



## **BOARD OF TRUSTEES MEETING**

**THURSDAY, JULY 26, 2018**

**5:00PM – 7:00PM**

**Conference Center at Highland Care Pavilion**

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

Ronna Jojola Gonsalves, Clerk of the Board

(510) 535-7515

### **LOCATION:**

Open Session: HCP Conference Center

### **MEMBERS**

Joe DeVries, **President**

Kinkini Banerjee, **Vice President**

Maria G. Hernandez, **Secretary**

Taft Bhuket, MD      Tracy Jensen

Gary Charland      Louis Chicoine

*Chief of Staff – HGH/FMT/JGH/AMBULATORY Medical Staff: Gene Hern, MD*

*Chief of Staff - SLH Medical Staff: Joel Chiu, MD*

*Chief of Staff - AHD Medical Staff: Elpidio Magalong, MD*

## **BOARD OF TRUSTEES REGULAR MEETING MINUTES**

**THE MEETING WAS CALLED TO ORDER AT 5:14PM**

**ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:** Kinkini Banerjee, Taft Bhuket, MD, Louis Chicoine, Joe DeVries, Maria Hernandez, and Tracy Jensen (left at 7:03pm)

**ABSENT:** Gary Charland (Excused)

A quorum was established.

### **PUBLIC COMMENT**

Craig Smith and Angela Smith, spoke regarding their appreciation for all the donations, the support, and the ability for staff to donate Personal Time Off to Ansar Muhammad.

Arnold Brillinger spoke regarding Park Bridge Rehabilitation and Wellness Center. He said much of the staff was leaving because they were over worked, the expectations were too high, and the pay was too low.

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John Pearson, Chapter President SEIU 1021, said the list of concerns submitted by the respiratory therapists had not been addressed and retaliation was an issue. He said Alameda Health System (AHS) was creating obstructions to a positive working relationship with the union.

Soraya O'Sullivan, Registered Nurse (RN) and Shop Steward, said she was concerned about the Environmental Services (EVS) department. They filed many grievances with no response from management. The same stories were repeatedly being reported by workers.

Betty Best, EVS, spoke regarding the lack of training. She was improperly trained and removed from the department as a result. Her supervisor was retaliating and bullying her.

Glory Anderson, EVS, said that night supervisors made work difficult. The shift workers were not able to do their jobs. The tenth floor used to have two people before it was cut to one. And sometimes that person was pulled to another area leaving no one to do the job.

Halley Darigin, Nurse, seventh floor, spoke regarding missed breaks. The manager at the time denied every break payment for every employee and then quit. They still had not been paid.

Danielle Webber, Nurse, said that when on-call they often worked 12-hour shifts and received no break relief during the shift. The department director informed them they were not entitled to break pay because they were working for premium (on-call) pay. Ms. Webber said they should either get paid for the breaks they worked through or be allowed to take breaks.

Maite Echaniz, Occupational Therapist, spoke regarding rehabilitation services. The most recent contract agreement allotted a five percent wage increase for the Physical Therapy Department but not the Speech Pathology or Occupational Therapy Departments. She said they deserved the same wage increase.

Dream Chew, Occupational Therapist, spoke regarding salary parity among the rehabilitation services. Occupational Therapists played a critical role in patient care and were a required component of many discharges and transfers.

Mollie Allen, Occupational Therapist, said the lack of parity with the other therapies was not standard in the industry. These therapists helped the patients achieve the best next level of care.

Meghan Dodge, Occupational Therapist, emphasized the points made by her teammates. They had less staff than physical therapists yet worked the same number of cases.

Vanna Nicks, Speech Pathologist, spoke regarding the lack of pay parity. Occupational and speech therapy played critical roles in length of stay. She said that Speech Pathologists conduct swallow evaluations which were critical for the survival of some patients.

Lara Leventhal, Occupational Therapist, Acute Rehab at Fairmont, spoke regarding the need for a return to pay parity and the critical role Occupational Therapy played in Acute Rehab. Medical guidelines required that patients receive specific levels of treatment.

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Jessie Trupiano, Occupational Therapist, spoke regarding pay parody and the importance of these disciplines across the system.

Wendy Chalem, Speech Therapist, spoke regarding how these disciplines were responsible for much of the discharge requirements and patient quality of life.

Monika Carson, Speech Pathologist, spoke regarding communication impairments and swallowing concerns.

Stacy Lee, Speech Pathologist, spoke regarding the unique roles they play in the outpatient programs. They provided diverse and high-quality care that improved the long-term outcomes of the patients. Sister facilities all had the pay parody they were requesting.

#### **A. MEDICAL STAFF REPORTS**

*Gene Hern, MD, HGH/FMT/JGH/Ambulatory Medical Staff*

*Joel Chiu, MD, San Leandro Hospital Medical Staff*

*Elpidio Magalong, MD, Alameda Hospital Medical Staff*

Dr. Chiu spoke regarding the report on page 7 of the agenda packet.

