



FINANCE COMMITTEE MEETING
Wednesday, June 2, 2021
5:30pm – 7:30pm

Conference Center Located 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

FINANCE COMMITTEE MEMBERS

Luisa Blue
Jennifer Esteen, Chair
Alan E. Fox
Sblend A. Sblendorio

FINANCE COMMITTEE REGULAR MEETING MINUTES

THE MEETING WAS CALLED TO ORDER AT 5:33 pm

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT: Luisa Blue, Jennifer Esteen, Alan E. Fox, and Sblend A. Sblendorio

ABSENT: None

PUBLIC COMMENT: Non-Agenda Items

None

A. ACTION: Approval of the Minutes of the May 5, 2021 Finance Committee Meeting

Moved by Trustee Sblendorio, Seconded by Trustee Fox to approve the minutes of the May 5, 2021 Finance Committee Meeting.

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 May 5, 2021 Finance Committee. A roll call vote was taken, and the motion passed.

AYES: Trustees Blue, Esteen, Fox, and Sblendorio

NAYS: None

ABSTENTION: None

B. DISCUSSION / ACTION

B1. ACTION: Recommend Approval of the FY 2021-2022 Budget to the Board of Trustees

Kimberly Miranda, Chief Financial Officer

Trustee Esteen asked about the EBMG PTO issues listed on agenda packet page 94. Ms. Miranda said the expectation was that EBMG would adopt a DTO policy similar to the AHS leaders. However, they did not make that change. When they went live on Kronos, they could not build in the ability to track PTO in Kronos.

Trustee Esteen asked if there was a dollar amount associated with the outside medical costs outpacing the HPAC revenues received on agenda packet page 24. Ms. Miranda said she had a conversation with the County about how the membership had been growing and how the high cost of outside services was impacting AHS. The County said they were willing to talk about it, but there were no promises. Trustee Esteen asked about the cost per patient. Ms. Miranda said there was information on that she could share at a future date. Trustee Esteen said it would be interesting to know how much the negotiations with vendors were valued at.

Trustee Bhuket asked what the quality impact would be with the FQHC telehealth revenue risk described on agenda packet page 32. Ms. Horner said they had been talking with providers about patient demand for the telehealth visits and reviewing the quality metrics. They wanted to balance access with quality and factor in revenue. She said that for specialty clinics they were working with those teams to have them submit new templates by July 1. Trustee Bhuket asked if this was the plan no matter what or if it was contingent on a change in payment. Ms. Horner said it was the plan for specialty. For primary care, leadership has not finalized the plan yet. Ms. Miranda said they could layer something on in the monthly financial process to monitor it.

Trustee Fox asked if they had the capacity for a 6% increase of discharges above 2019 in Behavioral Health. Ms. Miranda said they would be able to improve John George operations all the way around, including reducing the length of stay.

Trustee Fox asked if the supplemental payments were reserved on the books. Ms. Miranda said they were. Trustee Fox asked how confident they were in the booked level of those reserves and who calculated them. Ms. Miranda said CAPH did the modeling for nearly all of the waiver programs. The FQ settlement came from the previous CFO. She had concerns about ongoing meetings with the attorneys regarding the FQ payments. For the Medi-Cal cost reports, a smaller amount, was internal but related to the waivers CAPH was providing.

Trustee Fox asked if CAPH had been accurate in the past. Ms. Miranda said they had been fairly accurate.

Trustee Bhuket asked if EBMG was included in labor expenses and if contracted physician services were EBMG. Ms. Miranda said they were.

Trustee Esteen said there was an emphasis on bringing in specialty care. She wondered how that was anticipated in the expenses as most specialists were contracted. Ms. Miranda said they had a lot of specialists in EBMG. They helped them keep services in house.

Trustee Esteen asked if the IT budget included bringing EPIC to John George. Ms. Miranda said a lot of that work would be done by the existing team. There might be a need to bring additional support in, but she wasn't aware of that need at this point. The plan was to handle it with current resources. Trustee Esteen asked what the timeline was. Ms. Miranda they just rolled out a large clinical portion. But they still had to build out all of the reports.

Trustee Blue asked if revenue was being captured better where EPIC was fully implemented. Ms. Miranda said it was, which was part of the reason collections had improved.

Trustee Blue asked if Huron was supposed to help with revenue collection. Ms. Miranda said they were going to assess, then a decision would be made about what programs or revenue streams they would look at. Mr. Fratzke said the contract would be executed shortly. The belief was that opportunities for improved collections in the revenue cycle and decrease some supply chain expenses, and more.

Trustee Esteen asked if EBMG leadership had been involved in the Huron conversations. Mr. Fratzke said it was very early in the process. Though the leaders he spoke with were aware of the program.

Trustee Fox asked if the FTEs who were not hired yet would be able to be pulled out of the budget if needed. Ms. Miranda said they could consider it, but it was not their plan. Trustee Fox asked what the go to plan was if they were behind early in the year. Ms. Miranda said the focus has been how to hit the ground running with the initiatives.

