



BOARD OF TRUSTEES REGULAR MEETING

WEDNESDAY, MAY 12, 2021

5:30pm to 9:30pm

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: Telephonic/Electronic Meeting

MEMBERS

Taft Bhuket MD, President

Tracy Jensen, Vice President

Jennifer Esteen, Secretary/Treasurer

Kinkini Banerjee Luisa Blue

Jeanette Dong Alan E. Fox

Mark Friedman Sblend A. Sblendorio

BOARD OF TRUSTEES MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT 5:38 pm

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Kinkini Banerjee, Taft Bhuket, MD, Luisa Blue, Jeanette Dong, Jennifer Esteen, Alan E. Fox, Mark Friedman, Tracy Jensen, Sblend A. Sblendorio

ABSENT: None

PUBLIC COMMENT: Non-Agenda Items

Deleta Moore said she was terminated from AHS in 2020 when the clinical education department was dismantled. She was accused of misconduct, by individuals who had no working knowledge of the American Heart Association training she had been conducting. As a nurse of 34 years, she'd never been treated so disrespectfully. She was threatened that she would lose her license if she did not 'come clean.'" The American Heart Association, upon receiving notification from AHS, conducted their own review and found no evidence supporting the allegations made by AHS. She requested restoration.

OPEN SESSION

A. Executive Officers Report

Taft Bhuket, MD, President

Tracy Jensen, Vice-President

Jennifer Esteen, Secretary/Treasurer

A1. Article. Essential But Undefined Reimagining How Policymakers Identify Safety Net Hospitals. NEJM, 2020

Trustee Bhuket reviewed the article beginning on agenda packet page seven.

A2. Article. Op-Ed Don't Cut Medi-Cal Reimbursement For Telephone Visits. LA Times, 2021

Trustee Bhuket reviewed the article beginning on agenda packet page 10.

Trustee Esteen said the article reflected questions she'd had around value. Telehealth had been a saving grace for patient care and for AHS during the epidemic. She said she'd like to hear an update on AB32.

Trustee Dong said the topic was about equity. The older patients did not want to come out during flu season. Telehealth helped them.

Trustee Blue said they should work with community partners who faced the same issue.

Trustee Banerjee said the discussion should include building the infrastructure regarding literacy and other things. When the focus was quality the outcomes were better.

Trustee Friedman said telehealth increased visits with patients who had severe mental illness 400 percent. It was also an equity issue for staff. AHS had to pay providers regardless, so the costs were not less. There needed to be advocacy around the issue.

Trustee Sblendorio said it was a social equity question that seemed not to resonate with the folks who should be more responsive to the issue. Community hospitals started in rural areas because patients couldn't get to the city. Telehealth was a way to bring health care to those who needed it.

Trustee Esteen said that Bell Hooks said, "What we do is more important than what we say or what we believe." Trustee Esteen said that AHS's values were reflected in everything they did.

B. CEO Report

James E.T. Jackson, Interim Chief Executive Officer

Mr. Jackson discussed the report available here <http://www.alamedahealthsystem.org/2021-meeting-agendas-and-minutes/>.

Trustee Esteen appreciated the demonstration of how the community was building and strengthening.

Trustee Dong appreciated the heroic acts of the staff.

Trustee Bhuket appreciated Mr. Moyer's service and Mr. Hussain's service. He said the CEO's report should have listed the Joint Commission Certificate as well. Mr. Jackson agreed and said the organization had done incredible work to get that certification.

Trustee Fox said that San Leandro Hospital Acute Rehab Unit received a CARF certification which was no small accomplishment.

Trustee Blue described a communication she'd received from a patient who said they received great care at the hospital but had billing issues that were not resolved. She reached out to the CEO and the Clerk of the Board who forwarded the information to the appropriate person. Trustee Blue received a communication from the patient who reported the issue had been resolved.

C. MEDICAL STAFF REPORTS

- AHS Medical Staff: Irina Williams, MD (Chief of Medical Staff)
Edris Afzali, MD (SLH Leadership Committee Chair)
- AH Medical Staff: Cathy Pyun, DO (Chief of Medical Staff)

Dr. Williams spoke regarding the report available here
<http://www.alamedahealthsystem.org/2021-meeting-agendas-and-minutes/>.

Trustee Bhuket recapped her concerns were specialty care coverage, quality changes, and transparency, communication, and trust.

