



HUMAN RESOURCES COMMITTEE MEETING

May 20, 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=87988367022>

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/j/9361457125?pwd=4JnAmhDnBaLqY4GWf4PQBwp3w0Puy2.1&omn=87988367022>

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 COMMITTEE 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 wish to address the Board or Committee regarding an item on the agenda or in their purview, please communicate your intent with the Clerk of the Board prior to or at the beginning of the meeting. Time limitations shall be at the discretion of the Chair. Signups for public comment will close 10 minutes after public comment begins.

OPEN SESSION / ROLL CALL

PUBLIC COMMENT

A. **[ACTION: Approval of Minutes of the April 15, 2026 Human Resources Committee Meeting](#)**

Recommendation: Motion to Approve

B. **[INFORMATION/DISCUSSION: AHS PTO/Vacation Plans](#)**

Karen Skillman, Director, HRIS

C. **[INFORMATION/DISCUSSION: Total Rewards Update](#)**

Catherine Kozul, Director, Total Rewards

D. **[INFORMATION/DISCUSSION: Cost Savings Ideas Update](#)**

Jet Chapman, Chief Human Resources Officer

E. **[INFORMATION/DISCUSSION: CHRO Update](#)**

Jet Chapman, Chief Human Resources Officer

F. **[DISCUSSION: HR Committee Calendar and Tracking](#)**

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 April 15, 2026
Human Resources Committee Meeting**



HUMAN RESOURCES COMMITTEE MEETING

**April 15, 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
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LOCATION:

Open Session: Telephonic/Electronic Meeting

MEMBERS

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

HUMAN RESOURCES COMMITTEE MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT: 4:08 pm

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Lilavati Indulkar, MD, Donna Linton, Nely Obligacion, Rachel Richman (arrived at 4:11pm)

Absent: None

PUBLIC COMMENT: None

Trustee Linton asked if there was any public comment. Ms. Jojola Gonsalves said there was not.

A. ACTION: Approval of Minutes of the February 18, 2026 Human Resources Committee Meeting

Trustee Obligacion moved and Trustee Indulkar seconded to approve the Minutes of the February 18, 2026 regular and special Human Resources Committee Meetings.

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.

ACTION: A motion was made and seconded to approve the Minutes of the February 18, 2026 regular and special Human Resources Committee Meetings. A roll call was taken, and the motion passed.

AYES: Trustees Indulkar, Linton, Obligation

NAYS: None

ABSTENTION:

B. INFORMATION/DISCUSSION: Negotiations Updates

Ulysses Madison, Director of People Operations

Trustee Obligation asked if they had conducted 13 meetings with ACMEA. Mr. Madison said that was correct and the contract has expired. They've had a total of nine meetings with CIR.

C. INFORMATION/DISCUSSION: Voluntary Resignation with Severance Program (VSRP) and Incentivized Retirement Plan Updates (IRP)

Jet Chapman, Chief Human Resources Officer

Trustee Indulkar asked how the System was achieving savings with the people who were leaving with these programs. Ms. Chapman it would eventually be a savings. The employees received a severance and their PTO payout. Then AHS had to make a determination about whether they fill the position or not and that would determine the savings.

Trustee Linton said the \$2.7M was all cost. She had asked if there was cost related to the EAP services offered to the employees. There was no additional cost as the services were included in the existing contract. These costs reduced the liabilities on the books because their paid leave would be listed as a liability, and it was now paid out.

Trustee Obligation said it was difficult to determine the cost analysis for the positions that would be filled because we didn't know what step they would be hired at. Ms. Chapman agreed.

Trustee Linton asked how it was determined which positions needed to be backfilled. Ms. Chapman said some positions were critical and would need to be backfilled. Mr. Fratzke said the Work Committee would work through that. Managers would determine if a position needs to be filled and they would then go through the Work Committee process.

Trustee Obligation asked if a position was determined that it needed to be filled, would people in the same classification be able to bump. Ms. Chapman said they had worked with labor to determine all of the bumping rights. They were about 95% done with determining bumping rights. Additionally, the recruiting team has created applications for impacted employees to identify themselves and get priority. She wasn't sure that an impacted employee would simply be recalled if they were eligible for a position that was being backfilled. But they could apply for the job and receive priority. The timing would be a consideration though as the it was different for the RIFs and the VTRs. Trustee Obligation said the timing needed to be looked at carefully to ensure opportunities were not missed.

