



HUMAN RESOURCES COMMITTEE MEETING
Wednesday, March 19, 2014

Central Administration Offices Located at Highland Hospital
1411 East 31st Street Oakland, CA 94602
Marla Cox, Clerk of the Board
(510) 535-7515

MINUTES

THE MEETING WAS CALLED TO ORDER AT 3:42 PM

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:

Daniel Boggan Jr., J. Bennett Tate

Moment of silence for Trustee Ronald D. Nelson

(General Counsel Announcement as concerned to Closed)

TAB #1 CLOSED SESSION

TAB #2 ACTION: Approval of Minutes

Minutes of the January 15, 2014 Human Resource Committee Meeting.

ACTION: A motion was made and seconded, and the Committee approved the minutes of January 15, 2014 Human Resources Committee meeting.

TAB #3 INFORMATION: Health Insurance Transition

Paula Peck, Assistant Director for Benefits and Wellness gave an update on AHS' open enrollment. Over 50 meetings have been conducted; she identified people who were interested and excited about the New Freedom of Choice Plan and have become ambassadors of the new plan. Health Fairs were held the first two weeks of November and enrollment sessions were held the last two weeks of November. There are approx. 1,000 employees enrolled in the Alameda Health System Freedom of Choice Plan. In September 2013, AHS' monthly Medical Costs were \$3.39 million per month. After adding in San Leandro Hospital, the monthly medical costs are \$3.5 million per month. In January 2014, now the monthly costs are \$2.8 million. This total includes the calculated claims expense.

Paula expressed that the plan is running really well and that they are under budget. In October, the employees from San Leandro Hospital were added which increased the month costs significantly under the fully insured plans through United Health Care. Moving to our new self-insured plans will allow us to control the administrative plan cost and encourage employees to utilize our services resulting in maximum savings for the plan. A significant portion of the savings is accounted for in the administrative costs. Additional savings will occur as employees become more comfortable using our services. We have seen a significant number of employees expressing interest in and utilizing our medical services. We are very excited that the employee dental clinics are being highly utilized.

TAB #4 INFORMATION: Recruitment Update and Ongoing Strategy

Tony Redmond reported on positions filled. July 1, 2013 to December 31, 2013, 411 positions were filled. January 1, 2014 to March 12, 2014, 254 positions were filled.

Tony referred to a slide showing the current openings, permanent positions by Executives. There are currently seven leadership positions open; Chief Nursing Executive, Chief Financial Officer, Chief Operating Officer, Director – Perioperative Services, Director – Accounting Services, Director – Engineering Services, Senior Director – Revenue Cycle. Janette Loudon-Corbett stated that there are three or four candidates coming in for a second round of interviews in the next few weeks for the COO position. Tony stated that they are actively working on a direct-mail campaign and will be conducting on-site fairs to attract Nurses within a 50-mile radius of AHS. Through a partnership of Nursing Leadership, the focus is on internal SAN (Services As Needed) talent pool and converting these individuals into FTE (part-time or full-time) positions based on the stipulations of the SEIU RN Union Contract.

10 New Graduate Nurses (Clinical Nurse I) were hired primarily for the Medical/Surgical areas and they all began orientation on 3/3/2014.

Tony stated that the use of LinkedIn, Indeed and other web based tools have created direct access to a large pool of potential candidates.

The Web Strategy links that are used to hire potential candidates are; TalentBrew, Indeed, LinkedIn, HealthCareers, ZoomInfo and PracticeLink.

TAB#5 INFORMATION: New Leader On Boarding

Craig LaFargue, Director, Organizational Learning & Effectiveness reported on the Employee Engagement Process. Craig stated that one of his long term goals is that there is a succession planning system in place.

- Identified the successors.
- Identified the kinds of skills and experience they need.
- Identified ahead of time, so there are the right leaders at the right place, at the right time.

The New Leaders Survival Group has been formed. New Leaders meet at an Executive's home and talk about all of the challenges that are being faced in the organization. This gives new leaders a sense of relief. When an Executive leaves, it's not because of skills or knowledge, it's because they don't fit in with the culture and colleagues have to help them do that. Craig stated there is a very high turnover rate of newly hired executives outside. This number ranges from 40% to 70%. There is new research that shows an Executive begins to payback the investment of the organization after about 18 months. It takes a long time to figure out the organization, the power levels, labor and how things work.

TAB#6 INFORMATION: Update on Mid-Year Employee Engagement Survey Results

Craig LaFargue, Director, Organizational Learning & Effectiveness reported on the Employee Engagement Process. The Annual Employee Engagement is in May. A Pulse Survey will be conducted between to track results and to see if we're on track. The Pulse Survey is developed by Desiree Haynes, reviewing the data from each department, pulling out what their strengths and weaknesses are, and touching them again on re-surveying. That gives us an idea if we're still on track. Craig referred to the Engagement Progress handout explaining the scores. Last year the score was 3.91, putting AHS in the 12th percentile. There is no score for 2012 because vendors were changed. The goal for 2014 is to reach 4.0 and Craig expressed that he is fully confident that we will reach that goal based on what has been seen on the post check.

TAB #7 REPORT: Chief Human Resources Officer

Janette Loudon-Corbett reported they are planning the transition of the Alameda Hospital employees on July 1, 2014. Negotiations for Transition Agreements have begun with labor unions at Alameda Hospital. The employees are currently on paper cards and payroll processing system. Over the next three months, the Lawson and Kronos system will be implemented. The plan is to integrate most of the Human Resources operations at Alameda Hospital into our current Human Resources organization as quickly as possible, after July 1st.

TAB #8 INFORMATION: Issue Tracking & Follow-up

No discussion

TAB #9 REPORT: Legal Counsel's Report on Action Taken in Closed Session


Joel Isaacson reported that the chief labor negotiator discussed issues related to negotiation of a collective bargaining agreement as well as issues related to employee retirement plans, and the committee took action with respect to our negotiator's authority to negotiate a collective bargaining agreement.

Public Comments - None

Board of Trustees Remarks - None

ADJOURNMENT – 4:50pm

Respectfully Submitted,


Marla D. Cox
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:


Douglas Haug, Esq.
General Counsel