



# ALAMEDA COUNTY MEDICAL CENTER

*Highland Campus • Fairmont Campus*

*John George Psychiatric Pavilion • Ambulatory Healthcare Services*

## BOARD OF TRUSTEE MEETING

TUESDAY, July 31, 2012

Central Administration Offices Located at Highland Hospital

1411 East 31<sup>st</sup> Street Oakland, CA 94602

Barbara L. McElroy, Clerk of the Board

(510) 437-8468

## MINUTES

**THE MEETING WAS CALLED TO ORDER AT 6:06 PM.**

**ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:**

Daniel Boggan, Jr., Ronald D. Nelson, Valerie D. Lewis, Esq., Floyd Huen, MD, Kirk E. Miller, J. Bennett Tate, and Ilene Weinreb.

Stanley M. Schiffman, Anthony Slimick and Barry Zorthian, MD were excused.

**NON-VOTING MEMBER PRESENT:**

Lyn Berry, MD.

### **TAB #2 RECOGNITION: San Francisco Business Times Healthcare Heroes**

Wright Lassiter, III, Chief Executive Officer, presented ACMC's Healthcare Heroes recognized by San Francisco Business Times.

- Cynthia "CJ" Johnson, LVN – Emergency Medical - ***Finalist***
- Scott Zeller, MD – Mental Health - ***Winner***
- Alameda County Health Care Foundation – Fundraising - ***Finalist***

The Trustees and audience acknowledged the recipients with a round of applause.

### **TAB #3 COMMITTEE REPORT:**

#### **Strategic Planning Committee Report**

Floyd Huen, MD, Committee Chair, provided an overview of the July 16, 2012 Strategic Planning Committee meeting. Highlights included an update on the Management Equipment Services proposal, the status of the Strategic Plan that Kurt Salmon Associates will be presenting in September and at the October Board Retreat, the Physician Operating Model, and a new resource for the Trustees which will be presented at this evening's meeting an Advocacy Toolkit.

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***A motion was made and unanimously approved to accept the report as presented.***

**Human Resources Committee Report**

Ronald D. Nelson, Committee Chair, presented an overview of the July 18, 2012 Human Resources Committee meeting. There was no quorum at the meeting, informational items only were presented. All action items were moved to the July 31, 2012 Board of Trustees meeting for consideration. Highlights of the meeting included a presentation on the status of the Organizational Changes in Health Information Management (HIM) resulting from the EHR implementation, Workers' Compensation reduction in costs and claims, update on the recent Employee Partnership Survey, and a presentation on racial and ethnic diversity in Alameda County and Alameda County Medical Center.

***A motion was made and unanimously approved to accept the report as presented.***

**Audit and Compliance Committee Report**

Kirk E. Miller, Committee Member, reported on the inaugural meeting of the Audit and Compliance Committee. Highlights included a presentation of the External Audit schedule which will conclude mid-September; a presentation on the Internal Audit plan, and the Compliance Plan. The Compliance plan will be presented to the full Board for approval in September.

***A motion was made and unanimously approved to accept the report as presented.***

**Finance Committee Report**

Trustee Miller, Committee Chair, presented an overview of the July 24, 2012 Finance Committee meeting. Highlights included a presentation on cost management improvements over the next year, the Financial report for the month ending May 31, 2012, and status on the Electronic Health Record budget and implementation.

***A motion was made and unanimously approved to accept the report as presented.***

**TAB #4 ACTION: Consent Agenda**

Trustee Huen requested that item **4.C.1 – Contract Amendment with Eastmont Oakland Associates, LLC** be pulled from the consent agenda for further discussion.

Hearing no further requests, Trustee Boggan requested a motion to approve the Consent Agenda.

**ACTION:** *A motion was made, seconded, and unanimously approved the Consent Agenda without item 4.C.1 – Contract Amendment with Eastmont Oakland Associates, LLC.*

**MOTION:** *Trustee Huen*

**SECOND:** *Trustee Lewis*

**AYES:** *Trustees Boggan, Nelson, Lewis, Huen, Miller, Tate, and Weinreb*

**NAYS:** *None*

**ABSTAIN:** *None*

**ABSENT:** *Trustees Schiffman, Slimick, and Zorthian*

Discussion ensued with regards to item 4.C.1 – Contract Amendment with Eastmont Oakland Associates, LLC. Trustee Huen requested clarification on the numbers within the contract. Bill Manns, Chief Operating Officer, clarified that the numbers were accurate and the construction schedule would take approximately 8 – 9 months.

Hearing no further discussion, Trustee Boggan asked for a motion to approve the item as presented.

