



ALAMEDA COUNTY MEDICAL CENTER

Highland Campus • Fairmont Campus

John George Psychiatric Pavilion • Ambulatory Healthcare Services

HUMAN RESOURCES COMMITTEE MEETING

Monday, November 26, 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 5:25 PM.

ROLL CALL WAS TAKEN; THE FOLLOWING TRUSTEES WERE PRESENT:

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

Daniel Boggan, Jr. was excused.

TAB #2 ACTION: Approval of Minutes

ACTION: A motion was made, seconded, and unanimously approved the Minutes from the September 19, 2012 Human Resources Committee Meeting as presented.

MOTION: Trustee Tate

SECOND: Trustee Weinreb

AYES: Trustees Nelson, Slimick, Tate, and Weinreb

NAYS: None

ABSTAIN: None

ABSENT: Trustee Boggan

Trustee Weinreb inquired as to the status of the previously discussed Employee Incentive program. Jeanette Loudon-Corbett, Chief Human Resources Officer, reported that at this time with the strength of the recruitment process the incentive program is not needed.

TAB #3 UPDATE: Recruitment Strategy - Vacancies and Positions Filled

Paul Ransom, Director of Workforce Planning and Recruitment, provided an update to the recruitment process.

The report highlighted current successes and ongoing strategic efforts underway to enhance ACMC's capability to better service its hiring managers and increase overall recruitment efforts.

Continued areas of focus are 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, September 10 through November 23, 2012, the recruitment function continued to serve ACMC's clients and meet the demands of the organization. Staff recruited and placed were 2 leadership (executive/director), 8 management/supervisory positions, and 12 providers.

The most significant numbers were the 228 total hires (new positions, replacements and transfers) supporting the care delivery operations. This number exceeds the same period in FY2012 by 69 hires. Of positions filled, 61 were internal and 166 were external candidates.

A key metric highlighting the team's effectiveness is days-to-fill. Days-to-Fill are the total days for candidates to accept an offer divided by total number of hires. The national standard identified by Saratoga is 76 days. ACMC's target for FY2012 was 67 days, 65.1 days was achieved. The focus remains on this key metric demonstrated by the team reducing days-to-fill by over 11 days from 65.1 to 54 days.

Currently, as of November 23, 2012 there are 188 (a decrease of 86 positions from previous quarter) active positions on the ACMC opportunities posting. Of the 188 positions, 78 are Services as Needed (SAN) positions. The emphasis will be to compare the SANs positions against the Fulltime/Part-time positions over the same period in FY2012. An additional point of reference regarding the SANs is to build a float pool to aid in reducing the number of Travelers/Registry staff.

During this quarter ACMC hired 228 New Hires and transfers. Of the 228, 127 are SANs. 94 of the SANs are assigned to four areas; Staffing Office (61), Ambulatory (15), Food and Nutrition (10) and House Keeping (8). During the same period in 2011, there were 132 New Hires and transfers. Of the total 45 were SANs, the 2012 total of SANs represents a 280% increase. This increase is representative of the strategy to increase SANs specifically in Staffing to lower utilization and cost associated with Travelers and Registry.

In FY2012, ACMC hired 305 SAN employees. Through November 20, 2012 202 SAN employees have been hired. At this rate of hire, ACMC is on track to hire

nearly 500 SAN employees. If the strategy is executed as planned this should have a significant impact on reducing the use of Travelers and Registry.

With 2012-2013 budgets approved ACMC has invested in emerging recruitment technology (social media resources, databases and web based research tools) that will continue to increase the capabilities to recruit talent in the upcoming years.

EXISTING OPERATIONS STRATEGIES

Advertising and Marketing

ACMC continues to work collaboratively with the advertising agency TMP. The focus this quarter has been the introduction and utilization of a new social media partner, Tweet My Jobs.

Wright Lassiter, III commended both Ms. Louden-Corbett and Mr. Ransom for their efforts and accomplishments in the success in internal hires.

The committee asked if strategies were in place for adding new service locations and hiring staff. Staff confirmed that strategies are in place for the anticipated increase in staff. Ms. Louden-Corbett shared that Mr. Ransom has been tasked with identifying a physician recruiter to assist with the process.

The committee requested that the presentation be posted to BoardEffect.

Trustee Nelson requested that the success of the recruitment process should be shared with others through the media.

The committee discussed various aspects of the presentation requesting clarification on SAN, traveler, and registry staffing issues. Also discussed was the benefit of reduced days-to-fill open positions.

TAB #4 REPORT: Organizational Learning & Effectiveness (OLE) Strategic Plan

Craig LaFargue, Director of Organizational Learning & Effectiveness, presented the OLE Strategic Plan.

- 2012 Employee Partnership Survey Recap
- OLE Triage Update
 - Well attended OLE Triage sessions
 - OLE has provided ongoing support to over 30 leaders
 - 97% submission of action plans
- Action Plan Updates

- Spotlight: Clinical Education Department
- Employee Partnership Moving Forward
 - Continued progress on department action plans
 - Ongoing spotlights on Departments/Managers at upcoming Department Head Meetings, starting December 2012
 - Pulse Check in January 2013
- What's New With OLE?
- Key Goals to be accomplished by Q4, CY 2014
 - A comprehensive new leader assimilation system: Leadership Acceleration Program (LAP). MAP will be dropped and revised into 2 separate components: New Leader Onboarding (NLO) & Business Process Onboarding (BPO)
 - A comprehensive performance management system
 - Standardized OE tools and processes to improve both leadership and organization effectiveness
 - A robust leadership development program and succession planning system.
 - Develop and implement a process for assimilating acquired hospital and ambulatory systems into the ACMC organization.

TAB #5 UPDATE: Health Information Management Update

Ms. Louden-Corbett presented an update to the Health Information Management transition. She reminded the committee of the 30+ staff that were present at the September HR Committee meeting. Since that time, adjustments to the training schedule were made to allow staff sufficient time to train for the new positions in HIM

Discussion ensued with regards to the implementation process, timeframe for training and the certification process.

TAB #6 REPORT: Chief Human Resources Officer

Ms. Louden-Corbett had no further report for the committee.

TAB #7 INFORMATION: Issue Tracking & Follow-up

There were no outstanding issues to report.

TAB #8 REPORT: Legal Counsel's Report on Action Taken in Closed Session

Douglas B. Habig, General Counsel, reported that the committee met with the labor negotiator and accepted the recommendations. In addition, the committee discussed matters related to potential litigation, no action was taken.

Public Comments: None.

Board of Trustees Remarks: None.

ADJOURNMENT: The meeting was adjourned at 6:45 PM.

Respectfully Submitted by:

Barbara L. McElroy,
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: _____


Douglas B. Habig, Esq.
General Counsel