



**BOARD OF TRUSTEES MEETING
TUESDAY, May 27, 2014**

**Executive Suite Located at Highland Care Pavilion
1411 East 31st Street Oakland, CA 94602
Marla Cox, Clerk of the Board
(510) 535-7515**

MINUTES

THE MEETING WAS CALLED TO ORDER AT 5:10PM

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:

Kirk E. Miller, Kinkini Banerjee, Daniel Boggan, Jr., Joe DeVries, Michele Lawrence, Stanley M. Schiffman, J. Bennett Tate, Anthony B. Varni, and Barry Zorthian, M.D.

Trustees Valerie D. Lewis and James Lugannani were excused.

NON-VOTING MEMBER PRESENT:

Taft Bhuket, MD and Steven Rosenthal, MD

TAB #1 COMMITTEE REPORTS:

• **Finance Committee Report**

Daniel Boggan, Jr., Committee Chair reported for the Finance Committee. The budget was presented going forward FY14 into FY15. We have regrouped and are working on a zero based budget; we feel we will reach the goal of a small operating margin based on the strategic objective to reduce occupied beds (to 5.09) however we must be aggressive. Operating results for period ending March 31, 2014 for AHS excluding San Leandro and Alameda Hospitals year-to-date income including DSRIP was a loss of 15.6 million with a negative variance of 14.3 million under budget and 22.6 million under prior year actuals; total operating revenues was 7.6 million under budget; total operating expenses was 6.7 million over budget. The Committee discussed issues regarding closing the current budget and challenges regarding the budget going forward into FY14/FY15.

• **Strategic Planning Committee Report**

Stanley M. Schiffman, Committee Chair, reported on Strategic Partnerships, Hospital Network Development, and Alameda Health System Managed Care. Alameda Hospital and San Leandro Hospital are ahead financially. Work is continuing with the Community Health Center Networks and the Alliance issues have been discussed. Good news SPC went after more contracts for managed care, population health, and the numbers of contracts were doubled in March and May. 1/3 of targeted contracts are expected. Access was discussed

the committee was presented with data on what has happened with a targeted population. The time to get in to the orthopedic clinic has been reduced by 50%. This is a significant reduction that required a great deal of energy and focus and should be documented and replicated. The number of patients has increased due to the merger with San Leandro Hospital and Alameda Hospital. The Technology report had much to do with financial targets and the Electronic Health Records, which was introduced into the Emergency Room but quickly taken down. The Soarian team is currently working on the new system. There was a discussion on meeting target dates and what is the board and strategic planning committee's role. The role of the committee is to keep the pressure on. Keep talking about the issues, goals; ask questions on why we haven't gotten there, and what do we need to do to get there, how do we accomplish things in time. Trustee Schiffman thanked the Chief Strategy Officer and her team for the good works and the accomplishments.

- **Quality Professional Services Committee Report**
Barry Zorthian, MD, Committee Chair

Trustee Barry Zorthian, MD, Committee Chair reported on PEER Review reports for Highland, John George, Fairmount and Ambulatory. A process has not yet been developed for San Leandro and Alameda Hospital peer review reporting. The following reports have been approved:

- Credentials and Privileges (AHS sites)
- Policies and Procedures (AHS sites)
- Medical Staff Reports (all three medical staff)

Trustee Zorthian reported that it is considered best practice to have a formal board appointment of the Patient Safety Officer, and it was recommended and approved by the QPSC that Kerin Bashaw, VP of Quality, will be the Patient Safety Officer for the entire system. This demonstrates that the committee is in support of this role and acknowledges the accountability of the individual person to be responsible to the board for patient safety. A reporting process will be developed for other safety issues through the environmental care committee, i.e. facilities.

Trustee Zorthian reported that the Committee had an educational opportunity to hear about Leapfrog Group, which is not a regulatory agency. The AHS Group Dashboard is presented to the committee on a monthly basis and work is in progress to develop dashboards that will apply to all of the facilities.

ACTION: SLH Palliative Care Program

ACTION: Upon motion made and seconded, the Board approved the San Leandro Hospital Palliative Care Program and Service Privilege Form.

