



ALAMEDA COUNTY MEDICAL CENTER

Highland Campus • Fairmont Campus

John George Psychiatric Pavilion • Ambulatory Healthcare Services

HUMAN RESOURCES COMMITTEE MEETING

Wednesday, January 18, 2012

Central Administration Offices Located at Highland Hospital

1411 East 31st Street Oakland, CA 94602

Barbara L. McElroy, Clerk of the Board

(510) 437-8468

MINUTES

THE MEETING WAS CALLED TO ORDER AT APPROXIMATELY 4:49 PM.

ROLL CALL WAS TAKEN; THE FOLLOWING TRUSTEES WERE PRESENT:

Ronald D. Nelson, Daniel Boggan, Jr., Anthony Slimick, J. Bennett Tate, and Ilene Weinreb.

TAB #2 ACTION: Approval of Minutes

ACTION: A motion was made, seconded, and unanimously approved the Minutes from the November 16, 2011 Human Resources Committee Meeting as presented.

MOTION: Trustee Boggan

SECOND: Trustee Tate

TAB #3 REPORT: Recruitment Update and Strategy

Jeanette Loudon-Corbett, Chief Human Resources Officer, introduced Paul Ransom, ACMC's new Director of Workforce Planning and Recruitment. He has been with the organization for approximately two months. During the course of his time the culture of recruitment services and the speed and sense of urgency has already changed. We are very glad to have him on the team. Paul will be reporting on the changes he is making, changes that have already been made, and strategies for the future.

Mr. Ransom reported highlights of current successes, critical openings and ongoing strategic efforts underway to enhance ACMC's capability to better service our hiring managers and increase our overall recruitment efforts.

Continued areas of focus: enhancing recruitment processes, effectively utilizing ATS (Applicant Tracking System), staffing recruitment team to support volume, and the development of short and long term employment solutions and recruitment advertising strategies to assist in recruiting top talent into the organization.

During the last business quarter, October 1 through December 31, 2011, the recruitment function continued to serve our clients and meet the demands of the organization.

The operations experienced an even greater volume and demand of recruitment activity from previous quarters. During current business quarter (October – December 2011) we recruited and placed 5 leadership (executive/director) and 14 management positions.

The most significant numbers were the 194 total hires (new positions, replacements and transfers) supporting the care delivery operations. Of positions filled, 63 were internal and 131 were external candidates. This was an increase of 10 hires over the previous quarter. While volume was great, we were able to reduce the time to fill ratio by 13 days to 69 days this quarter. This was a decrease from the previous quarters (July 1 through September 30) which was averaging 82 days.

The Committee inquired if diversity information was available. Mr. Ransom indicated that he could bring that information back to the next meeting.

A few reasons which may have attributed to the decrease in time to fill were the hiring of two full time recruitment employees; one recruiter and a recruitment coordinator. An emphasis on active recruitment versus the “post and hope” process actions. Regarding active recruiting, the team is focused on prospecting and pursuing candidates working in conjunction with our advertising agency TMP Worldwide. Additionally, there has been an increase in timely Hiring Manager responses to lead assessments and interviews.

Finally, accountability for quality customer service is a primary motivator for this trend. In addition to the decreased time to fill, the data indicates we experienced an overall increase of 74% percent in volume from the preceding two business quarters.

Overall, the consistent trend is Recruitment Operations is active and has shown a significant increase in the volume of work. Currently, as of December 31, 2011 we have 248 active positions on the ACMC opportunities posting.

To meet this demand we have continued implementing new recruitment strategies and solutions to increase our presence in sharing our ACMC employment brand and career opportunities with the external and internal candidate community. With 2011-2012 budgets approved we have invested in additional recruitment staff and emerging recruitment technology (social media resources, databases and web based research tools) that will continue to increase our capabilities to recruit talent in the upcoming years.

Existing operations strategies include:

- Hiring Mr. Ransom as Director of Workforce Planning and Recruitment Operations;
- Anticipate the hiring of an Executive Recruiter by the end of January; and
- Actively prospecting for two additional Healthcare recruiters.

Recruitment operations and revitalization effort will include:

- We introduced an Interview Guide to provide Hiring Managers with a consistent tool to assist them in the interview process. This guide provides tips on interviewing and a bank of behavioral based questions around key competencies to best serve hiring managers in all phases of recruitment.
- A restructuring of the recruitment staff and adjustment of how they are deployed to serve customers will be implemented in Feb 2012. Additionally, a standardized recruitment process will be established and communicated to all customer groups serviced. This model will allow us to capture and measure accountability and performance results from the recruiter and support areas.
- With regards to programmatic efforts we have implemented key “short term tactical efforts” in partnership with TMP Worldwide (our advertising agency of record) to support ACMC’s recruitment capabilities.

Projects and tools focused on:

- Trackable tools to measure success of digital strategy (Indeed.com and Search Engine Marketing). All Complete and in place with monthly report generation.
- Customized Advertising Word Templates. These customized targeted Word Document Templates and HTML postcard/e-mail blast candidate announcements. Primary focus will be in (4) areas of recruitment: Nursing, Business Professionals, Management (to include Information Technology), Allied Health and Physicians. All creative is underway and targeted date for completion of templates is end of October 30, 2011, and available by beginning to mid Q2, 2011-2012.
- “Linked In” a Social Media Professional Recruiting Tool, “HealthECareers” a Recruitment Candidate Database and “ZoomInfo” a Recruiting Research tool are all live and in place as of August 2011.