Trustee Sblendorio said, regarding the statement that registry was cheaper than hiring FTE, he had expected someone to counter with a comment how registry or FTE's fit in the mission of providing the best care possible. FTE's were better for patient care. Ms. Miranda said that AHS was comparable to other public hospitals in how they maintained staffing levels. Regular employees provided a higher level of patient experience and would help quality. Mr. Fratzke agreed that the best asset was the employees rather than contractors. The budget represented the commitment toward driving 100% staffing with employees. Unusual circumstances came up periodically where travelers were needed, but internally they were driving toward everyone being on staff. He agreed that they lost an opportunity to point that out in the presentation. Mr. Jackson agreed and added that not saying it during the presentation did not mean that it wasn't the focus. Having employees committed to the organization, versus contract employees, was important.

Trustee Sblendorio said AHS was long on operation and short on strategy. He saw nuggets in presentation. The Board's job was to empower leadership to make the organization more productive with the quality of care the community expected. That got lost because they spent so much time on operational details. For example, tele health was more productive because cancellations were less but the conversation was about reimbursements. Tele health provided a good level of productive care and was an example about how organizations move forward.

Trustee Esteen said that Supervisor Chan spoke to the fact that they had interim leadership. They have been hesitant to put forward a long-term strategic plan. They should move forward with developing strategy. While it might not be a spoken theme of the budget, it did demonstrate a desire to have high aspirations around efficiencies. The improvements slide would show more of how they will get there.

Trustee Bhuket agreed and said strategy was what they were there for. The task for the Board and the Leadership team was to be more overt when discussing the strategic moves before developing a full strategic plan. Reducing registry was demonstrated to improve quality. They needed to articulate why they were doing that specific strategy and how it fit into the bigger puzzle. The Board was not there to manage operations, they were there to empower the leadership team and provide them resources to guide operations in pursuit of a strategy.

Trustee Fox said that in some ways the budget went beyond a stretch budget and included a lot of risk. For example, the budget listed \$31M for operational initiatives. Even if they were to obtain \$25M in operational initiatives that would be a great success, but they would be \$6M hit to the budget. He said he'd be comfortable adding some cushion into the budget. There would be an important cultural component for the organization to achieve the budget commitment together the first year of this leadership team and the Board.

Trustee Esteen asked how the cultural shift was going to take place. Ms. Miranda said the plan was to improve transparency and engage with stakeholders regularly.

Mr. Fratzke said they needed to move from reactive to a proactive view of the day to day operations. Using overtime as an example, they had nothing in place to manage overtime in real time. They needed to consider the structure to put in place something that would manage these things to support leadership and staff in real time to get the work done. Mr. Jackson said they were working hard to create an inclusive environment. They were trying to make it clear that they were not a unidirectional organization. The conversation was bidirectional across the organization.

Trustee Banerjee said strategy was different than just the strategic plan. Even as the new team settled in there was so many internal and external stakeholders that they needed to work with. She talked about physician groups taking a little more ownership with strategy to improve understanding of the different service line strategies. She said they were still separated from the Public Health Department. They should be conducting a community health needs assessment, but they do not because the Public Health Department does it. But it was done with no collaboration.

Trustee Jensen said the movement in FTE trends toward actual versus budget was great. She was concerned about if it was reasonable or risky to plan to reduce the registry to the extent that was in the budget. Ms. Miranda said they did reduce registry, but it was a lower cost, so if they moved some FTE's to registry they would have a savings that might help them with some of the unknowns, like tele health. Mr. Fratzke said it was impossible to drive the contract staff down to zero. Most of their contract staff sat within IT. He was optimistic it could be lowered, but they would not get to zero.

Trustee Esteen said they would see the need for registry drop post COVID. She asked how they could eliminate registry without hiring more people. Mr. Fratzke said as the census lowered they needed less staff. Many of the traveling nurses were there for 13-week stints. Typically, if they had their positions posted, they could hire quick enough to let the travelers go at the end of the 13 weeks. Ms. Jones said that to get registry staff down they used SAN employees which was also a delicate balance to get the right people to work extra shifts.

Trustee Jensen said the strategic plan was evolving but a little idealistic in terms of the budget expectations for new programming and new ways to save money by hiring new staff.

Trustee Esteen said there were folks who were SAN or part time who wanted to increase their time. Ms. Jones said staff who were working as a SAN employee could be converted to a regularly scheduled staff based upon their SAN hours. They were working on a process to delineate a more streamlined process.

Trustee Bhuket asked how the performance initiatives listed on agenda packet page 47 would look if pragmatism was the priority over optimism. He wanted to know if they were achievable or were they overly optimistic initiatives. Mr. Fratzke said the budget fiscal year column was pragmatic, the savings opportunity column was optimistic. He believed they could be realized as the year went on. Trustee Bhuket said he understood that every \$10M was one EBIDA percentage point. The current proposed budget EBIDA was 2.3%. If they shaved off \$10M the EBIDA would be around 1%. Ms. Miranda said the number one risk they had was achieving the performance improvement initiatives. The culture had to change in order for them to do it. They needed to do it as the initiatives were the minimum to keep them going.

