HUMAN RESOURCES COMMITTEE MEETING

January 21, 2026
4:00pm-6:00pm

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

ZOOM Meeting Link:
https://alamedahealthsystem.zoom.us/j/9361457125?pwd=4JnAmhDnBaLqY4GWf4PQBwp3w0Puy2.1&omn=83914595432
Meeting ID: 936 145 7125
Password: 20200513

One tap mobile
+14086380968,,9361457125# or
+13462487799,,9361457125#

Dial by your location
+1 408 638 0968 US (San Jose)
+1 346 248 7799 US (Houston)
+1 646 518 9805 US (New York)

Find your local number: https://alamedahealthsystem.zoom.us/u/aeojyFgeyI

MEMBERS
Lilavati Indulkar, MD
Donna Linton, Chair
Nely Obligacion
Rachel Richman

NOTE: In the event that a quorum of the Board of Trustees participates on this Committee, the meeting is noticed as a Special Meeting of the Board of Trustees; however, no final Board of Trustees action can be taken.

HUMAN RESOURCES COMMTITEE MEETING AGENDA

SPECIAL NOTE: Per Brown Act requirements, Trustees of the Alameda Health System will attend board and committee meetings in person at the location(s) noticed on this agenda. Staff and members of the public may attend either in person at the location noticed on this agenda, or remotely via Zoom, using the link included on this agenda.

Public Comment Instructions
If you attend the meeting in person and wish to address the Board or Committee regarding an item on the agenda or in their purview, please see the Clerk of the Board to sign up.

Each speaker will be allotted between one and three minutes to speak, depending on the number of speakers present.

OPEN SESSION / ROLL CALL

PUBLIC COMMENT

A. ACTION: Approval of Minutes of the October 15, 2025 Human Resources Committee Meeting

Recommendation: Motion to Approve

B. INFORMATION/DISCUSSION: HR Dashboards
Justin Nool, Director of Talent Management
Karen Skillman, Director of HRIS and HR Operations
Greg Stephens, Manager, Leave Programs

C. INFORMATION/DISCUSSION: HR Division Updates
Ulysses Madison, Director of People Operations
Sofia Newton, Wellness Program Manager

D. CHRO Update
Jet Chapman, Chief Human Resources Officer

E. HR Committee Schedule 2026
Donna Linton, Chair

TRUSTEE COMMENTS

ADJOURNMENT

Our Mission
Caring, Healing, Teaching, Serving All

Strategic Vision
AHS will be recognized as a world-class patient and family centered system of care that promotes wellness, eliminates disparities and optimizes the health of our diverse communities.

Values
Compassion, Commitment, Teamwork, Excellence, Integrity, and Respect.

Meeting Procedures
All items appearing on the agenda are subject to action by the Board of Trustees. Staff recommendations are subject to action and change by the Board of Trustees.

The Board of Trustees is the Policy Body of the Alameda Health System. The Board has several standing Committees where Board matters are the subject of discussion at which members of the public are urged to testify. Board procedures do not permit: 1) persons in the audience at a Committee meeting to vocally express support or opposition to statements by Board Members or by other persons testifying; 2) ringing and use of cell phones, pagers, and similar sound-producing electronic devices; 3) signs to be brought into the meeting or displayed in the room; 4) standing in the meeting room. Citizens are encouraged to testify at Committee meetings and to write letters to the Clerk of the Board or to its members, 1411 East 31st Street Oakland, CA 94602.

Members of the public are advised that all Board and Committee proceedings are recorded (audio), including comments and statements by the public in the course of the meetings. Copies of the audio recordings will be made available to the public. Copies of the agendas and supporting documents can be found here: http://www.alamedahealthsystem.org/meeting-agendas-and-minutes/. By attending and participating in Board/Committee meetings, members of the public consent to audio recording of any statements they may make during the proceedings.

Disability Access
The Meeting Rooms are wheelchair accessible. Assistive listening devices are available upon request at the Clerk of the Board's Office. To request accommodation or assistance to participate in the meeting, please contact the Clerk of the Board. Requests made at least 48 hours in advance of the meeting will help to ensure availability.

In order to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to perfumes and various other chemical-based scented products. Please help us to accommodate these individuals.

The AHS Board of Trustees is committed to protecting the private health information (PHI) of our patients. We ask that speakers refrain from disclosing or discussing the PHI of others. Please also know that, should you decide to disclose your PHI, the Trustees will still likely refer your matter, to the extent it involves PHI, to the executive staff for a confidential review of the facts and for confidential handling. If you would like more information regarding the confidentiality of PHI as it relates to the Health Insurance Privacy and Accountability Act, please refer to 45CFR Section 164.101, et.seq.

