

HR Work Group Update

Contra Costa Regional Medical Center and Health Centers
Joint Conference Committee

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CONTRA COSTA
HEALTH

Recent Updates

Recruitment Process Updates

- **Nurse Practitioner job specs broadened** to grow candidate pool
- **Job spec modernization in progress** to address outdated certification issues to increase candidate pools
- **Continuous job posting candidate lists** now refreshed weekly to improve candidate flow
- New **recruitment analyst hired** to support provider pipeline

Data Modernization

- **Hiring Dashboard launched** – Data-driven transparency on hiring metrics
- **Active partnership on ticketing + time to hire** metrics
- **Dashboard optimization underway** to align visibility and accountability

New Positions

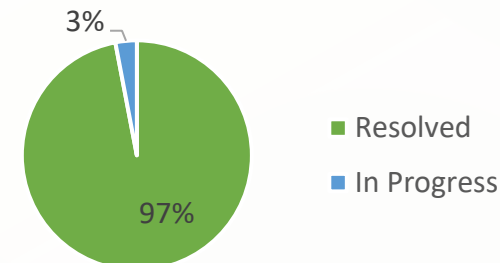
- **Created 18 new per diem roles** to support key ancillary areas with permanent positions (Teamsters) and reduce reliance on agency contractors

CCRMC Vacancies

- 8.9% Vacancy Rate
- 260 Vacant Positions
- One of **lowest vacancy rates** across CCH

Personnel Heat Tickets

- **1239 Requests Received from CCRMC Hospital & Clinics**



Days to Hire

- **105 Days (Non-continuous)**
 - **23% improvement** from 2024 (137 days)
- **90 days (Continuous)**
 - **41% improvement** from 2024 (153 days)

Infrastructure Challenges & Needs



Need to Strengthen & Modernize Admin Support

- **Additional administrative support within certain areas of RMC is needed today**
 - Strong leadership and support structures will be needed in anticipation of upcoming budget pressures to recruit and retain staff
- **Admin activities decentralized and duplicated across RMC today**
 - Reorganizing Medical Staff Office functions to segregate Credentialling, Clinic Scheduling and Provider Assignment Duties
- Discussions in progress to **design a new admin leadership structure in Ambulatory Care**
 - Position Changes anticipated include HSA-Cs, Amb Care Administrator, Ancillary Director



Operational Considerations

- **Timekeeping still reliant on paper, limiting workforce analytics**
 - Invited Epic developers onsite to learn about new Time & Attendance module
 - Recent UKG upgrade allows for e-tracking; Module evaluation to be completed in October
- **Contractor tracking in PeopleSoft not fully enabled**
 - Working with HR and Auditor/Controller to optimize PeopleSoft applications for both CCRMC-employed and contract staff

Strategic Focus Areas Ahead

- **Broader System Challenges**

- Need to establish division-specific plans to **manage overtime and contract labor**
 - Actions are under way to closely monitor and reduce unnecessary overtime and contract staff. CCRMC Finance team is working with Executives and Department Managers to match overtime and contract labor usage to patient volume and acuity. New positions will be added for those areas demonstrating consistent overtime and contract labor.

- **Path Forward**

- Prioritization of **leadership hiring and administrative infrastructure** development
- Reduction in **overtime and contract labor** usage
- Continued **job spec modernization**
- Improved **workforce systems** (e.g., modern ERP) are critical to sustain momentum
- Increased effort to **hire providers** (MD, DO, NP)

Current Situation

- **Focus on Vacant Positions**
 - Licensed Vocational Nurses: 10
 - Certified Medical Assistants: 6
 - Providers: ED, Ambulatory Care, OB/GYN: 12
 - RNs: Inpatient and Ambulatory: 14
- **Overtime and Contract Labor Reduction**
 - Respiratory Therapists
 - RNs – Psychiatric and Labor and Delivery
 - Diagnostic Imaging: 8
 - Lab Techs/Scientists: 6