



## BOARD OF TRUSTEES MEETING

THURSDAY, JULY 25, 2019

5:00pm-7:00pm

Conference Center at Highland Care Pavilion

1411 East 31<sup>st</sup> Street Oakland, CA 94602

Ronna Jojola Gonsalves, Clerk of the Board

(510) 535-7515

### LOCATION:

Open Session: HCP Conference Center

### MEMBERS

Joe DeVries, *President*

Kinkini Banerjee, *Vice President*

Maria G. Hernandez, *Secretary*

Noha Aboelata, MD Tracy Jensen

Taft Bhuket, MD Ross Peterson

Louis Chicoine

### NON-VOTING MEMBERS

*Chief of Staff – AHS Medical Staff:* M. Kelley Bullard, MD

*Chief of Staff - AH Medical Staff:* Joseph Marzouk, MD

*Chief of Staff - SLH Medical Staff:* Michael Ingegno, MD

## BOARD OF TRUSTEES REGULAR MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT 5:06 PM

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Noha Aboelata, MD, Kinkini Banerjee, Taft Bhuket, MD, Louis Chicoine, Joe DeVries, Maria Hernandez, Tracy Jensen, Ross Peterson

ABSENT: none

Trustee DeVries announced that they were adjourning to closed session.

### CLOSED SESSION

#### 1. Public Employee Performance Evaluation

*[Government Code Section 54957(b)]*

*Title: Chief Executive Officer*

*(Reconvene to Open Session)*

### OPEN SESSION

## **Public Comment**

Dr. Maurice Fried spoke regarding AHS Behavioral Health consolidation plans. Mr. Finley clarified that no decisions had been made. Dr. Fried said they'd like to discuss it with the administration.

Mike McAdoo spoke regarding AHS Behavioral Health consolidation plans. He said the program was critical to the region and they wanted to be part of the conversation.

Martha Bader spoke regarding AHS Behavioral Health consolidation plans. She said that it was discouraging that meetings were happening without them in the room. The administration was not interested in saving the program.

Laurie Mosset spoke regarding AHS Behavioral Health consolidation plans. She said they were tired of being on the periphery of the decision-making process.

Joe Rose spoke regarding NAMI Alameda County South. He discussed the success of the program. He said he was going to look for additional funding to continue the program.

Trustee Aboelata arrived at 5:45

## **A. MEDICAL STAFF REPORTS**

M. Kelley Bullard, MD - AHS Medical Staff

Joseph Marzouk, MD - AH Medical Staff

Michael Ingegno, MD - SLH Medical Staff

Dr. Subramanian reviewed the report on page 8 of the agenda packet.

Dr. Ingegno reviewed the report on page 10 of the agenda packet.

The Board discussed the challenges San Leandro Hospital was facing with the Medical Staff merger and the S\*A\*P\*P\*H\*I\*R\*E\* roll out.

Trustee Hernandez said they needed to be vigilant to make sure S\*A\*P\*P\*H\*I\*R\*E\* didn't negatively affect patient care.

Trustee Chicoine said they needed to focus change management to help the organization through the process.

## **B. BOARD PRESIDENT REPORT**

Joe DeVries, President

Trustee DeVries said the Board would meet in August and discussed the importance of approving a budget.

## **C. CEO REPORT**

Delvecchio Finley, Chief Executive Officer

Mr. Finley reviewed the presentation available here:

<http://www.alamedahealthsystem.org/2019-meeting-agendas-and-minutes/>

Trustee Jensen asked if they had to invest in a lot of hardware for S\*A\*P\*P\*H\*I\*R\*E\*. Mr. Amey said that EPIC was hosting the system. However, there was some hardware that needed to be updated, which was an investment, but the labor needed to implement the system was the biggest piece.