**ACTION:** *A motion was made, seconded, and unanimously approved item 4.C.1 – Contract Amendment with Eastmont Oakland Associates, LLC.*

**MOTION:** *Trustee Huen*

**SECOND:** *Trustee Tate*

**AYES:** *Trustees Boggan, Nelson, Lewis, Huen, Miller, Tate, and Weinreb*

**NAYS:** *None*

**ABSTAIN:** *None*

**ABSENT:** *Trustees Schiffman, Slimick, and Zorthian*

#### **TAB #5    UDPATE: Chief Executive Officer Update**

Mr. Lassiter referred to handouts provided to the Board for review. One outlining the proposed corporate goals for 2013 and the second providing an explanation of the BETTER initiative (Building Excellence Through Timely Expense Reduction).

Mr. Lassiter addressed the Alameda County Grand Jury last week providing an hour long briefing on the status of APMC.

The Employee Partnership Survey results have been received and the results show 63-64% participation which is very close to the 67% national average.

Next week management will participate in LDI, a management retreat, focusing on goal attainment.

The Alameda County Healthcare Foundation will be moving to Frank Ogawa Plaza in November 2012.

**TAB #6 ACTION: Organizational Changes in Health Information Management (HIM) Resulting From EHR Implementation**

Prior to the presentation public comments were heard:

Corliss Cowan, Nutrition Assistant in the Food & Nutrition Department, SEIU Shop Steward 1021, and member of the Workforce Planning Committee addressed the Board of Trustees prior to the presentation of Organizational Changes in HIM.

The employees of HIM have 13 – 32 years of service with ACMC. The goal as a committee is for all staff to be provided a pathway to success through the training program so that they can be slotted into the newly created positions by September. The committee is pleased that management is committed to allowing all employees the time to complete training in medical terminology and training in computer skills which are necessary to perform the new jobs and then slot them into the new positions before any consideration is given to additional applicants.

There are two areas of concern; first, the HIM2 position requires advance computer knowledge yet only basic computer training is available before the positions are filled. We have requested currently qualified employees are provided additional training and time to meet these requirements after they have been slotted into the new positions. Secondly, the requirement to type 40 WPM, although we do understand the need for proper typing skills and accuracy, we are not convinced that the amount of input expected in the new positions justify this requirement. In order for ACMC to become the provider of choice, it has to also become the employer of choice and attract dedicated hard working professionals like our HIM employees and retain them through various means that include providing opportunities to upgrade their skills and promote them into new positions.

We appreciate and encourage the Board's support to assure the agreements made with the Workforce Planning Committee in conjunction with the implementation plan outlined by Mr. Zielazinski are honored and upheld.

Mark Zielazinski, Chief Information Officer, provided an overview to the status of the organizational changes in the Health Information Management department resulting from the Electronic Health Records (EHR) implementation.

The EHR project was approved January 26, 2011. Over the course of 10 years approximately \$9M dollars of savings will be achieved in various efficiencies.

- Reduced transcription
- Reduced storage and other paper management
- Cost savings in external transaction systems
- Labor efficiencies in back office & HIM

A summary description of the HIM work was provided, as well as analysis of the impacted positions:

Mr. Zielazinski walked the Board through the timelines for Phase I, II, and III.

Next Steps include:

- Fill HIM Management positions
- Fill HIM TECH III positions
- Continue PCC meetings with Union
  - Continue training
  - Prepare for re-assessment in August
  - Discussion of alternatives for impacted employees
- Hire SANs until FT positions filled

A summary of the overall process includes:

- Employees affected:
  - 13 ACMEA represented employees
  - 39 SEIU represented employees
- Completely new organization structure with all positions requiring certification
- This action is necessary and must be done to ensure success in EHR implementation

Ultimately all staff will be certified at a minimum of Registered Health Information Technician (RHIT) or Health Information Technician (HIT)

Mr. Zielazinski recommended the Board take action as follows:

- Authorize CEO to issue the general Reduction in Force notices to SEIU employees
- Layoff letter sent to each affected employee on or about August 1, 2012 including ACMEA represented employees
- During the subsequent 45 days
  - Labor Relations continues to meet with SEIU and ACMC will place qualified employees in vacant HIM positions
  - ACMC will offer as many affected employees as possible vacant positions for which they qualify

The committee inquired how the process of recording medical information would take place if staff is reduced. Mr. Zielazinski explained how the process of medical transcription occurs.

Hearing no further discussion Trustee Boggan asked if there was a motion to approve the action as requested.

