HUMAN RESOURCES COMMITTEE MEETING

February 18, 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=84149482290
Meeting ID: 936 145 7125
Password: 20200513

One tap mobile
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+13462487799,,9361457125#

Dial by your location
+1 408 638 0968 US (San Jose)
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+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 January 21, 2026 Human Resources Committee Regular Meeting and the January 21, 2026 Human Resources Special Committee Meeting

Recommendation: Motion to Approve

B. INFORMATION/DISCUSSION: Total Rewards Updates
Catherine Kozul, Director of Total Rewards

C. INFORMATION/DISCUSSION: Talent Management Updates
Justin Nool, Director of Talent Management/HR Recruitment Services

D. INFORMATION/DISCUSSION: Training Updates for Current Staff and Staff Impacted by the Reduction in Force
Justin Nool, Director of Talent Management/HR Recruitment Services

E. INFORMATION/DISCUSSION: Labor Update
Ulysses Madison, Director of People Operations

F. INFORMATION/DISCUSSION: CHRO Update
Jet Chapman, Chief Human Resources Officer

G. DISCUSSION: HR Committee Calendar and Tracking
Donna Linton, Chair

CLOSED SESSION

1. Conference with Labor Negotiators

[Government Code Section 54957.6]
AHS Designated Representatives: Jet Chapman, CHRO
Employee Organization: SEIU 1021, SEIU-UHW, BTC, ACMEA, SEIU CIR
(Reconvene to Open Session)

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 January 21, 2026 Human Resources Committee Regular Meeting and the January 21, 2026 Human Resources Special Committee Meeting

HUMAN RESOURCES COMMITTEE SPECIAL MEETING

January 21, 2026
After 4:00pm during the already scheduled HR Committee meeting

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, Chair
Nely Obligacion
Rachel Richman

HUMAN RESOURCES COMMTITEE SPECIAL MEETING MINUTES

THE SPECIAL MEETING WAS CALLED TO ORDER AT: 5:30 pm

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Donna Linton, Rachel Richman

Absent: Lilavati Indulkar, MD, Nely Obligacion

PUBLIC COMMENT: None

Mr. Azizi announced that the Committee would go into closed session to discuss the items as set forth on the agenda.

CLOSED SESSION

1. **Conference with Labor Negotiators**
   [Government Code Section 54957.6]
   AHS Designated Representatives: Jet Chapman, CHRO
   Employee Organization: SEIU 1021, SEIU-UHW, BTC, ACMEA

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(Reconvene to Open Session)

Mr. Azizi said the Board met in closed session and there was no reportable action.

TRUSTEE COMMENTS

ADJOURNMENT 6:29pm

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

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

HUMAN RESOURCES COMMTITEE MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT: 4:00 pm

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

Absent: None

PUBLIC COMMENT: None

THE SPECIAL MEETING WAS CALLED TO ORDER AT: 4:00 pm

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

Absent: None

PUBLIC COMMENT: None

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

Trustee Obligacion moved and Trustee Indulkar seconded to approve the Minutes of the October 15, 2025 Human Resources Committee Meeting.

ACTION: A motion was made and seconded to approve the Minutes of the October 15, 2025 Human Resources Committee Meeting. A roll call was taken, and the motion passed.
AYES: Trustees Indulkar, Linton, Obligacion, Richman
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 Linton asked if the data on the dashboard overview (time to fill/time to onboard) was for all of 2025 or for the last quarter. Ms. Rollock said it was for the last quarter.

Trustee Obligacion asked if there were any classifications included in the total jobs filled category that were impacted by the RIFs. Ms. Chapman said she believed there may be. Trustee Obligacion said she was concerned that they may have filled some positions externally that could have been filled internally by people who may have been laid off. She knew of one person who moved into a promotion but then lost bumping rights after six months. They wanted to be demoted back to their previous position so they could exercise bumping rights. If AHS had been considering layoffs, situations like this needed to be considered. Ms. Chapman said she was planning to discuss that in closed session. They were reviewing individual cases where it was warranted.