ACTION: Approval of Minutes of the October 15, 2025 Human Resources Committee Meeting

HUMAN RESOURCES COMMITTEE MEETING

October 15, 2025
5:30pm-7:00pm

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
Lilavati Indulkar, MD
Donna Linton
Nely Obligacion
Rachel Richman
David Sayen, Chair

HUMAN RESOURCES COMMTITEE MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT: 5:32 pm

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Lilavati Indulkar, MD, Nely Obligacion, Rachel Richman, David Sayen

Absent: Donna Linton, Excused

PUBLIC COMMENT: None

A. ACTION: Approval of Minutes of the July 16, 2025 Human Resources Committee Meeting

Trustee Obligacion moved and Trustee Richman seconded to approve the Minutes of the July 16, 2025 Human Resources Committee Meeting.

ACTION: A motion was made and seconded to approve the Minutes of the July 16, 2025 Human Resources Committee Meeting. A roll call was taken, and the motion passed.
AYES: Trustees Indulkar, Obligacion, Richman, Sayen

NOTE: In the event that a quorum of the Board of Trustees participates on this Committee, the meeting is noticed as a Special Meeting of the Board of Trustees; however, no final Board of Trustees action can be taken.

NAYS: None
ABSTENTION:

B. INFORMATION/DISCUSSION: HR Dashboards
Justin Nool, Director of Talent Management
Karen Skillman, Director of HRIS and HR Operations
Greg Stephens, Manager, Leave Programs

Trustee Indulkar asked if there was an opportunity to get more information on what the open and budgeted positions were for physicians and for replacement positions. Getting some information on physician onboarding, time from posting to filled, and what the experience was like. These were revenue generating positions, so every day that a physician position was unfilled, revenue was lost. Mr. Nool said they could bring that information back especially as they review these requisitions with the Work Committee. They were working on analyzing the process, the hand off, and the time to hire. There was definitely still work to be done.

Trustee Sayen asked how many employees worked remotely. Ms. Skillman said 11%.

Trustee Sayen said it seemed like we had a lot of injuries but were still better than the benchmark. Ms. Chapman said the hospital industry had high injury rates due to the nature of the work. The County had high injury rates as well.

Trustee Indulkar asked if there were site specific trends for injuries. Mr. Stephens said patient to employee assault injuries were more common at John George. He saw more injuries that were workplace violence involved at other facilities as well.

Trustee Obligacion said she was concerned about the injuries at John George and asked what training or other solutions were being had to reduce the injuries. Mr. Fratzke said all patient-facing staff at John George attended a very robust training program. We have an internal educator there as well. They have seen these numbers decrease over the years. But they were still doing risk assessments to determine risk.

Trustee Indulkar asked if they had started conducting exit interviews for physicians. Ms. Skillman said they'd been doing exit interviews with AHS physicians since 2016. The AHMG physicians were also part of the program. The physician response rate was pretty low.

Trustee Sayen asked what percentage of people overall responded to the exit survey. Ms. Skillman said about 40-45% of the surveyed population responded.

Trustee Obligacion asked if the remote workers were working remotely prior to the pandemic or if the decision was made to allow them to work remotely post pandemic. Also, what was the process for staff who were working onsite to be treated the same way as those working remotely. Ms. Skillman said it mostly started with the pandemic. The organization went through

the various departments to determine which positions needed to come back and which could stay remote. There are large groups of people who were hybrid employees.

Trustee Obligacion said she was concerned about potential inequality of having some employees who had to be onsite and some who could be remote. There had to be a process where HR evaluated the situation, not just the department, to ensure it was fair. Mr. Fratzke agreed fairness and consistency had to be part of the process. HR had been involved in the process the entire time.

Trustee Indulkar discussed the change in living standards based on where someone working remotely lived. It was important to consider all the factors.

C. INFORMATION/DISCUSSION: HR Division Updates

Ulysses Madison, Director of People Operations
Joilah James and Joseph Peters, Directors of HealthPATH Operations and Programs
Sofia Newton, Wellness Program Manager

Trustee Richman asked how it went from 267 days to close grievances in 2024 down to 60 days in 2025. Mr. Madison said resolving grievances has been a priority. Staff have done a great job working with leaders at all the sites to bring this down.