Trustee Obligacion asked if the employees impacted by the RIF who decided not to come back were eligible for unemployment. Ms. Chapman said they were not challenging their unemployment. They also received their severance pay outs.

D. INFORMATION/DISCUSSION: Reduction in Force (RIF) SWOT Analysis

Rashawn Woods, Manager of Labor Relations

E. INFORMATION/DISCUSSION: CHRO Update

Jet Chapman, Chief Human Resources Officer

Trustee Linton said that labor has shared their thoughts in terms of cost savings. She said it was her understanding that at the May Ad Hoc meeting, AHS would present our ideas on cost savings. Mr. Fratzke said they would submit prior to the next meeting what the ideas were so they would be ready to discuss at the meeting. Trustee Linton asked if any would involve the work force. Mr. Fratzke said they all did. They were discussing furloughs, COLA reductions, and a 10% payment on benefits.

Trustee Obligacion asked for more information on the performance management tool review. Ms. Chapman said it was sometimes difficult to get managers to conduct performance reviews. When a salary request is made, they had to meet with the manager and make a determination. This will allow a more calculated consistent process so the finance team can plan better.

Trustee Linton asked if that was just for unrepresented employees. Ms. Chapman said that most union employees have step increases. The goal was to start with unrepresented.

F. INFORMATION/DISCUSSION: HR Dashboard Updates

Justin Nool, Director of Talent Management

Karen Skillman, Director of HRIS and HR Services

Greg Stephens, Disability Programs Manager

Trustee Linton said a year ago the time to fill was 55 days, now it was 70 days. She asked if that was in part due to the internal processes that were slowing the time frame. Mr. Nool said this metric was from the time the position was approved to the time of hire. It could be longer considering the time the position is submitted to the hiring manager, to the VP or Chief for review and then of course the subsequent review of the budget measuring against FTEs and the operational need for the position, which wasn't currently being measured.

Trustee Indulkar said it would be good to remember that physician hiring was very seasonal. Knowing in advance what to expect and planning ahead for physician positions will be aided by this process.

Trustee Indulkar said she was interested in knowing how many employees from within Alameda County they were employing, rather than the zip codes of all employees. Having a general sense of where they were was important. Knowing where the offsite people sit would be nice to know.

Trustee Linton said it looked like they wanted to keep new hires as well as current employees on the “Residents of Alameda County” dashboard, but probably not external candidates.

Trustee Indulkar agreed that they should break out the dashboards by physicians, APPs, and nurses.

Trustee Indulkar asked if they exit interview data included physicians. Ms. Skillman said it did, but the issue is that they don’t respond. They were going to try to come up with a better mechanism to make sure people know they are going to be called and their participation would be valuable.

Trustee Indulkar agreed that more intentional efforts around obtaining the exit interviews from physicians would provide useful information to help retain physicians.

Trustee Obligacion asked if the costs for the company that conducts the exit interviews should be continued given the low response rates and current budget challenges. Perhaps the personal contact from an internal person would help drive responses. Mr. Fratzke said they could figure that out. Ms. Chapman said they like the idea of getting the information, but they had to do better outreach.

Trustee Indulkar said that the physician community was so closed and no one wanted to burn bridges. She favored using a vendor to ensure anonymity.

Trustee Linton agreed that they should increase outreach before going to in-house calls.

Trustee Obligacion asked how negative feedback was shown and discussed with managers. Ms. Chapman said the dashboard they were sharing was more general. HR had more data that they wouldn’t show for privacy reasons. When they had multiple comments about a leader, they did reach out to discuss the situation and provide tools for success.

Trustee Linton asked if that information was filtered up to the Board. Mr. Jackson said that a few years ago a C Suite member left and did cite his leadership as a reason and Arleen Gomez reached out to him. If the Trustees wanted to see those tabs, perhaps they could do it in closed.

Trustee Obligacion said she’d like to see it because people brought issues to her. It would be helpful to see so they knew it was being addressed.

Trustee Linton was in favor of information going to all separating employees, so they understood the value of their input. She was concerned about sharing the other tabs. She would prefer patterns to come to Trustees rather than the individual data. So that the Trustees would get a summary to know that things are being handled. Mr. Azizi agreed. They would have to look to see if sharing the data would be appropriate. Ms. Skillman said the information on all the tabs was generalized. There was confidential information that only a specific set of people had access to, which included the comments about specific people. There was also a set of words, such as “bullying” or “harassment” that triggered immediate notifications to HR. Words like “stealing” or “fraud” get immediately sent to Compliance.