Dr. Afzali said the volumes at San Leandro were increasing. The ED was seeing trends of 80-90 patients. He said that the inpatient volume had still been low. He said of the 13 transfers, 10 were medical transfers that could have stayed at SL to give a bump to the inpatient census. San Leandro would pilot an expansion of tele medicine for subspecialty groups focusing on neurosurgery. He said point of care ultrasound should be fully functional by the following months.

Trustee Dong asked what why the ED volumes were up. Dr. Afzali said the COVID volume had dropped significantly, the current volumes were general medicine.

Trustee Banerjee asked if there was a way to mitigate the medical transfers. Dr. Afzali said the majority of transfers were due to the lack of specialty coverage. Occasionally it was due to inpatient staffing. Trustee Banerjee hoped there would be an effort to consider access and coverage at the sites. She said when Mr. Jackson was CEO of San Leandro, he'd worked closely with the paramedics to bring patients to the hospital. She hoped they could revisit that collaboration.

Trustee Bhuket recapped that Dr. Afzali's primary concerns were increased ED volumes without an increase in inpatient volume, expansion of services, and point of care ultrasound.

Dr. Pyun discussed the report on agenda packet page 23.

Trustee Bhuket recapped Dr. Pyun's primary concerns as the Transfer Center adding that the Transfer Center would be discussed in depth at QPSC in the coming months, navigating outpatient follow up. Trustee Bhuket said that EPIC would be able to notify primary care doctors when one of their patients was admitted. Dr. Jamaleddine confirmed. Dr. Williams said they were working on the workflow to ensure the correct doctors were performing follow up to address the needs of the patients.

D. COMMITTEE REPORTS

D1. Human Resources Committee: April 21, 2021

Luisa Blue, Committee Chair

Trustee Blue discussed the Human Resources Committee meeting. The materials for the meeting are available here: <http://www.alamedahealthsystem.org/2021-meeting-agendas-and-minutes/>.

D2. Quality Professional Services Committee: April 28, 2021

Taft Bhuket, MD, Committee Chair

Trustee Bhuket discussed the QPSC meeting. The materials for the meeting are available here <http://www.alamedahealthsystem.org/2021-meeting-agendas-and-minutes/>.

D3. Governance Ad Hoc Committee: April 29, 2021

Jeanette Dong, Committee Chair

Loretta Medellin, Co-Applicant Board Chair said described the Co-Applicant Board's (CAB) duties. She said they had concerns about the County led process to oversee changes had not formally consulted the CAB. The Governance Ad Hoc Committee was an opportunity to consider the CAB's role as part of the process. The CAB selected herself and Mr. Smith to serve as liaisons to support the efforts. They requested that the task force consider mechanisms for active review and input by the CAB of proposals that require approval from both boards. Create bidirectional communication and systems for the CAB to receive input and feedback from established patient and consumer groups who formally advise ambulatory programs and services.

Mark Smith, Co-Applicant Board Member said the CAB gave voice to the patients the program served and through them they decided what kind of care they received and how the program was run. The hospital had adopted a community hospital model and under that model patients had a right and a say as to how they received care and how the program was run. The CAB were stake holders, yet they were not interviewed by HMA. He hoped the Supervisors would consider them an integral part of governance going forward.

Trustee Dong said they had been afforded a partnership with the County, but the decision was not theirs. She welcomed Ms. Medellin and Mr. Smith to speak at the next

Board meeting where Supervisor Chan would provide the next steps related to governance. She said that at the last Ad Hoc Committee meeting HMA presented the results of the stakeholder interviews. They discussed AB 924, a spot bill sponsored by the County in case there were needed changes to the enabling legislation. Supervisor Chan would present more information at the June Board of Trustees meeting.

D4. Finance Committee: May 5, 2021

Jennifer Esteen, Committee Chair

Trustee Esteen reviewed the report on agenda packet page 29.

D5. Interim CEO Recruitment/Onboarding Ad Hoc Committee Update

Kinkini Banerjee, Committee Chair

Trustee Banerjee discussed the interim CEO appointment. They had an inclusive process for his three-month performance review with over a hundred stakeholder responses to the survey. The input was positive and qualitative. The position was extended for another six months.

E. CONSENT AGENDA: ACTION

E1.Approval of the Minutes from the April 14, 2021 Board of Trustees Meeting

E2.Approval of Policies and Procedures.

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

AHS System – April CPC and MEC Approvals

- Covid-19 Vaccine Policy (AHS)
- Ketamine Infusion for Pain Policy (AHS)
- Medication Self Administration Policy (AHS)
- Medication Reconciliation Policy (AHS)
- Medications: High Risk High Alert Policy (AHS)
- Pain Assessment and Management (AHS)

E3.Adopt a Resolution approving the Alameda County Behavioral Health Care Services Agency Contract Signature Authorization Form

E4.Approval of Contracts

The Finance Committee recommends approval of the Contract listed below.

