

CCHHS Laboratory Activity Update
• 12 Open Positions (Medical Lab Techs, Supervisors, Pathology Extenders, Cytotechnologists)
• 185 applicants; currently working to screen eligibility

CCHHS Financial Improvement Activity Update:
• Candidates Pending Board Approval (Offers):
  • System Dir, Patient Access
  • System Dir, Case Management
  • System Mgr, Financial Counseling
  • System Dir, Patient Financial Services
  • System Mgr, Record Integrity

  • Refreshing Candidate Search:
    • System Director of HIM
    • System Mgr Coding
    • System Dir, Revenue Integrity

  • Candidate In Final Interview Stage:
    • System Mgr Patient Access ACHN
    • System Mgr, Financial Counseling
    • System Dir, Patient Financial Services
    • System Mgr, Record Integrity
    • System Mgr Charge Description
    • System Mgr Cash Applications
    • System Mgr Charge Capture

Talent Management Challenges in Recruitment:

<table>
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<th>Risks and Issues</th>
<th>Recommended Actions</th>
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<tbody>
<tr>
<td>Candidates are withdrawing from consideration because of:</td>
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<tr>
<td>• More competitive offers</td>
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<tr>
<td>• Perception of instability due to negative images in the media that focus on financial constraints of CCHHS</td>
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<td>• Nursing Layoffs</td>
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<td>(V-Day Massacre)</td>
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<td>• Seizing of Ambulance runs at Provident Hospital</td>
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<td>• Cook County Budget Cuts</td>
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<td>• Furlough Days</td>
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<td>• Take ownership for our image in the marketplace and partner with Marketing &amp; Communications to create a new story and dispel untruths about CCHHS</td>
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<td>• Personalize our presence on the career section by updating content, adding employee photos, and getting testimonials as to why CCHHS is the employer of choice</td>
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<td>• Actively engage employees in the recruitment of HOT/Critical Fill roles</td>
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STROGER HOSPITAL
HUMAN RESOURCES DEPARTMENT

Director
Human Resources
Paris Partee

Sr. Human Resources
Coordinator
Dana James

Benefits Specialist
Vacant

Benefits Specialist
Vacant

HR Specialist
Vacant

HR Specialist
Kamini Patel

HR Specialist
Vacant

HR Specialist
Vacant

Human Resources
Receptionist
Jasmaine Ison

CCHHS
LABOR RELATIONS DEPARTMENT

System Director Employee & Labor Relations
Marsha Ross-Jackson

Labor Relations Assistant
Pamela Campbell

Labor Director
Stroger, Cermak, CCDPH & Related ACHN Clinics
Jim Dyson

Labor Relations Analyst
Stroger, Cermak & Related ACHN Clinics
Christopher Taggart

Labor Relations Analyst
CCDPH & Stroger
Vacant

Labor Director
Provident, OFH & Related ACHN Clinics
Orlando Brown

Labor Relations Assistant
Provident, Oak Forest & Related ACHN Clinics
Ciana Fowler

Sr. Labor Relations Analyst
Provident, Oak Forest & Related ACHN Clinics
Karen Brown
Cook County Health & Hospitals System

Recruitment & Talent Management Team

Katherine Mourikes
Compensation CONTRACTOR

System Director of Recruitment and Talent Management
Gina Goodson-Allen, PHR

Talent Management Specialist
Non-Clinical Professional/Technical
VACANT

Talent Management Assistant
Talent Administrative Support Sourcing Intelligence
Ivan Brown

Talent Management Assistant
System Administration, Compliance, and Reporting
VACANT

Talent Management Specialist
Clinical Medical Professional
Angela Boone, PHR

CCHHS

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Learning and Development

System Director of Learning and Development
Tiffany Dotson

Manager Learning and Development
Vacant