Trustee Obligacion asked if the dashboards were built internally. Ms. Skillman said they were.

Trustee Obligacion asked to see exit interview data broken out by category. She wanted to hear both the good stuff and the bad stuff.

Trustee Linton said it may help to know what is meant by the categories so the Trustees could have a better understanding of what Environment, Management, etc. meant. She said it seemed that categories such as Environment and Management were pretty low, which was encouraging.

G. DISCUSSION: HR Committee Calendar and Tracking

Donna Linton, Chair

Trustee Linton would like to discussed the retirement programs, benefits, how the COT fit into the overall view of the \$100M together plan as it relates to HR issues, a compensation study could inform future negotiations and the CEO salary.

Trustee Linton said they would do retirement, compensation, and COT at the next meeting.

Trustee Indulkar said she'd work with Dr. Laurent to understand how a presentation around the physician workforce structure would work.

Trustee Obligation recused herself from SEIU discussions as an employee of SEIU.

CLOSED SESSION

Mr. Azizi said the Committee would move into closed session to discuss the items as stated on the agenda.

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

Mr. Azizi said the Committee met in closed session and took no reportable action.

TRUSTEE COMMENTS

ADJOURNMENT 6:30pm

INFORMATION/DISCUSSION: AHS PTO/Vacation Plans

Human Resources Committee

Board of Trustees

Jet Chapman, Chief Human Resource Officer
May 20, 2026

Agenda

- 01 AHS PTO/Vacation Plans
- 02 Total Rewards Update
- 03 Cost Savings Ideas Update
- 04 CHRO Report

AHS PTO/Vacation Plans

Karen Skillman,
Director, HRIS

AHS PTO/Vacation Plans

Currently AHS has 19 PTO / Vacation Plans due to the different union contracts

PTO plans accrue PTO prorated based on hours paid to employees each pay period. Employees move to higher accrual rates with additional years of service.

Example:

FOR AHS UNREP EXEMPT EES (EXCLUDES DIRECTOR AND ABOVE) - EFFECTIVE 06/27/10 (TAZ:PTOUNR)						
PTO26UN	YEAR 1	LESS THAN 2081	26	312.00	39	39
PTO129UN	YR (1 +) - 5	2081 + HRS	31	372.00	46.5	46.5
PTO286UN	YR 5 - 10	10401 + HRS	36	432.00	54	54
PTO494UN	YR 10+	20801 + HRS	41	492.00	61.5	61.5

AHS Unrepresented Staff – PTO Plans

- Director and above PTO (accrue from 26 to 41 days per year)
- Unrep Exempt Emps (accrue from 26 to 41 days per year)
- Unrep Non Exempt Emps (accrue from 22 to 37 days per year)
- San Leandro Unrep Emps (accrue from 27 to 42 days per year) use PTO for Holidays
- Alameda Unrep Emps (accrue from 26 to 41 days per year) use PTO for Holidays

AHS PTO/Vacation Plans (cont.)

AHS Represented Staff – PTO plans

ACMEA Exempt Emps (accrue from 26 to 43 days per year)

ACMEA Non-Exempt Emps (accrue from 25 to 40 days per year)

SEIU-General, SEIU-Nurse, BTC, SLH SEIU Emps (accrue from 20 to 40 days per year)

San Leandro CNA, ILWU Emps (accrue 27 to 42 days per year)

San Leandro Oper Eng Emps (accrue 26 to 41 days per year)

Alameda Hospital; ILWU, Oper Eng Emps (accrue 25 to 40 days per year)

*uses PTO for holidays

UAPD Emps (accrue 25 to 40 days per year)

SEIU-Providers (accrue 25 days per year)

AHS Represented Staff – Vacation Plans

Alameda Hospital: SEIU, CNA, OPEIU emps (accrue 10 to 25 days per year) also get 10 holidays each year

Park Bridge and South Shore - CNA and SEIU-UHW Emps (accrue 18 to 34 days per year)

** Employees also receive Extended Sick Leave, Regular Sick Leave and Floating Holidays, Paid Holidays, and Education Leave based on union contract language.