With regard to our ongoing Phase II “longer term” work the following strategies are in development, refinement or execution phase:

- Re-write of ACMC Careers Website Page(s) is underway and near completion. Copy has been completed by Agency, now in creative process with ACMC executive approval targeted in late January.
- TMP to implement “Campaign and Media Management” tracking Website to measure success of targeted outreach (Creation, Set-up, Media Buy & Reporting Management). Campaign Management with Metrics Gateway Tool. Live and operational as of August 2011 with current refinements underway.
- Team partnering with TMP with the development of 4 color/2 sided ACMC information sheet – Original target date for completion was end of July 2011. Adjusted to February 2012.
- We recently contracted with Position Manager (our ATS) for a pre hire assessment process that will be implemented before March for leadership positions and other selected critical positions.
- Also coming in February, working with TMP ACMC will have Branded Web Pages highlighting key positions and locations of opportunities throughout the community.

The Committee asked about the hiring of an executive recruiter. Mr. Ransom reported that a candidate had been identified and was going to start in the Executive Recruiter position within a few weeks.

Trustee Slimick asked what attracts applicants to ACMC. Mr. Ransom responded that ACMC provides growth opportunity as well as being a Level Two Trauma center which provides an environment to gain experience.

Mr. Lassiter added that two draws to our organization are the mission of the organization and the transformative change that has occurred over the past few years.

Ms. Loudon-Corbett further added that in the Oakland area, the labor unrest and cutback at some of our major competitors have helped ACMC substantially to draw qualified candidates. For people that want to work in an organization where patient care is the most important thing and a culture of collaboration; we are finding that candidates feel this is a great place to work.

TAB #4 REPORT: Employee Partnership Survey Results & Discussion

Ms. Loudon-Corbett, provided a summary of the agenda materials as the Partnership Survey was referred back to the Human Resources Committee from the November 24, 2011 Board of Trustees meeting based on some difficulty understanding the parameters of the survey.

Ms. Louden-Corbett clarified that a typographical error by Press-Ganey showed that ACMC was included in Region 4, which is incorrect. ACMC is part of Region 9 which includes California, Nevada, Oregon, Washington, Hawaii, and Alaska.

An overview of the results of all ACMC campuses was presented to the Committee:

- Highland has increased its raw score each of the last two years; the increase is less than 3% over two years.
- Fairmont has increased its mean score from 60.2% to 67% in the space of two years which is a large increase.

The Committee asked how many employees responded to the Fairmont survey. Ms. Louden-Corbett reported that 174 employees from Fairmont responded to the survey.

- At John George there was a significant improvement from 47.8% to 62.2%, which demonstrates the substantial improvements made in the culture and leadership at John George.
- The mean score for all of ambulatory care is 69.1% which is the highest in the entire organization.
 - Eastmont 59.1% – 64.7%
 - Newark 56.3% – 72.3%
 - Winton 62.0% – 70.0%
 - These are very large increases in mean scores over 2 years.

One area that we received a low score was with fairness of promotions and job opportunities. Working with SEIU to change our hiring processes to give internal employees priority consideration for positions was an outcome of the survey results.

The Committee discussed the results of the Detached, Dedicated, Distanced, and Discontented matrix. Mr. Lassiter shared the 70/70 club with the Committee and how management in the organization is tasked to set a goal of attaining higher than 70% participation and 70% positive feedback from their employees. Last year, we had 15 leaders that in their departments were in the 70/70 Club. We focus on setting standards for the leaders in middle management to move the process forward.

TAB #5 REPORT: Monthly Report from Chief Human Resources Officer

Ms. Louden-Corbett reported on the relationship with SEIU. In the late fall, we completed negotiations in both units of SEIU. Both units were able to approve the

tentative contracts by 98%. We were able to negotiate in a collaborative way to move the organization forward.

Mr. Lassiter asked the Committee to consider the magnitude of the accomplishment in seeing 98% of the employees agreeing on the contracts. The Committee thanked staff for their hard work.

Ms. Louden-Corbett shared that as part of the process of becoming the Employer of Choice, we will be establishing joint labor/management committees in several of our departments. SEIU and ACMC are jointly paying for a consultant to assist in the steering process. The focus will be what can be done working together to improve the care we provide to our patients.

The Committee expressed concerns that labor issues might be discussed in the joint labor/management committees. Ms. Louden-Corbett clarified that any issues of that nature would be more than likely referred back to the Grievance process and not discussed at the joint meetings. Each committee will have a management and labor co-chair and will report up to the Steering Committee.

The Employee Wellness program has been initiated and we have hired someone that is experienced in this type of program. We currently have a survey underway to receive feedback from our employees as to what they would like to see included in the program. Our goal is to have the wellness program underway before the end of 1Q 2012.

The Committee expressed that this type of program is an excellent idea and will reduce sick time and workers' compensation claims.

TAB #6 INFORMATION: Issue Tracking & Follow-up

The Clerk of the Board reported that this document was developed at the request of management and Trustees to track issues and provide follow-up for all the Committee and full Board meetings. Mr. Lassiter added that the items on the list are specific to the Committee and should be things that the Committee would like to see follow-up. In addition, there will be an annual work plan that will be paired with the issue tracking list.

TAB #7 REPORT: Legal Counsel's Report on Action Taken in Closed Session

Douglas B. Habig, General Counsel, reported that in Closed Session the Committee met with our labor negotiator and no action was taken.

Public Comments: None.

Board of Trustees Remarks:

Trustee Slimick commented on the Wellness Program and that a half marathon would be a nice addition to the program.

ADJOURNMENT: The meeting was adjourned at 5:46 PM.

Respectfully Submitted by:

Barbara L. McElroy,
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: _____


Douglas B. Habig, Esq.
General Counsel