Delvecchio Finley, Chief Executive Officer, said that either himself or a member of the Executive Leadership Team would be happy to discuss their vision of San Leandro Hospital's role as an acute care facility within AHS. He added that there would be continued leadership at each location.

Trustee Jensen confirmed that Acute, Behavioral Health, and Post-Acute all reported to an individual Chief Administrative Officer (CAO)/Chief Nurse Executive (CNE) who each reported to the Chief Operating Officer (COO). Mr. Finley confirmed.

Dr. Magalong discussed the report on page 8 of the agenda packet. He said they had concerns regarding the reorganization. Mr. Finley said that while bringing their concerns directly to the Board was encouraged, they could also bring their concerns directly to him.

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Trustee Banerjee asked if they had any feedback from the local sites regarding the transition. Mr. Finley said they did normally have representation at the committee meetings but there had been scheduling conflicts recently. Trustee Banerjee said there should be leadership representation at the meetings. Mr. Finley agreed.

Trustee Jensen said it felt like there was an added layer to the reporting structure. She confirmed that with the restructure, the nursing staff would report to a Vice President of Patient Care, who would report to a site level CAO/CNE, who would report to the COO, who reported to the CEO. Mr. Finley said the structure enhanced nursing leadership at the sites.

Dr. Hern suggested they revisit the new structure in a year to see how it was working. He also reviewed the report beginning on page 6 of the agenda packet.

## **B. BOARD PRESIDENT REPORT**

*Joe DeVries, President*

Trustee DeVries updated the Board of Trustees (BOT) and the public on the process the Board of Supervisors (BOS) had taken to appoint members for both BOT vacancies. Supervisor Carson had put forward a candidate for the BOT and the appointment process for both vacancies would move forward.

Trustee Chicoine reminded the BOT that they needed to focus on cultural diversity. Trustee Bhuket said the Recruitment Ad Hoc Committee had focused on that.

## **C. CEO REPORT**

*Delvecchio Finley, Chief Executive Officer*

Mr. Finley reviewed the report available here:

<http://www.alamedahealthsystem.org/meeting-agendas-and-minutes/> and the dashboard on page 9 of the agenda packet.

## **D. CONSENT AGENDA: ACTION**

### **1. Approval of the Minutes from the June 28, 2018 Board of Trustees Regular Meeting**

### **2. Policies and Procedures**

The Quality Professional Services Committee recommends approval of Policies and Procedures listed below.

#### System Wide

- Medications: Look Alike, Sound Alike – System
- Medications: Prescribing and Ordering – System
- Pharmaceutical Company Representatives Policy
- Pharmaceutical Waste– System

#### San Leandro Hospital

- AcuDose Downtime Procedure
- Blood and Blood Product Administration
- Blood Glucose Monitor (Accu-CHEK Inform)
- Diabetic Patient Care
- ED Chronic Pain Management
- Intraoperative Environmental Cleaning
- I-STAT Analyzer Quality Control Procedure – Respiratory Dept
- I-Stat Procedure Maintenance and Troubleshooting – Respiratory Department
- Medication – Administration
- Pain Assessment and Management
- Post-Procedural Environmental Cleaning and Terminal Cleaning In Procedural and Surgical Suites
- Rapid Response Team

- Sedation, Deep (Using Diprivan (Propofol) and Etomidate (Amidate) for Procedures
- Suicide Risk Screening and Assessment

**ACTION:** A motion was made and seconded to approve the Consent Agenda. The motion passed.

**AYES:** Trustees Banerjee, Bhuket, Chicoine, DeVries, Hernandez, and Jensen

**NAYS:** None

**ABSTENTION:** None

## **E. REPORT/DISCUSSION**

### **1. Healthcare for the Homeless Commission Update**

*David Modersbach, Project Director, Alameda County Healthcare for the Homeless Commission*

Mike Moye, General Counsel, introduced the item and Mr. Modersbach reviewed the presentation beginning on page 163 of the agenda packet.

Trustee Hernandez asked about the relationship between the Healthcare for the Homeless Commission and Sutter and Kaiser. Mr. Modersbach said they were working with both entities to develop the Community Health Assessments.

Trustee DeVries said the homeless were concentrated in West Oakland and asked who was serving that population. Mr. Modersbach said there was a lot of need for those experiencing homelessness and some of them did access Eastmont, though many of their clients were not those same people.

Trustee Chicoine asked how many consumers of their services sat on the board. Mr. Modersbach said they had one per the requirement.

Trustee Banerjee asked about the findings by the Joint Applicant Board. Mr. Modersbach said at their last site visit they did not have a governing board or a strong HRSA compliant system. The findings had since been remedied.