INFORMATION/DISCUSSION: Total Rewards Update

Total Rewards Update

Catherine Kozul, Director, Total Rewards
May 20, 2026

Total Rewards – Guiding Principles



Enhance Employee Experience

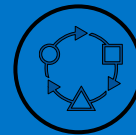


Upgrade Program design



Invest in Total Rewards Programs wisely

“Streamline Administration”
“Reduce and Control Cost”
“Assure Federal & State Compliance”
“Improve automation & benefit systems infrastructure”



Adaptability – respond to change and growth



Automation & Integration



Data & analytics

“Features, functionality, & usability”
“Adaptable to change and growth”
“Leverage industry knowledge”
“Speed of implementation”

- What is Total Rewards:

- Includes Approx 50 vendor partners –
 - Retirement Programs – multiple vendors - including Empower, Marsh, AJG, and others
 - Health & Welfare Benefits – multiple vendors - including KP, Anthem, VSP, Delta, USI, LTC, and others
- Administer multiple employee group programs for:
 - Bargained-for (union) groups
 - Non-Repped groups
 - Executive groups

Programs include –

- Retirement Programs
- Health & Welfare Benefits Program

Update – Benefits - Activity

Health & Welfare Programs –

- **Approaching 1 yr. Anniversary of AHS Benefits Center (BSC) Launch**
 - Go-Live was July 1, 2025
 - Weekly meetings: employee experience enhancements
 - Audit continuity of employee data and benefit programs

- **Annual Open Enrollment – October 19 – November 2, 2026**
 - Plan design review, cost analysis and contracts updating – in progress
 - Employee Benefit Fairs – early Oct.

- **Current Plan Year: Employee Benefits – Effective Jan 1, 2026**
 - Kaiser -
 - Kaiser Infertility & Fertility coverage offered under all 3 plans
 - IRS requirement – Kaiser Low option: increase in plan deductible and out-of-pocket maximum
 - Deductible (Individual) \$1650 to \$1700, (Family) \$3300 to \$3400
 - OPM (Individual) \$3300 to \$3400, (Family) \$6600 to \$6800

 - Anthem EAP -
 - Headway – expanded network (48,000) of clinicians nationally – no cost to AHS

Update – Retirement Programs

- Retirement Programs –
 - **Annual ER Match** process completed in April 2026 for the 2025 year.
 - **Federal Secure 2.0** = change to federal retirement plans law
 - effective Jan 2026 to remain compliant with new federal rules
 - Launch of enhancements include addition of –
 - Rothification of plans –
 - New hardship distribution options
 - Mandatory ROTH - for all catchup for EEs over \$150K
 - **Update HCM system**
 - **Configuration** – Was slated to start end of July 2025. actual = Nov/Dec 2025
 - **Integration** – Was slated to start end of July 2025.
 - actual = Nov/Dec 2025
 - Increase data integrity & compliance
 - Accommodate change of plan terms

INFORMATION/DISCUSSION: Cost Savings Ideas Update

Cost Saving Ideas Update

Jet Chapman, Chief Human Resource Officer
May 20, 2026

Cost Saving Ideas for Labor Consideration

- Forego wage increases for FY26-27 approximately \$46 million
- 5 Furlough days for all employees approximately \$17.6 million
- 10 Furlough days for all employees approximately \$35.2 million

FY2027 Budget – RIFs (Reduction in Force)

	Savings
Salary	\$ 26,435,390
Benefits	6,187,588
Retirement	3,040,070
Total Labor	\$ 35,663,048

FTEs **187**

➤ *This amount is currently in FY2027 Budget*

INFORMATION/DISCUSSION: CHRO Update

CHRO Board Report

Jet Chapman, Chief Human Resource Officer
May 20, 2026

Ad Hoc Update

- There have been two Ad Hoc Committee meetings: April 1st and May 6th
- Participants: Board of Supervisors, Labor Unions, & AHS
- Discussions occurred regarding revenue generating ideas from labor
- AHS introduced cost saving ideas for labor to consider
- Discussions are occurring

Negotiations Update

Currently in Negotiations with:

- CIR
- ACMEA
- SEIU Physicians
- Completed negotiations with SEIU UHW

HR Forums

- We have two (2) HR Forums every month for our employees and leaders
 - Employees – 2nd Thursday
 - Leaders – 1st Friday
- The purpose is to address any questions or concerns they may have and to allow time for discussion
- They are well attended each month
- Beginning in June or July, we will hold mini training sessions on ideas that have been brought up during the forums

HR Strategic & Alignment Initiatives

Performance Review

- Review performance management evaluations and streamlining the process for all employees
- Employee compliance with annual requirements (i.e., employee health, required trainings)

HR Culture Alignment Initiatives

- Promoting accountability
- Leadership & Talent Development
- Organizational Effectiveness
- System-wide Training Framework
- Employee Engagement & Experience
- Data & Analytics
- Governance & ROI

Thank you