E4a. Amendment to extend the Agreement with Allied Universal Security Services for provision of security services to all AHS facilities. The term of the amendment shall be from July 1, 2021 through September 30, 2021. The estimated impact of the proposed amendment is \$1,824,000.

Mark Fratzke, Chief Operating Officer

E4b. Amendment to extend the Agreement with AFFIRMA Rehabilitation for skilled nursing and sub-acute rehabilitation services. The term of the amendment shall be from July 1, 2021 through June 30, 2024. The estimated impact of the proposed amendment is \$2,500,000.

Mark Fratzke, Chief Operating Officer

Trustee Banerjee removed agenda item E3 for discussion.

Trustee Banerjee moved, Trustee Sblendorio seconded to approve the consent agenda without agenda item E3.

ACTION: A motion was made and seconded to approve the Consent Agenda, without agenda item E3. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Friedman Jensen, Sblendorio

NAYS: None

ABSTENTION: None

Trustee Banerjee asked if Dr. Tanuj needed to be a signatory. Ms. Miranda said this was what the County requested.

Trustee Sblendorio moved, Trustee Dong seconded to approve the item as presented and approve a form that adds the interim COO as a signatory as quickly as the CFO can process with the County.

ACTION: A motion was made and seconded to approve E3, as amended to request the County add the Chief Operating Officer as a signature requirement. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Friedman Jensen, Sblendorio

NAYS: None

ABSTENTION: None

END OF CONSENT AGENDA

F. ACTION/DISCUSSION

F1. EBMG Board Member Approval

Chitra Akileswaran, MD, EBMG President

Dr. Akileswaran reviewed the report beginning on agenda packet page 108 and share the presentation available here: <http://www.alamedahealthsystem.org/2021-meeting-agendas-and-minutes/>

Trustee Bhuket asked if the diversity of the Board was representative of the physicians and patients. Dr. Akileswaran said that they were aligned with the racial and gender demographics of the patient population, but they were missing on certain marks. For example, they had an underrepresentation of Latinx physicians.

Trustee Jensen asked for comment on the medical group's composition for non physicians and if any non physicians were on the Board. They had six FTE's who were non physicians who were physician assistants. They had no other types of roles at the time. There were no limitations regarding Board Members being physicians.

Trustee Banerjee said each of the candidates seemed outstanding. She appreciated the candid insights of Dr. Akileswaran.

Trustee Esteen moved, Trustee Dong seconded to approve agenda item F1.

ACTION: A motion was made and seconded to approve agenda item F1, appointing the recommended Board Members to the EBMG Board. A roll call vote was taken, and the motion passed.

AYES: Trustees Banerjee, Bhuket, Blue, Dong, Esteen, Fox, Friedman Jensen, Sblendorio

NAYS: None

ABSTENTION: None

G. STAFF REPORTS (Written)

G1. Chief Financial Officer Report: March 2021 Financial Reports

Kimberly Miranda, Chief Financial Officer

G2. Chief Operating Officer Report: March 2021 Operations Report, Post-Acute Care

Mark Fratzke, Interim Chief Operating Officer

G3. S*A*P*P*H*I*R*E* Revenue Cycle Performance

Kimberly Miranda, Chief Financial Officer

Theresa "Terri" Manifesto, Vice President of Revenue Cycle

Mr. Azizi announced that the Board of Trustees were adjourning into Closed Session to discuss the agendized items per the applicable Government Codes.

CLOSED SESSION

1. Labor Negotiation

[Government Code Section 54957(b)]

Stacey Cue, IEDA

Keith Fleming, IEDA

Lorna Jones, AHS

- BTC
- ILWU

2. Public Employee Performance Evaluation

[Government Code Section 54957(b)]

Title: Chief Executive Officer

Trustee Bhuket announced that no disclosable action was taken in Closed Session.

TRUSTEE COMMENTS: None

ADJOURNMENT: 8:44 pm

This is to certify that the foregoing is a true and correct copy of the minutes of the meeting of May 12, 2021 as approved by the Board of Trustees on June 9, 2021.

Ronna Jojola-Gonsalves

Ronna Jojola Gonsalves
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: *Ahmad azizi*
Ahmad azizi (Jun 25, 2021 15:34 PDT)
Ahmad Azizi
Interim General Counsel