Trustee Linton said she understood there would be a more complete report at the February meeting. Ms. Chapman agreed that she would be able to provide a more complete report.

Trustee Indulkar requested a breakdown by time to fill/time to onboard for physicians

Trustee Obligacion said she would like to see a breakdown by classification and what time period the dashboard was for. Trustee Linton said she agreed that information was valuable. However, there were hundreds of classifications making a breakdown like that too cumbersome for these purposes. She asked if Trustee Obligacion would be ok with grouping them into larger categories. Trustee Obligacion said it didn't have to be by position; broader categories would be good.

Trustee Indulkar asked how annual turnover was defined. Ms. Skillman said they used the number of people who leave the organization in the quarter divided by the beginning headcount. They multiply that by four to get the annualized number.

Trustee Indulkar said that it would make sense to have a greater volume of new hires from within the County for non physician positions and maybe less so for physicians. Understanding these differences could help with the recruitment strategies. Also looking at the annual turnover and why it was happening for physicians was important. Ms. Skillman said they could break it out by physicians. Trustee Indulkar said knowing that and comparing it to national benchmarks would be useful.

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

Trustee Linton asked if they expected the impact bargaining to end by March 9. Mr. Madison said that was the goal. They should be able to report the data by the next meeting on February 18.

Trustee Obligacion asked what the total population was of the buildings and trades. Mr. Madison said there was one person impacted and they were able to return to a previous position.

Trustee Linton asked for a status on the unions they were in negotiations with. Mr. Madison said they were currently bargaining with ACMEA, as well as SEIU, SEIUH, and UHW.

D. <u>CHRO Update</u>
Jet Chapman, Chief Human Resources Officer

Trustee Richman asked what the employees who were being laid off were getting to help them transition. Ms. Chapman said they were placed on leave for 60 days. At the end of that period the severance would be based on their years of service and dependent on the specific union. Mr. Jackson said they were also providing job skills forums, resume writing opportunities, and the City of Oakland is making some resources available. We were trying to give them the tools to help them find their next job. Ms. Chapman said they also had a couple of recruiters who were assigned to help the impacted employees.

Trustee Obligacion asked for more information about whether they had to have the Beilenson hearings first or if they could come after the notices. Mr. Azizi said he was going to share a presentation on that. In terms of the impacted employees, they were placed on paid administrative leave. The folks subject to the Beilenson hearings, where they are closing or reducing services, they were not on leave and would be working through the 60-days. Once the Beilenson hearing goes through and the decision was made, then they would be subject to the RIF.

Trustee Obligacion asked if they issued notices and then corrected them. Public commenters have been saying that they were issued notices and then the paid leave was retracted, and there was no evidence of a hearing. Mr. Azizi said that was correct. There were paid leave notices issued to some of the departments that were going to be closed. They were quickly retracted once they realized the error. Mr. Fratzke said if they think there

was compelling reasons to not RIF a person or a program they could and have been taking those measures. Mr. Jackson said that they had to preserve patient care and safety to the extent that they could. They would not compound mistakes. If they identified opportunities to change a decision and provide better outcomes, they made the change.

Trustee Obligacion said it was challenging to understand the bumping rights. Ms. Chapman agreed. She said that they had 19 unions, and out of those they had 6 or 7 that they were bargaining with. One unit may have seniority by date of hire. Another may have seniority by the date one entered the position. They were reviewing all of it and understanding that mistakes were made. If they had to do this in the future, it would be smoother.

Trustee Indulkar said where they started and where they land will be two different things. They don't know what the outlook will look like after impact bargaining and after the Beilenson hearings. She hoped there would be enough room for operational changes that needed to occur.

Trustee Obligacion said there needed to be more education for the Trustees in general regarding the number of people being laid off, what the action plan was, and what the coverage plans were.

