



HUMAN RESOURCES COMMITTEE MEETING

**April 21, 2021
5:30PM-7:30pm**

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

Luisa Blue
Jennifer Esteen
Tracy Jensen

HUMAN RESOURCES COMMITTEE MEETING MINUTES

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

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Luisa Blue, Jennifer Esteen (arrived at 5:51pm)

ABSENT: Trustee Jensen (excused)

A quorum was established.

PUBLIC COMMENT: Non-Agenda Items: None

Trustee Blue stated that the minutes would be heard once a quorum is established.

A. ACTION: Approval of Minutes of the January 20, 2021 Human Resources Committee Meeting

Trustee Esteem moved, Trustee Blue seconded approval of the January 20, 2021 HR Minutes.

ACTION: A motion was made and seconded to approve the minutes of the January 20, 2021 Human Resources Committee Meeting. The motion passed.

AYES: Trustees Blue and Esteen

NAYS: None

ABSTENTION: None

B. INFORMATION/DISCUSSION: HR Committee Roles and Responsibilities

Luisa Blue, Human Resources Committee Chair

Lorna Jones, Interim Chief of Human Resources Officer

Trustee Blue reviewed the Committee Charter on agenda packet page nine.

C. INFORMATION/DISCUSSION: Establishing Affinity Groups at AHS

Lorna Jones, Interim Chief of Human Resources Officer

Ms. Jones discussed establishing affinity groups at AHS. The Diversity and Inclusion Strategy included a network that served to educate employees about diversity issues, promote a culture of inclusive leadership, encourage social collaboration and leadership in networking, and engage caregivers to engage with the AHS community. The HEDI committee would establish a steering committee for the next fiscal year. They would assist with the development of the affinity group by providing foundational support of setting up the group, the governance, and the roles and responsibilities of the group. They planned to report back around the end of the fiscal year.

Trustee Blue asked if the Health, Equity, and Diversity were separate committees. Ms. Jones said they were subcommittees of HEDI. They had not yet established the steering committee for affinity groups or what they would be called.

Trustee Blue asked if they would report back to the HR Committee. Ms. Jones said she was not sure.

D. INFORMATION/DISCUSSION: HR Dashboard/Exit Interview Process Update

Lorna Jones, Interim Chief of Human Resources Officer

Ms. Jones reviewed the report on agenda packet page 11.

Trustee Esteen arrived at 5:51pm.

Lynn Velazquez, Director of Talent, reviewed the presentation beginning on agenda packet page 11.

Trustee Blue asked what the SAN guidelines were. Ms. Velazquez said that there were requirements for scheduling for SAN or per diem employees. They had to provide availability per month, some of which had to be on the weekend.

Trustee Bhuket said there had been discussions about adding employee satisfaction to the dashboard. He asked how to get AHS to be one of the best places to work. Ms. Velazquez said they were working on getting the results from the last survey. They were not sure if the results were pushed back out to the employee body. Leadership had to ensure there were action items. It was through those action items that the workplace improved. Trustee Bhuket suggested this should potentially be added to the HR Dashboard.

Trustee Blue asked if exit interviews were mandatory. Ms. Velazquez said they were not mandatory. They were working with a contractor who would call people or use a mobile app to perform the survey. They thought that would improve the response rate. Trustee Blue said they should consider how to encourage people to complete the survey so they could have a better idea about why people left.

Trustee Blue said she understood they had a separation target goal but asked why they'd never met it. Ms. Velazquez said she was researching the topic in an attempt to develop a better goal. The current goal of 11.9 was not achievable, particularly given the expected turn over in the industry.

Trustee Esteen asked for statistics regarding separations along the racial equity lines. Ms. Velazquez said they did not have that readily available. Trustee Esteen asked if they could get them. Ms. Velazquez said she would look into it. They did have a diversity dashboard of the current organization.

Trustee Esteen asked if the diversity information included Sexual Orientation and Gender Identity information. Ms. Velazquez said it did not. Trustee Esteen said she was very interested in recruitment and retention and failing probations falls along diversity lines.

Ms. Jones discussed the presentation on agenda packet page 14.

Trustee Blue asked about the specifics of "Environment - Treatment of Employees" listed as a top reason for terminations on agenda packet page 15. Ms. Jones said they had the ability to give feedback. She didn't have a way to present it, but they did have data on it.

Trustee Blue asked about "Nursing Inpatient C" which listed a turnover rate of 28.85%. Ms. Jones said she wasn't sure what department that was, but she'd get back to her. Mr. Fratzke said it was one of the units at John George.

Trustee Blue asked for insight about why "Outpatient Psychiatric Services was also high. Ms. Jones said she didn't have data on that. Some hospital units had more turnover when COVID hit, a pattern consistent in other systems.

Trustee Esteen asked what was done with the data presented. Ms. Velazquez said that once the turnover dashboard was ready to go it would drill down to the department level. That would help the leader take ownership. It was currently difficult to determine where the issues were.

Trustee Blue asked if union grievances were tracked. Ms. Velazquez said that data was being looked at in addition to the termination data.

Trustee Esteen asked if managers had progressive discipline like employees did. Ms. Jones said many managers were in ACMEA and had progressive discipline. It did not follow exactly the same path as they were held to a higher standard. There were directors or above who were at will and did not have the same luxury of progressive discipline. Overall, the philosophy was to set performance expectations and give all employees the opportunity to improve.

Trustee Bhuket discussed the relation between quality and turnover and the cost of turnover. Ms. Velasquez said they needed to address the return on investment for not retaining talent.

Trustee Esteen asked how the correlation worked as they talked about salary comparisons for employees who had 1-3 years' experience along the salary scale then what it looked like when they moved to another organization. Sometimes there was a 10 or 15 percent pay increase and that led to attrition for some people. The age thing was scary though because a young work force staying and paying into the pension plan was a good thing. Ms. Jones said the compensation department was working on a salary survey to see a broader picture of compensation surveys. Trustee Esteen said the survey should not focus only on Alameda County as people in the Bay Area travel for work. Ms. Jones said they included both Alameda and Contra Costa Counties as it seemed where the majority of the employees lived. They could look at doing a broader range.

E. INFORMATION: Report of the Retirement Plans Investment Committee

M.D. Moye, Chair, Retirement Plans Investment Committee

Mr. Moye reviewed the presentation beginning on agenda packet page 19.

Trustee Esteen asked what the difference between the amount paid in and the amount attributed to the growth of the investments due to performance. Mr. Moye said for the past year the overall contributions were \$44.6M the distributions were \$30.1M. Approximately \$38M was earned by the plan in the last quarter.

Trustee Esteen asked what the percentage difference between the conservative side of the portfolio and the riskier side. Mr. Moye said the total equity in the plan was 60% and about 35% was in the fixed income.

Trustee Esteen asked about the percentages of employees over versus under 50 paying into the plan. Mr. Moye said the largest category of investors was employees in the 35 to 65+ range.

DISCUSSION: Committee Planning, Issues Tracking

TRUSTEE COMMENTS

None

ADJOURNMENT: 6:40 pm

This is to certify that the foregoing is a true and correct copy of the minutes of the Human Resources Committee meeting of April 21, 2021 as approved by the Human Resources Committee on July 21, 2021:

Ronna Jojola-Gonsalves

Ronna Jojola Gonsalves
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: *shakib azizi*
[shakib azizi \(Oct 4, 2021 15:28 PDT\)](#)
Ahmad Azizi
Interim General Counsel









2021-04-21 HR Minutes APPROVED

Final Audit Report

2021-10-05

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