



HUMAN RESOURCES COMMITTEE MEETING

**April 11, 2018
5:00PM – 6:30PM**

Conference Center at Highland Care Pavilion
1411 East 31st Street Oakland, CA 94602
Ronna Jojola Gonsalves, Clerk of the Board
(510) 535-7515

LOCATION:

Open Session: HCP Conference Center

MEMBERS

Tracy Jensen, *Chair*
Joe DeVries
Maria G. Hernandez
Michele Lawrence

MINUTES

THE MEETING WAS CALLED TO ORDER AT: 5:04

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:

Joe DeVries, Maria Hernandez, Tracy Jensen

ABSENT: Michele Lawrence, excused

A quorum was established.

Trustee Jensen announced that she would like to have public comment prior to each item being heard.

A. ACTION: Approval of Minutes of the January 10, 2018 Human Resources Committee Meeting

ACTION: A motion was made and seconded to approve the minutes of the January 10, 2018 Human Resources Committee Meeting as amended to adjust the beginning and end time to 5pm. The motion passed.

AYES: Trustees DeVries, Hernandez, Jensen

NAYS: None

ABSTENTION: None

B. REPORT: Benefits Update

Paula Peck, Director Total Rewards

Ms. Peck reviewed the presentation beginning on page 10 of the agenda packet.

Trustee DeVries asked what impact the 7.75% rate increase in the Kaiser plan would have on the overall expenses. He said that the overall expenses were above the projection made at the beginning of the year, but the number of employees was not. Mr. Redmond said that health care costs have come down as employees move into the Alameda Health System (AHS) plan. Even though Kaiser costs went up, AHS costs were lower than projected.

Based on questions from Trustees Jensen and Hernandez, Ms. Peck explained that “Share the Savings” was a plan that paid employees \$250 a month, when they opted out of health coverage with AHS and could meet the requirement to demonstrate coverage from another entity. She explained that the “Buy Up” plan was an opportunity for employees to purchase a higher cost plan. She also explained that there was extensive mental health coverage through the plans offered by AHS. The mental health services were advertised in a variety of ways.

C. INFORMATION/DISCUSSION: HR Dashboard Review

Tony Redmond, Chief Human Resources Officer

John Pearson, SEIU Local 1021 Chapter President spoke regarding racism in disciplinary actions at AHS. He said the issue wasn't being addressed by Human Resources. A grievance was filed on February 23, 2018 and had not yet been responded to.

Pat Reynolds, a nurse at AHS, expressed concern about the disparity taking place at AHS with African American's being terminated prior to their probationary period ending.

Darnell Rasan said he was terminated 11 days prior to the end of his probationary period. He enjoyed helping people in his community while working at AHS.

Vanessa Colbert was fired but did not know why, she said it had never been investigated, and she requested the Committee to look into it.

Troy Nixon, Registered, Nurse at John George Psychiatric Pavilion and shop steward, said he was concerned about the number of Black people who were fired prior to the end of their probationary period. He did not believe this was an accident.

Peter Masiak, SEIU Staff, said demographic data since 2016 indicated that AHS had a diverse workforce. Since 2016 there had been 94 probationary releases, 44% of which were African American. That's over 60% more than expected in relation to the overall demographic data.

Mr. Redmond reviewed the presentation beginning on page 22 of the agenda packet.

Trustee Jensen asked how the new benchmark, referred to on page 24, would be established for lost days in Worker's Compensation. Mr. Redmond said he was working with the new Workers Compensation Provider and would report out on the topic at the next Human Resources Committee meeting.

Trustee Hernandez asked what was the most common reason employees left the organization. Mr. Redmond said he could provide specific data at a later date. Nurses, for example tended to leave when they became dissatisfied, but then took new jobs based on location, shift, and pay.

Trustee Hernandez asked if the reasons employees left AHS were revealed during exit interviews. Mr. Redmond said blind surveys went out to all exiting employees regardless of the reason they left, and participants were asked to indicate the reason they left. He said the data could be provided at the next meeting.

Trustee Hernandez confirmed that she wanted to review a compilation of why employees left the organization, at the next meeting, and requested that the new vendor be invited to the meeting.

Trustee Hernandez asked how staff was prepared for active shooter situations. Mr. Redmond said they work with the Sheriff's office on table top exercises. Trustee Hernandez requested active shooter training information be included on the workplace injury plan going forward.

Trustee DeVries said that it was more than just the total percentage of all the releases that was troubling it was the likelihood of an African American being released. Mr. Redmond said that in the Food Service area, 67% of the people hired were African American and all seven released were African American. Seven was an expected number of releases for that classification, but it was unexpected that all seven were an individual race.

Trustee Jensen asked if all the new hires released during probation reported to the same manager. Mr. Redmond said that food service workers were spread around many campuses, he said he'd have to research which locations they were from. Trustee Jensen asked him to bring the information back to the committee if the data indicated that the releases were attributed to one or two managers.

Trustee Hernandez asked about using focus groups to help understand the information, which she considered very troubling. Mr. Redmond said it could be difficult to work with focus groups consisting of terminated employees.

Trustee Jensen wanted more information on why the data varied with different job categories and if the managers set the probation and release procedures themselves. Mr. Redmond clarified that probationary periods were predetermined, and that even though employees were probationary there was a process to determine if that person could be successful in that job.

Mr. Finley said it was a complicated issue and an important one to work on, however he was concerned about taking one piece of data and looking at it without context.

Trustee Jensen said the dashboard was providing a picture of what was happening and they needed to make sure there was no bias. She asked that they bring the item back, with unit specific data and some recommendations. She expressed some concern over the effectiveness of polling released employees.

Trustee DeVries said there should be some benchmarks to the process. And, that it was important to have a dialogue with labor. He added that the recommendations should include engaging with SEIU. He said the Committee needed more information regarding the performance review process and how consistently performance information was shared between managers and staff.

Trustee Hernandez said the data on agenda packet page 32 showed some patterns they should reflect on, such as the underrepresentation of Latinos in the hiring pool. Mr. Finley said it was a challenge to assume that, if a community was 83% Latino the workforce should be exactly 83% Latino and any deviation indicated a problem. Trustee Hernandez said that the closer a hospital environment mirrors the community it serves the better care the patients receive.

D. REPORT: Lateral Violence/Diversity Inclusion
Tony Redmond, Chief Human Resources Officer

Lisa Marie May, Director of Talent Management, reviewed the presentation beginning on page 39 of the agenda packet.

Trustee Hernandez and Trustee DeVries agreed that it was important to have a mechanism to hold managers accountable for preventing lateral violence in the workplace. Trustee Hernandez asked if they could include a rating on the cultural sensitivity and ability to prevent lateral violence on manager's performance evaluations.

Mr. Redmond said he'd like to return to the Committee with that discussion. He cautioned against diluting performance evaluations, though he agreed with Trustee Hernandez's point. He wanted to consider what might be the best tool. Trustee Hernandez requested they add the performance evaluation process to a future agenda.

Mr. Redmond added that this was a complicated problem. They weren't going to solve bias in one meeting. The process should be to own that bias and remove it from the decision-making process. If we deal with the cultural diversity that surrounds us every day we will better be able to serve our patients.

PUBLIC COMMENT: None

TRUSTEE REMARKS: None


ADJOURNMENT: 6:54pm

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of April 11, 2018 as approved by the Human Resources Committee on July 11, 2018:



Ronna Jojola Gonsalves
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: 

M.D. Mbye
General Counsel