Trustee Sayen asked what percentages of disciplinary actions get grieved and how do they typically resolve. Mr. Azizi said most disciplinary actions were grieved.

Trustee Obligacion said that it was important to understand discipline that moves to suspension or termination versus just a warning. It was important to understand the actions that cost money. Mr. Azizi said they would probably disclose that under privilege or in closed session.

Trustee Indulkar asked about pay grievances. Mr. Madison said examples included when they had to interpret new language in an MOU that was then captured by HRIS with a result that was different than what the employee thought it would be. Ms. Skillman said it was also often a case of the employee not understanding what the rules of overtime were. There were certainly issues where someone has been paid wrong, but often it is a matter of the employee not understanding how it was supposed to be done.

Trustee Obligacion wanted to ensure the time to resolve grievances was being tracked. Mr. Madison said there were many different dynamics that went into resolving grievances.

D. CHRO Update

Jet Chapman, Chief Human Resources Officer

TRUSTEE COMMENTS

ADJOURNMENT 7:31pm

INFORMATION/DISCUSSION: HR Dashboards

ALAMEDA HEALTH SYSTEM

Human Resources Committee

Board of Trustees

Jet Chapman, Chief Human Resource Officer
January 21, 2026

Agenda

01 HR Dashboards

02 HR Division Updates

03 CHRO Report

Human Resources Presenters

Justin Nool, Director of Talent Acquisition

Mary Rollock, Manager of Talent Acquisition

Karen Skillman, Director of HRIS and HR Services

Greg Stephens, Manager of Leave Programs

Ulysses Madison, Director of People Operations

Rashawn Woods, Manager of Labor Relations

ALAMEDA HEALTH SYSTEM

HR Dashboards

Justin Nool, Director of Talent Management
Mary Rollock, Manager of Talent Management
Karen Skillman, Director of HRIS and HR Operations
Greg Stephens, Manager, Leave Management

January 21, 2026

Human Resources Dashboard Overview

Talent Acquisition

Time to Fill

Total Jobs Filled: 219 (116 External, 103 Internal)

Total Average time to Fill: 74.64 Days

Total Average Time to Fill (External): 91.48 Days

Benchmark: 51 Days

Time to Onboard

Total Jobs Filled: 219 (116 External, 103 Internal)

Total Average Time to onboard: 26.63 Days

Total Average Time to onboard (External): 27.47 Days

Benchmark: 19 Days

Human Resources Dashboard Overview

Workers Compensation

Days Lost	2.77 avg days per FTE
Benchmark	3.40 avg days per FTE
Injury Frequency Rate	6.6
Benchmark	6.4
Number of Injuries	84
Benchmark	70 (updated for FY26)

Human Resources Dashboard Overview

Residents of Alameda County

Percent of external applicants, new hires, and current employees that reside in Alameda County

Residents of Alameda County

External Applicants 2362 out of 5789 (41%)

New Hires 98 out of 267 (37%)

Current Employees 3713 out of 6237 (60%)

Turnover

Annual Turnover - System	Number of separations divided by Number of Employees	Annualized - 9.14% Quarterly - 2.29% term count = 132
Overall - Annualized/Qtrly		
First Year - Annualized/Qtrly		Annualized - 19.97% Quarterly - 4.99% term count = 33
Second Year - Annualized/Qtrly		Annualized - 20.29% Quarterly - 5.07 % term count = 32

ALAMEDA HEALTH SYSTEM

ALAMEDA HEALTH SYSTEM

HR Division Update

Ulysses Madison, Director of People Operations
January 21, 2026

Impact Bargaining update

- Challenges with Seniority Lists have been addressed as they arise, we're diligently working to be responsive to proposals and to complete the impact bargaining process
- BTC – Agreement reached on impacted employees.
- The goal is to complete impact bargaining prior to the expiration date of March 9th.

Brief overview on upcoming 2026 Negotiations

- Currently in negotiations with ACMEA, SEIU-UHW and CIR.
- Upcoming negotiations with SEIU-1021 providers.

ALAMEDA HEALTH SYSTEM

CHRO Board Report

Jet Chapman, Chief Human Resource Officer
January 21, 2026

Reduction in Force update

- Approximately 247 notices were issued for Reduction in Force to unrepresented and represented employees. We are reviewing operational need and that number may be reduced.
- Impact Bargaining will continue with Labor Unions to discuss possible savings.
- External websites have been created for impacted employees and are updated weekly.
- Employees on leave for a 60 day period and all severance and PTO will be paid at the end of that period.

