



## HUMAN RESOURCES COMMITTEE MEETING

January 9, 2019  
5:00PM – 6:30PM

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

Tracy Jensen, *Chair*  
Joe DeVries  
Maria G. Hernandez  
Ross Peterson

### MINUTES

**THE MEETING WAS CALLED TO ORDER AT: 5:07**

**ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:**

Joe DeVries (left at 6:05pm), Maria Hernandez, Tracy Jensen, Ross Peterson

**ABSENT:** None

A quorum was established.

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

Mike Moye, General Counsel, said that on the first page of the minutes, under Public Comment, Riff should be changed to RIF.

**ACTION:** A motion was made and seconded to approve the minutes of the October 10, 2018 Human Resources Committee Meeting. The motion passed.

**AYES:** Trustees DeVries, Hernandez, Jensen, and Peterson

**NAYS:** None

**B. ACTION: Approval of the Injury and Illness Plan**

Greg Stephens Disability Manager spoke regarding the presentation beginning on agenda packet page 9.

Trustee DeVries asked why the previous plan was ineffective. Mr. Stephens said it was outdated as it had not been updated since at least 2008. Cal-Osha was going to require the update shortly.

Trustee Jensen asked if there would be a policy review schedule. Mr. Redmond said they would institute an annual review. Substantial changes would be brought to the Board.

Trustee Hernandez requested a calendar of regulations and policies, including the policy owners, that needed to be updated regularly. This would allow staff and the Board to be ahead of the updates. Mr. Redmond said he'd look into doing that for the HR procedures.

Trustee Jensen asked what the staff participation level was with the update. Mr. Stephens said the next step was to get staff input for training.

Trustee Jensen asked how this would affect the relationship with BETA. Mr. Redmond said it was a benefit to BETA as it would help with the Workers Compensation liability cost. Mr. Moye said the cost of the Workers Compensation reinsurance last year was reduced based upon the previous year.

**ACTION:** A motion was made and seconded to recommend approval of the Injury and Illness Plan to the Board of Trustees. The motion passed.

**AYES:** Trustees DeVries, Hernandez, Jensen, and Peterson

**NAYS:** *None*

**C. INFORMATION/DISCUSSION: Human Resources Dashboard Review**  
*Tony Redmond, Chief Human Resources Officer*

Mr. Redmond and Greg Stephens, Disability Program Manager, reviewed the Dashboard presentation beginning on agenda packet page 51.

Trustee Hernandez asked if there had been any feedback regarding the affect Leadership Academy has had on engagement. Mr. Redmond said only on an anecdotal level, but if they continued to see improved turnover data over the next couple of quarter they would be able to judge the impact.

Trustee Hernandez requested to see the exit interview data separated by voluntary and involuntary separations.

Trustee Jensen noted there were no salary demographics. Mr. Redmond said that data would be folded into the other reasons. If an employee relocated, for example, it could be due to cost of living expenses. Trustee Hernandez agreed that would be good information to have.

**D. INFORMATION/DISCUSSION: Employee Engagement Vendor Update**  
*Tony Redmond, Chief Human Resources Officer*

Chamayne Pierce, Project Lead, discussed the presentation beginning on agenda packet page 56.

Trustee Hernandez asked if managers had a prompt to review the data, so they could be held accountable. Mr. Redmond said yes, and the system tracked participation to eventually provide a sense of who was engaged.

**E. INFORMATION/DISCUSSION: Residency Programs Update**  
*Tony Redmond, Chief Human Resources Officer*

Indhu Subramanian, MD, Vice Chair and Residency Director and Charlotte Wills, ER residency Director, spoke regarding the presentation beginning on agenda packet page 67.

Trustee Jensen asked if preliminary transitional interns were typically going into surgery. Dr. Subramanian said that they trained specialists who had to do one year of internal medicine. They had a separate surgical preliminary program in the department of surgery.

Trustee DeVries asked what could work better. Dr. Subramanian said they could do a better job at managing resident burn out. Residents did much work, such as clerical work, that fell outside the scope of what a typical resident or physician would do because of a lack of resources in discharge planning, social work, and clerical work.

Trustee DeVries left at 6:05pm.

Trustee Hernandez asked about getting additional resources from the community to help solve some of the issues. Mr. Finley explained the process and said that there were many stressors. Dr. Subramanian said health advocates were helpful. They discussed the Wellness Program in relation to the interns and the many steps they take to try to assist in the process.

Trustee Jensen asked how a training program like this impacted AHS versus a non-training organization. Mr. Redmond said it had both benefits and costs. It was efficient because residents were a lower cost resource. It was less efficient because they were being trained and as such were slower. Dr. Subramanian said there were many studies that indicated patient outcomes were better at teaching hospitals. Mr. Finley said that as a training hospital AHS saw many benefits from the process. Faculty tended to be more cutting edge, which was a great benefit.

Trustee Hernandez asked what the biggest throughput issue was. Dr. Wills said it was simply not enough beds for the volume the ED supports. Trustee Jensen said the Board wanted it to

work better, if they could add more beds they would. Trustee Hernandez said that outreach to the patients who could leave was important too.

**F. INFORMATION: Report of the Retirement Plans Investment Committee**  
*M.D. Moye, General Counsel*

Mr. Moye said that the last meeting was November 29, 2018. The plans continued to do well as of that meeting. Going forward the advisors advised a degree of caution would be warranted. The total assets had grown to just over \$200M. Last year at the same time, they were \$170M. The plan had 300 new members. He said that the average plan balance was as much as twice as high as other benchmarks, which was an impressive piece of data meaning the plans were well utilized. Loans from the plan ran a little higher than the benchmarks by one to two percent. The Committee planned to explore that soon.

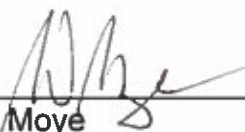
**TRUSTEE REMARKS:** None

**ADJOURNMENT:** 6:53 pm

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of January 9, 2019 as approved by the Human Resources Committee on April 10, 2019:

  
Ronna Jojola Gonsalves  
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:   
M.D. Moye  
General Counsel