- **Governance Committee Report**

Trustee Kirk E. Miller reported on behalf of Trustee Lewis. The Governance Committee has recommended 5 candidates to be presented to the Alameda County Board of Supervisors. Wright Lassiter shared that the Committee completed an in-depth set of qualifying criteria.

- **Executive Committee Report**

Trustee Kirk E. Miller reported for the Executive Committee. The committee met to discuss matters regarding executive compensation with the assistance of outside help as well as an overall employee incentive compensation plan; the committee is prepared to bring a compensation plan to the Board in the near future. Trustee Miller shared that Trustees Boggan and Tate would stay on until the end of June 2014 at the support of the Board of Supervisors.

ACTION: Upon motion made and seconded, the committee reports were approved as presented.

TAB #2 ACTION: CONSENT AGENDA

A. Approval of the Minutes from the March 25, 2014 Board of Trustees Meeting

ACTION: Upon motion made and seconded, the March 25, 2014 Minutes were approved.

B. Approval of the Minutes from the April 25-26, 2014 Board of Trustees Spring Retreat

ACTION: Upon motion made and seconded, the BOT Retreat April 25-26, 2014 Minutes were approved.

C. INFORMATION: Approved Contracts and New Grants Within the Range of \$500,000 to \$1,000,000 Information item only.

D. Approval of Medical Staff / Organizational Policies and Procedures Recommendation by the Quality Professional Services Committee See Agenda Attachment A

ACTION: Upon motion made and seconded, Tab2C & D were approved.

TAB #3 INFORMATION: Board of Trustees President Report

Trustee Miller shared that he is working on changes to the Committee Matrix. He reminded the Board of the Board Retiree Dinner scheduled.

TAB #4 UDPATE: Chief Executive Officer Update

Wright Lassiter, III, Chief Executive Officer presented an update regarding Board meeting agenda restructuring and goals; Health System Operations Summary; SLH Funding; Measure AA Reauthorization Process and Key Personnel. The Board had a brief discussion regarding the AHS Employee Engagement Survey; increasing access; improving quality/patient safety and using LEAN for operational improvement.

TAB #5 INFORMATION: Chief of Staff Reports

Highland, Fairmont, John George, Ambulatory Medical Staff

Taft Bhuket, MD, Chief of Staff, reported on behalf of Highland, Fairmont, John George, Ambulatory Medical Staff.

People: Medical Staff formally offers their deepest thanks Trustees Boggan, Schiffman and Tate for their service to the Board.

Process: Physician Organization have had open discussion regarding; chose name Alameda Health Partners. Council Chairs and Chiefs, co-chaired by Dr. Peruzzi and Dr. Bhuket; this councils focus will be on system level issues.

Process: Search process for Chair of Anesthesiology is ongoing; HIM and IT, discussed the issue of delinquent medical records, the med staff are taking it seriously and understand the financial implications.

Opportunity: the Medical Staff are in full support of Measure AA.

San Leandro Hospital Medical Staff

Dr. Steve Rosenthal, Chief of Staff, San Leandro Hospital Medical Staff, thanked administration for the physician forums; they were well received and attended. Medical Staff has been working for several months; orthopedics now has 3 doctors on staff; General Surgery has worked out issues and the operating room has been opened; Urology now has a call schedule; hand specialty services are offered as well. We want to offer Palliative Care Services, this is in progress. The medical staff is happy with the improved Psych services and communication with John George. Reintroduced lunch time physician conferences. The medical staff would like to restart the Tumor Board. Quality review committees have improved; reviewing many more cases; participation and follow-up with plans of improvement. The quality review process has improved. Medical Staff are hopeful and committed to the community and working with AHS Administration.

TAB #6 NETWORK DEVELOPMENT

A. UPDATE: Alameda Hospital Affiliation

Carladenise Edwards introduced Debbie Stebbins as Chief Administrative Officer of Alameda Hospital. Ms. Stebbins reported that over 700 letters of employment had been distributed. Ms. Stebbins shared Key IT milestones; switching to Soarian from Meditech; looking at 1st quarter of 2015; move to Outlook; integration of systems; changes in reporting relationships; AH and AHS transition will be smooth; work in progress; cultural integration, OLE system staff working with employees, medical staff and management; working on strategic initiatives.