**ACTION:** *A motion was made, seconded, and unanimously approved the action as requested.*

**MOTION:** *Trustee Tate*

**SECOND:** *Trustee Nelson*

**AYES:** *Trustees Boggan, Nelson, Lewis, Huen, Miller, Tate, and Weinreb*

**NAYS:** *None*

**ABSTAIN:** *None*

**ABSENT:** *Trustees Schiffman, Slimick, and Zorthian*

#### **TAB #7 UPDATE: BOS – Health Committee**

Trustee Boggan provided a summary of the Board of Supervisors Health Committee meeting held on July 9, 2012. The purpose of attending the Health Committee meetings is to establish better lines of communication with the Board of Supervisors. Marion Schales provided the BOS with our financial and strategic initiatives and how that ties into our budget. Warren Lyons presented information pertaining to community engagement. Trustee Boggan shared that Supervisor Chan has requested that the ACMC Board of Trustees participate in the Health Committee meetings on a quarterly basis.

Mr. Lassiter added that at the September Health Committee meeting the ACMC re-branding initiative will be discussed. In addition, Supervisor Chan has asked to reach out to each of the Trustees to meet with them individually to get to know all of the trustees.

#### **TAB #8 REPORT: Racial and Ethnic Diversity in Alameda County and ACMC**

Jeanette Loudon-Corbett, Chief Human Resources Officer, presented an overview of the racial and ethnic diversity in Alameda County as well as Alameda County Medical Center.

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**Data included:**

California general population, diversity in California medical schools, U.S population compared to physicians and medical school graduates, U.S compared to California, ACMC physician and patient population data, ACMC employee and patient population, registered nurses with active California licenses, ACMC Leadership/Staff, and ACMC employee population.

Mr. Lassiter added that ACMC is involved in several pipeline programs that promote partnerships with local schools to encourage students to enter the healthcare industry as a career.

Ms. Louden-Corbett ended the presentation with Next Steps:

- Advertising strategy to encompass avenues attracting diverse candidates.
- Expand current contracts with local colleges, universities, etc., to provide increased onsite student opportunities.
- Explore partnerships with schools to encourage students to pursue healthcare careers.
- Continue relationships with former Volunteers while in medical or nursing school.

**TAB #9 REVIEW: Board Advocacy Communication Toolkit**

Patricia Barrera, J.D., Director of Legislative Affairs & Community Advocacy presented the Trustees with an Advocacy Communications Toolkit. The Toolkit provides information about ACMC that can be utilized when meeting with elected officials and other key stakeholders to educate them about Alameda County Medical Center, the services ACMC provides to the community, the mission and vision, planning for the future, and policy priorities.

The Strategic Planning Committee reviewed the materials and recommended they be provided to all Board Members.

The materials can be tailored to specific audiences, issues, and ACMC services.

**TAB #10 UPDATE: October Board Retreat**

Trustee Boggan confirmed the dates for the upcoming October Board Retreat will be Friday, October 26, 2012 (8:00 am – 5 pm) and Saturday, October 27, 2012 (8:00 am – 1:00 pm). If any of the Trustees have issues with the dates, please advise. In addition, all suggested agenda items should be sent to Trustee Lewis for review.

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**TAB #11 REPORT: Medical Staff President Report**

Lyn Berry, MD, Medical Staff President-Elect, informed the Board that the Annual Medical Staff meeting would be held on September 24, 2012; additional information would be forthcoming.

Trustee Tate inquired about the Radiology Report. Dr. Berry clarified that at each MEC meeting a presentation is made by one of the departments, this past month the presentation was made by the Radiology Department.

**TAB #12 INFORMATION: Health Policy and Advocacy Update**

Ms. Barrera provided updates to health reform legislation.

**TAB #13 INFORMATION: APMC Media Report**

Warren Lyons, Chief Strategy and Integration Officer, gave a brief overview of the recent media activity for APMC. Trustee Lewis thanked Mr. Lyons for the information and requested that the Board receive not only good news that is reported, but all articles pertaining to APMC.

**TAB #14 INFORMATION: Follow-up Issues**

Trustee Boggan requested that the Trustees read Good to Great. Mr. Manns will work with the Clerk of the Board to attain a copy for each Trustee.

Mr. Lassiter suggested that Great by Choice might be a better book to read.

Trustee Lewis requested both books be acquired.

Mr. Lassiter provided an update on the appointment of Michele Lawrence. Unfortunately, the item was not heard at the Health Committee meeting on July 9, 2012; the item has been referred to the full Board of Supervisors for consideration.

**TAB #15 REPORT: Legal Counsel's Report on Action Taken in Closed Session**

Douglas B. Habig, General Counsel, reported that in closed session the Board of Trustees considered matters related to potential litigation, no action was taken.



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**Public Comments:**

see TAB #6 **ACTION: Organizational Changes in Health Information Management (HIM) Resulting From EHR Implementation**

**Board of Trustees Remarks:** None.

**ADJOURNMENT:** THE MEETING WAS ADJOURNED AT 7:46 PM.

Respectfully Submitted by:

Barbara L. McElroy,  
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:

  
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Douglas Habig, Esq.  
General Counsel