Trustee Bhuket said the current plan was for minimal reduction in patient templates and asked for information on the impact of that plan. Mr. Amey said best practice called for increasing super users trained on EPIC, relying on people who were familiar with EHR systems, and minimizing the impact on the patients and revenue by not drastically reducing the templates.

#### **D. COMMITTEE REPORTS**

##### **D1. Quality Professional Services Committee: June 27, 2019**

Taft Bhuket, MD, Committee Chair

Trustee Bhuket provided a verbal report of the Quality Professional Services Committee meeting held on June 27, 2019. Documents from that meeting are available here:

<http://www.alamedahealthsystem.org/2019-meeting-agendas-and-minutes/>

##### **D2. Human Resources Committee: July 10, 2019**

Tracy Jensen, Committee Chair

Trustee Jensen provided a verbal report of the Human Resources Committee meeting held on July 10, 2019. Documents from that meeting are available here:

<http://www.alamedahealthsystem.org/2019-meeting-agendas-and-minutes/>

##### **D3. Audit and Compliance Committee: July 11, 2019**

Ross Peterson, Committee Chair

Trustee Peterson provided a verbal report of the Audit and Compliance Committee meeting held on July 11, 2019. Documents from that meeting are available here:

<http://www.alamedahealthsystem.org/2019-meeting-agendas-and-minutes/>

##### **D4. Finance Committee: July 11, 2019**

Louis Chicoine, Committee Chair

Trustee Chicoine provided a verbal report of the Finance Committee meeting held on June 13, 2019. Documents from that meeting are available here:

<http://www.alamedahealthsystem.org/2019-meeting-agendas-and-minutes/>

#### **E. CONSENT AGENDA: ACTION**

**E1. Approval of the Minutes from the April 26 and June 27, 2019 Board of Trustees Regular Meetings.**

Trustee Bhuket noted that the minutes needed to be updated to reflect that he was recused from item F2.

## **E2. Approval of Policies and Procedures.**

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

### System

- Medications –Sound Alike Look Alike
- Consent/Informed Consent Policy
- Pain Policy
- Pharmaceutical Representative Policy
- Negative Pressure Wound Therapy

### John George Psychiatric Hospital

- Conservatorship Policy

**ACTION:** A motion was made and seconded to approve the Consent Agenda. The motion passed.

**AYES:** Trustees Aboelata, Banerjee, Bhuket, Chicoine, DeVries, Hernandez, Jensen, and Peterson

**NAYS:** None

**ABSTENTION:** None

## **END OF CONSENT AGENDA**

## **F. REPORT/DISCUSSION:**

### **F1. Measuring and Monitoring Health Equity and Diversity and Inclusion within Alameda Health System** Delvecchio Finley, Chief Executive Officer

Mr. Finley reviewed the presentation beginning on agenda packet page 77.

Trustee Hernandez said it was great to see everything come together. She said they built the right framework for what a health equity playbook should be. Once they analyze data, if there are disparities in outcomes around a specific issue, the steering committee would have to look at how to address that.

Trustee Banerjee found the assessment questions were very comprehensive. She was interested in the qualitative data. She said she wanted to see how inclusive they were with their decision-making processes.

Trustee Chicoine said that he wanted them to Sr. management and the BOT to see how they were doing with diversity and inclusion. An appointee approach to a governing board made it easy to lose focus on the diversity of the committee. He wanted them to

find a way to account for having an eye on inclusion on the Board and senior management. Trustee Banerjee said they did discuss it on the recruitment ad hoc committee. Trustee Chicoine said the BOS shared a value, but there could be a process issue.

Trustee Aboelata agreed that diversity was important and considered that they needed to focus on internal diversity first. It was important to be reflective of the community AHS serves. Then they could dive into the clinical outcomes. She requested community engagement as well.

Trustee Hernandez said they could consider a community health equity council.

## **F2. Status of the Fiscal Year 2020 Operating and Capital Budgets**

Joe DeVries, Chair

Louis Chicoine, Chair, Finance Committee

Trustee DeVries said there was a lot of work being done on the budget.