Trustee Chicoine said the issue with homeless care was access and services not welcoming the more isolated members of that community. He said it was important to not participate in those issues. He said they had still not figured out how integrate healthcare, housing and other services making it a very difficult place to provide services.

### **2. Discussion on the Proposed Response to the Grand Jury Report on Contracts, Compensation, and Care**

*M.D. Moye, General Counsel*

Dr. Bhuket confirmed with the General Counsel that he did not need to recuse himself as the item was informational and public.

Mr. Moye reviewed the report beginning on page 171 of the agenda packet.

Trustee Hernandez asked which committee had oversight over this. Mr. Moye said typically it would be the Finance Committee. Trustee Hernandez said she was concerned that it wasn't going through QPSC as it impacted the quality of care. Mr. Finley said that provider services were the purview of QPSC, but he wasn't sure if it was advisable to look at the services provided from a quality perspective in an individual contractor.

Trustee Bhuket said the report painted both Oakcare and AHS in an unfavorable light. Mr. Moye said that there were some factual differences with some of the statements and some of the conclusions. The primary concern in the report was the services in the current contract were five percent greater than the prior contract. However, the current contract was different. He said, all things considered, the increase was modest. The report also found concerns with oversight. He said there was a robust oversight process with multiple review levels to provide oversight. He said they would address those issues in their response.

Dr. Baden requested that they point out the factual inaccuracies on a step by step basis. The statement management put in the packet was not strong enough. Mr. Moye clarified that the document included in the packet was not the statement, but rather an update for the BOT. Mr. Finley added that they will strategize as appropriate to develop the response.

Trustee Chicoine said it was not helpful to the community to have leaps of faith in their conclusions. AHS had an obligation to ensure the processes were clarified and to own where they could improve.

Mr. Moye said the response would be drafted and on the agenda at the next Board meeting.

## **F. STAFF REPORTS (Written)**

### **1. Financial Report**

*Nancy Kaatz, Interim Chief Finance Officer*

- a) May 2018 Financial Report
- b) 12 Month Forecast update

### **2. Chief Operating Officer Report**

*Luis Fonseca, Chief Operating Officer*

- a) May 2018 Operations Report
- b) Fiscal 2018 Back to Budget Plan

## **G. ACTION ITEMS**

### **1. Approval of Agreement with Alameda County Regarding Use of Capital Expenditure Fund**

*Delvecchio Finley, Chief Executive Officer*

**ACTION:** A motion was made and seconded to approve the Agreement with Alameda County Regarding Use of Capital Expenditure Fund. The motion passed.

**AYES:** Trustees Banerjee, Bhuket, Chicoine, DeVries, Hernandez, and Jensen

**NAYS:** None

**ABSTENTION:** None

**2. Approval of Contract of Employment: Chief Executive Officer**  
*Tony Redmond, Chief Human Resources Officer*

**ACTION:** A motion was made and seconded to approve the Contract of Employment for the Chief Executive Officer. The motion passed.

**AYES:** Trustees Banerjee, Bhuket, Chicoine, DeVries, Hernandez, and Jensen

**NAYS:** None

**ABSTENTION:** None

**H. COMMITTEE REPORTS (Written)**

**1. Quality Professional Services Committee Report: June 28, 2018**  
*Taft Bhuket, Committee Chair*

**I. INFORMATION REPORTS (Written)**

**1. AHS Community Engagement Report**  
*Terry Lightfoot, Director, Public Affairs and Community Engagement*

**2. Legislative Affairs/Local Government Strategy**  
*Terry Lightfoot, Director, Public Affairs and Community Engagement*

**3. Media Relations Report**  
*Terry Lightfoot, Director, Public Affairs and Community Engagement*

The Board convened to the Closed Session pursuant to Government Code Section 54957(b) at 5:30PM.

**CLOSED SESSION**

**1. Potential Litigation [1 matter]**  
*M. D. Moye, General Counsel*  
Significant Exposure to Litigation  
[Government Code Section 54957.9(d)(4)]

**2. Public Employee Performance Evaluation**  
[Government Code Section 54957(b)]  
Title: Chief Executive Officer

***(Reconvene to Open Session)***

**OPEN SESSION**

**J. REPORT ON ACTION TAKEN IN CLOSED SESSION**

Trustee DeVries announced that no action was taken in closed session.

**PUBLIC COMMENT:** None

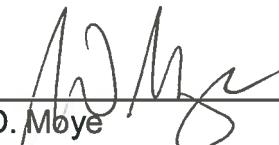
**TRUSTEE REMARKS:** None

**ADJOURNMENT:** 10:15pm

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of July 26, 2018 as approved by the Board of Trustees on September 27, 2018:

  
Ronna Jojola Gonsalves  
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:   
M.D. Mbye  
General Counsel