Trustee Linton asked how many were subject to Beilenson hearings before they were required to actually leave their positions. Ms. Chapman said it was about 60.

Trustee Linton asked if people who were laid off were given priority for rehire. Ms. Chapman said they were. There was a place on the application for them to indicate they were an impacted employee. They could also work directly with the recruiters who were specifically working on these cases.

Trustee Obligacion asked if there was any way the impacted employee could be retrained for another position. Ms. Chapman said that was part of what the dedicated recruiters were working on. They were open to any way they could assist them.

Truste Linton asked when the Beilenson hearings would be heard. Mr. Jackson said the date was still being determined by the County as the Supervisors would be holding the hearings, but they were holding time in the second to third week of February.

Trustee Linton said the information they had was that there would not be a hiring freeze, but there would be a review before any position could be filled. Mr. Fratzke said that was correct. It was pretty much a hiring freeze. They allowed some positions that were critical to be filled.

Trustee Richman said it would be helpful to understand what Federal and State cuts were going to happen, when they would happen, and what the financial impact would be. It would help to understand how they could do things that improve or maintain patient care and also save money. She wanted to see a report on what they were doing to improve patient care, that was also saving money on a regular basis. Mr. Fratzke said the improvements they

were making were being presented internally soon and would be presented to the Finance Committee next month. They'd be happy to bring to a Board meeting as well. Additionally, he's asked the COT team and the CFO to try to figure this out so they would have more of a proactive plan to look at expenses and revenue enhancements ahead of time. Trustee Richman asked for a monthly update. It looked like they were just laying people off and closing services. It was important for the Trustees, the Supervisors, and the public to know they were making a serious effort and what the numbers and dates were.

Trustee Linton said the Board needed these talking points to ensure they understood the situation when they were approached with questions. They could get the report via email so that they didn't have to wait until the Board meetings.

Trustee Obligacion said the more transparent they were with labor, the better they could understand what was really happening. She encouraged having the frequent email updates but still having them at the Board meetings to provide that transparency.

Trustee Obligacion asked how many unrepresented employees were noticed. Ms. Chapman said it was 57 or 58.

Trustee Obligacion asked if they realized cost savings from the voluntary separation programs. Mr. Fratzke said they were working on calculating that.

E. <u>HR Committee Schedule 2026</u>
Donna Linton, Chair

Trustee Indulkar said they should consider physician retention strategies as a system.

Trustee Obligacion would like to see updates on grievances.

Trustee Linton said she would like information on demographics of those laid off as well as the remaining workforce.

Trustee Obligacion said she thought they would go back to quarterly meetings after things calmed down. Trustee Linton said that there were a number of HR concerns beyond the RIF. She was hoping they could stick with the calendar the way it was currently. They could also come back if needed to change the schedule.

Trustee Indulkar said it would be helpful to have a calendar format update for the start and end dates for contracts.

Mr. Azizi announced that this meeting would be paused for the Committee to move into another agendized closed session and would return to this open session when complete.

<u>ADJOURNMENT 6:30pm</u>

INFORMATION/DISCUSSION: Total Rewards Updates

ALAMEDA HEALTH SYSTEM

Human Resources Committee

Board of Trustees

Jet Chapman, Chief Human Resource Officer
February 18, 2026

Agenda

01 Total Rewards

02 Talent Management

03 AHS Staff Training

04 Labor Relations

05 CHRO Report

ALAMEDA HEALTH SYSTEM

Total Rewards Updates

Catherine Kozul, Director of Total Rewards
February 18, 2026

Total Rewards Update

- **2026 Benefit Year Updates**

  - **Benefits Administration**
    - **Consolidated benefit administration to Businessolver's BenefitSolver system**
      - To increase process efficiency
      - Reduce cost
      - Businessolver are providing the following new services:
        - Benefits Administration platform: AHS Benefits Center – Benefit Sign-up;
        - Vendor Bill pay coordination,
        - Benefit Advocates, benefit reference/knowledge articles
        - Employee post benefit termination COBRA administration services
        - My Choice Accounts – FSA, HSA pay administration

    - **STI/LTD**
      - Transitioned to Reliance Matrix/Standard to align LTD with STDI insurance programs to reduce cost and increase process efficiency for Employees and the Leaves administration team.