Reduction in Force update (cont.)

- Notices were sent to represented employees on January 6th via mail and personal email
- Unrepresented employees were noticed on December 19th
- Impact bargaining is still occuring with labor unions over bumping rights and classifications
- The effective date of layoffs for all impacted employees will be March 9th
- HR Team is coordinating efforts for unrepresented employees to retrieve their belongings and turn in their badge and equipment which should be the end of this week (1/23)

Reduction in Force update (cont.)

- There will be one more HR Forum for unrepresented employees (first HR Forum occurred 12/30/25)
- Once impact bargaining is complete for represented employees, there will be two HR Forums scheduled

Voluntary Programs statistics

- AHS offered two (2) early retirement programs to staff - Voluntary Resignation & Separation and Incentivized Retirement
- The Voluntary Resignation & Separation program had 31 applications submitted & approved
- The Incentivized Retirement Program had 42 applications submitted & approved

Recruitment update

- Recruitment: The WORC committee (Workforce Optimization Review Committee) is continuing to review open requisitions. Recruitment team will move forward as soon as the WORC committee has completed this review.

- EAP: Support is extended to impacted employees for 18 months after their separation date. This includes financial counseling, resume writing and other resources for employees.

Thank you

HR Committee Schedule 2026

ALAMEDA HEALTH SYSTEM BOARD OF TRUSTEES
REGULAR MEETING SCHEDULE 2026

January		February		March	
Finance:	Jan 7	Finance:	Feb 4	Finance:	March 4
Board:	Jan 14	Board:	Feb 11	Board:	March 11
HR:	Jan 21	HR:	Feb 18	Audit/Compliance:	March 18
QPSC:	Jan 28	QPSC:	Feb 25	QPSC:	March 25
April		**May**		**June**	
Finance:	April 1	Finance:	May 6	Finance:	June 3
Board:	April 8	Board:	May 13	Board Retreat*:	June 5
HR:	April 15	HR:	May 20	Board:	June 10
QPSC:	April 22	QPSC:	May 27	Audit/Compliance:	June 17
				QPSC:	June 24
July		**August**		**September**	
Finance:	July 1	QPSC:	Aug 26	Finance:	Sep 3
Board:	July 8			Board:	Sep 9
HR:	July 15			Audit/Compliance:	Sep 16
QPSC:	July 22			QPSC:	Sep 23
October		**November**		**December**	
Finance:	Oct 7	Finance:	Nov 4		
Board Retreat*:	Oct 9	BOT:	Nov 18		
Board:	Oct 14	QPSC:	Nov 18	**No Meetings**	
HR:	Oct 21				
QPSC:	Oct 28				

- Meeting agendas are posted the Friday before the scheduled meeting at the Alameda Health System Website: http://www.alamedahealthsystem.org/about-us/ and include participation instructions, including the Zoom links or physical locations as appropriate.
- **Audit and Compliance** meetings are scheduled for the third Wednesday in March, June, and September. Meetings are scheduled from 4:00 to 5:30pm, unless otherwise noticed.
- **Board Meetings** are scheduled for the second Wednesday of each month, except August and December when the Board is on break. Meetings are scheduled from 5:00pm to 9:00pm unless otherwise noticed.
- ***Board Retreat** dates are tentative. Dates and times will be noticed per the Brown Act.
- **Executive Committee Meetings** are scheduled as needed.
- **Finance Committee** meetings are scheduled for the first Wednesday of each month, except August and December when the Board is on break. Meetings are scheduled from 5:00pm to 7:00pm unless otherwise noticed.
- **Human Resources Committee** meetings are scheduled for the third Wednesday in January, February, April, May, July, and October. Meetings are scheduled from 4:00pm to 6:00pm unless otherwise noticed.
- **Joint Meeting** dates between the Board of Trustees and the Board of Supervisors will be announced as scheduled, per Brown Act rules.
- **Quality Professional Services Committee** meetings are scheduled for the fourth Wednesday of every month except November and December. The meeting will be held on the third Wednesday of November to accommodate the holidays. There will be no meeting in December when the Board is on break. Meetings are scheduled from 5:00pm to 7:00pm unless otherwise noticed.

Board of Trustees Calendar 2026

January

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July

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August

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October

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November

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December

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- Full Board
- Audit and Compliance Committee
- Finance Committee
- Human Resources Committee
- Quality Professional Services Committee
- Packet Day
- Holiday
- Joint BOS/BOT 28/28