B. UPDATE: San Leandro Hospital Operations

James Jackson, Chief Administrative Officer, San Leandro and Fairmont Hospitals reported on San Leandro Hospital. New signage reflecting AHS was installed at SLH. Monthly ED visits trend line is up; operations seeing significant improvements due to Renoirs work; physician engagement has been successful and staff morale has improved. Jerri Randrup, Director, Corporate Communications & Marketing attended the Eden Township Meeting representing AHS regarding subsidy issue; SLH staff that heard this were concerned the facility would close without the subsidy.

C. UPDATE: Alameda Alliance for Health

Doug Habig, General Counsel reported on the Alameda Alliance for Health, they have been seized by Department of Managed Care; there is a hearing on July 16, 2014. There was a meeting today where they discussed a number of options. The Alliance has not met financial metrics for quite some time.

D. INFORMATION: Legislative Affairs/Local Government Strategy

(Written Report)

E. INFORMATION: AHS Media Report

(Written Report)

TAB #7 GOVERNANCE SECTION

ACTION: Consent Agenda

A. Approval of Resolution 2014-010 (Approving Recommendation of Patricia Scates; BOT Candidate to the Board of Supervisors) *Recommendation by the Governance Committee*

B. Approval of Resolution 2014-011 (Approving Recommendation of Maria Hernandez; BOT Candidate to the Board of Supervisors) *Recommendation by the Governance Committee*

C. Approval of Resolution 2014-012 (Approving Recommendation of James Potter; BOT Candidate to the Board of Supervisors) *Recommendation by the Governance Committee*

ACTION: Upon motion made and seconded, the Board Resolutions 2014-010, 2014-011 and 2014-012.

D. ACTION: Approval of Resolution 2014-005: (Approving Recommendation of Alameda Hospital District Representation Tracy Jensen; BOT Candidate to the Board of Supervisors)

E. ACTION: Approval of Resolution 2014-013 (Approving Recommendation of Jim Falaschi; BOT Candidate to the Board of Supervisors)

ACTION: Upon motion made and seconded, the Board Resolutions 2014-005 and 2014-013.

Miscellaneous:

F. ACTION: Approval of Resolution 2014-009: (Community Advisory Council Charter)

Valerie D. Lewis, Chair, Governance Committee

No Action Taken.

G. DISCUSSION: 2014 BOT Committee Matrix

Committee assignments are in progress.

I. INFORMATION: Annual Board of Trustee Calendar

Trustee Miller reminded the Board of the Special BOT/FC meeting and a separate meeting for the full Board.

Trustee Recognition:

- J. **ACTION: Approval of Resolution 2014-014:** (Resolution Recognizing Trustee Ronald D. Nelson)
- K. **ACTION: Approval of Resolution 2014-006:** (Resolution Recognizing Trustee Stanley M. Schiffman)
- L. **ACTION: Approval of Resolution 2014-008:** (Resolution Recognizing Trustee J. Bennett Tate)
- M. **ACTION: Approval of Resolution 2014-007:** (Resolution Recognizing Trustee Daniel Boggan, Jr.)

ACTION: *Upon motion made and seconded, the Board Resolutions 2014-014, 2014-006, 2014-008 and 2014-007.*

TAB #8 WORKFORCE

A. ACTION: Approval of Tentative Agreements with SEIU 1021

- *SEIU 1021 – RN Bargaining Unit*
- *SEIU 1021 – General Unit*

ACTION: *Upon motion made and seconded, the Board approved the SEIU 1021 RN Bargaining Unit Agreement and the SEIU 1021 General Unit Agreement.*

The Board congratulated Jeanette Loudon-Corbett, CHRO on her success.

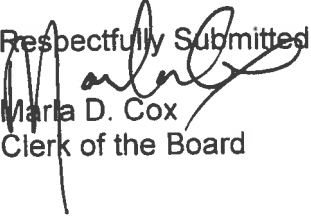
TAB #9 SUSTAINABILITY

A. INFORMATION: Progress of Alameda Health System Foundation Business Plan
(Written Report)


Public Comments – No comments

Board of Trustees Remarks – No comments

ADJOURNMENT – 8:22PM

Respectfully Submitted by:

Maria D. Cox
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: 
Douglas Habig, Esq.
General Counsel