  - **Retirement Programs**
    - Completed Compliance with USFed Secure 2.0 changing participation for all catchup eligible employees making over $150k annualized.

Total Rewards Update

Impacted Staff Services

- **Health & Welfare Benefits**
  - Benefit Coverage until last day of month of separation
  - COBRA eligibility beginning first of month following within 60 day sign-up window
  - Continued access to AHS Benefits Cetner post separation.

- **Retirement Programs**
  - Employees who separate due to RIF are immediately fully vested in the employer retirement program.
  - Employees who separate due to RIF will receive the 2025 Employer Match in April 2026.
  - That is, all employees are eligible for the Employer match if actively employed on October 1 of the prior plan year for match by April of the following year.

INFORMATION/DISCUSSION: Talent Management Updates

ALAMEDA HEALTH SYSTEM

Talent Management Updates

Justin Nool, Director of Talent Management/HR Recruitment Services
February 18, 2026

Talent Updates:

- Current Open Requisitions: 260 (Subject to change) |128 Requisitions < 90 Days
- **Workforce Optimization & Review Committee (WORC)** is providing direction on open requisitions:
  - Cancellation of open requisitions to adjust to operational and FTE needs
  - Offer Review Process with WORC
- Assigned Recruiters have reached out to unrepresented impacted employees and are providing transitional and job search support to employees in coordination with Labor
- Recruitment and OLE Team partnership to provide Resume and Interview Prep skills lab sessions for interested employees

INFORMATION/DISCUSSION: Training Updates for Current Staff and Staff Impacted by the Reduction in Force

ALAMEDA HEALTH SYSTEM

Training Updates for current & impacted staff

Arleen Gomez, VP of Human Resources
Camille Salter, Director of Organizational, Learning & Effectiveness
February 18, 2026

Training for AHS Leaders & Staff

- Leadership Academy calendared for AHS Leaders
- Professional Development Academy scheduled for unrepresented individual contributors
- Elective facilitated courses are offered to all unrepresented staff throughout the year
- Self-paced eLearning modules are available to everyone
- Mentorship Program is ongoing; fifth cohort will launch next quarter
- Annual Competencies administered to all staff through eLearning

Training & Resources for Impacted Staff

- There are resource documents posted on the external website: Guide for Job Search Resources, Employment Development Department (EDD), and Employee Assistance Program (EAP) documents
- HR Forums for represented impacted staff have been facilitated by our OLE & Talent Leaders: Thursday, January 29th & Tuesday, February 3rd
- The Talent team & the Organizational Learning & Effectiveness (OLE) team has developed & scheduled training for resume writing skills and interviewing skills
- Our Talent team Director is available to provide additional support with resume writing & interviewing skills

INFORMATION/DISCUSSION: CHRO Update

ALAMEDA HEALTH SYSTEM

CHRO Board Report

Jet Chapman, Chief Human Resource Officer
February 18, 2026

Reduction in Force update

- AHS is in impact bargaining with the Labor Unions
  - Reviewing seniority lists
  - Bumping rights
- The effective date of impacted employees separation is March 9, 2026
- Our payroll team is in the process of calculating severance payments, PTO, and other compensation that is due to employees
- Checks are scheduled to be sent out March 9, 2026

Initiatives Moving Forward

- AHS will continue to review cost saving measures for the next few years and negotiate with labor as required
- Total Rewards Benefits team is reviewing benefits for cost saving measures over the next few years
  - We will need to negotiate any changes in benefits with unions as contracts expire over the next few years
- Training Programs – OLE & Labor Relations teams will work together to provide training for managers identifying a few specific provisions in labor agreements
- Participating in the $100M Together initiative with COT Team

Thank you