Trustee Chicoine said the RFP for a consultant would be released out shortly.

Trustee DeVries said the consultant work was important, but it wouldn't give them the answer in August, in time for the completed budget, though it was still important for the longer-term view.

The Board discussed the need for both short term action and long-term planning and how to manage expectations with the consultants. Mr. Finley explained the timing and information they had shared with Toyon, the consultant retained by the County. He said that they were working at a department level to determine how they would implement these changes. He said they were also still working to identify funding sources. They were looking at getting some outside expertise to collaborate with at a higher level for the revenue collection piece.

Trustee Banerjee asked when they would know more about the AB84. Mr. Finley said they got the report from CAPH the previous week. They were working to prioritize it to get the response as soon as possible.

## **F3. Review Vizient's Analytical Tools – Implementation Update**

Luis Fonseca, Chief Operating Officer

Mr. Fonseca reviewed the report beginning on agenda packet page

Trustee Jensen asked if Vizient reduced labor. Mr. Fonseca said it did not impact the process. It provided data. It was only intended to insure AHS got the best price.

Trustee Peterson asked if data presented was for the entire year. Mr. Fonseca said that the first quarter data was submitted at the end of the second quarter so around September. He would share that data then.

Trustee Peterson asked about the case mix index, weighted for discharge. Mr. Fonseca said it was a measure of acuity which had an impact on the length of stay.

Trustee DeVries said they knew about the labor already. At 140% above the 50<sup>th</sup> percentile in overtime. Mr. Fonseca said that the reality was the organization wasn't culturally ready for this. That was why so much of the public comment at Board meetings was focused on pay. The data suggested a different reality from what the speakers said. What AHS was tasked with was to operate as efficiently as possible while maintaining quality.

Trustee Chicoine said these costs, the salaries and benefits were out of control when compared to the revenue.

Trustee Aboelata the possibility that these things would lead to higher turnover rates needed to be analyzed.

Trustee Banerjee said that the qualitative information was the how. In QPSC they talked about abandoned calls, how engagement levels were important, this provided a snapshot of where the pain points were.

Trustee Hernandez said the data making to make better decisions was important. But the culture shift was also important. They would need a clever strategy to make this palatable. Feedback was good but could be presented carefully.

Trustee DeVries said the info would be good to share with their partners as well.

## **G. STAFF REPORTS (Written)**

### **G1. Finance Report**

Ann Metzger, Interim Chief Financial Officer  
May 2019 Financial Report

### **G2. Chief Operating Officer Report**

Luis Fonseca, Chief Operating Officer  
May 2019 Operations Report

### **G3. Status of the Acute Rehabilitation Unit Relocation and Licensing of San Leandro Hospital**

M. D. Moye, General Counsel

### **G4. Update on the Health Care for the Homeless Center Co-Applicant Board**

Alexander Pena, Associate General Counsel

## **H. INFORMATION REPORTS (Written)**

### **H1. AHS Community Engagement Report**

Terry Lightfoot, Director, Public Affairs and Community Engagement

**H2. Legislative Affairs/Local Government Strategy**

Terry Lightfoot, Director, Public Affairs and Community Engagement

**H3. Media Relations Report**

Terry Lightfoot, Director, Public Affairs and Community Engagement

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

**CLOSED SESSION**

**1. Public Employee Performance Evaluation**

[Government Code Section 54957(b)]

Title: Chief Executive Officer

(Reconvene to Open Session)

**OPEN SESSION**

Trustee DeVries announced there was no reportable action taken in Closed Session.

**PUBLIC COMMENT:** None

**TRUSTEE REMARKS:** None

**ADJOURNMENT:** 8:55 PM

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of July 25, 2019 as approved by the Board of Trustees on September 26, 2019.

  
Romna Jojola Gonsalves  
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:   
M.D. Moye  
General Counsel