Trustee Fox said he would support shaving back EBIDA or adding to the loss to get more cushion. He asked about the level of confidence that they would achieve the EBIDA and operating loss in the budget. Mr. Jackson said the budget was aggressive. Shaving a little off, as suggested, would provide a higher degree of confidence in achieving the budget as presented. He was 70-75% confident in the budget. It would go up if they did the moderating suggested by the Board. Mr. Fratzke agreed. He wasn't sure he'd want to give them more room. He'd rather have them stretch and go for it. Ms. Miranda agreed. If they wanted to spend money on capital and they wanted to build a financially solid organization these were things they needed to do. The budget might be aggressive, but it was about ensuring everyone in the organization was aligned. Everything listed was realistic and it should be what they were driving for.

Trustee Esteen asked about the length of stay at John George Hospital and what the goal was. Ms. Miranda said John George was not in EPIC it was still on paper. They knew the length of stay was too long. There were a lot of billing improvements to be made. She said to improve length of stay they needed to have a place to discharge patients to. They needed partnerships with the County and other organizations to do that. Mr. Fratzke said they had tremendous opportunity with admin days, denial days, length of stay, overtime, and productivity. Trustee Esteen asked to see the metrics of the opportunities he mentioned. Ms. Miranda said it was in the tracker.

Trustee Banerjee said the length of stay was relative to the fact that they didn't have stable homes to send people to. There were not enough services. So much of the strategy was about sustainability. Their thriving depended on some outside factors and it had to be part of the discussions. She wanted to hear the CAPEX part of the presentation before making decisions on whether to add cushions into to the budget. She said they needed to walk the tightrope between being realistic, really realistic, but also where they want to be, and still stretch themselves. They could not strive for excellence when it's everything they could do to stay above water. Ms. Miranda said the items they included were different than before and the budget oversight committee worked to define the areas of the organization where, compared to benchmark, the performance should be better.

Trustee Esteen said they'd heard a lot about change of culture, stakeholder input, etc. They were important strategies, but she was curious about implementation. She knew day to day operations were not their purview, but she still wanted to see a detailed plan. Mr. Fratzke said each initiative would have a written plan with key stakeholders involved. At any point the Board should be able to see the plan for any given initiative. They were not ready to go yet, but there would be plans for all of them. Trustee Esteen asked about the tracker that would be monitored by the Budget Oversight Committee as explained on agenda packet page 47. Mr. Fratzke said the committee had a tracker to ensure that they were hitting the objectives and adjust in real time if needed. Trustee Esteen said that was the kind of report back that would be beneficial to have bimonthly to the Finance Committee so they could see how the initiatives were holding through the year. She requested it get added to the Finance Committee tracker.

Trustee Blue said they were going to have to make some tough decisions. She wanted to make sure they had enough information when it came time to make those decisions. So, maybe getting the report monthly instead of every other month or quarterly could help them be ready to make those decisions quickly.

Trustee Fox said every two months was enough.

Trustee Esteen asked for confirmation that the \$14M Capital Reserve Fun from the County was an actual not an estimate. Ms. Miranda said she submitted an invoice at the County's request. There had been no update since.

Trustee Fox asked what they could expect from the County when they receive a forecast showing AHS would exceed the NNB and a budget showing they were not bottom line break-even although it was factual. Mr. Jackson said it was a fair question. The CFO had cultivated

a strong relationship with her counterparts at the County. He would like her to ask those questions. Otherwise it would be a guess. Ms. Miranda said there was wording in the agreement that said AHS was to have a balanced budget, but it did not clarify what that meant. It could be cash flow, or NNB, or any number of things. Some of the liabilities had been on the books since FY08. The direction she'd had from the County was that lacking a demand letter AHS should keep working on improving operations.

Trustee Esteen asked if they were required to approve a balanced budget. Mr. Jackson said they were. Ms. Miranda said the Permanent Agreement did not define what a balanced budget was. Trustee Esteen said this was not a balanced budget.

Trustee Bhuket said there was some dialogue that needed to happen with the County partners about what balanced meant as they went into the next week.

Trustee Fox asked what County's expectation was regarding AHS's ability to accomplish the initiatives in the budget. Ms. Miranda said the County knew AHS built in a lot of performance improvement. Her conversations with them typically revolved around how they were doing and what they were doing to achieve it. It was important to them that AHS hit the NNB. The recoupments were just sitting over them and it'd been a problem.

Trustee Bhuket asked what support leadership needed from the Trustees regarding the conversations with the County. He said they needed to know what the County's definition of balanced budget was as the Trustees were required to approve one. And what the County's reaction to not meeting said balanced budget would be.

Trustee Esteen added they needed to know how the County would help them manage the recoupments.

Trustee Bhuket said they had a week to get some clarity on these three questions. Ms. Miranda said this was not a new situation. The County would appreciate that they were generating \$26M and projecting to meet the terms of the NNB. That put them in a different place than they were in the previous year. They needed everyone to support the performance improvement initiatives.

Trustee Sblendorio asked if there was a way to break out repair work, like fixing the roof at Alameda Hospital, and capital expenses that would lead to cost savings or revenue creation or improvement. The Board's role should be more strategic, helping leadership find ways to improve cost savings and revenue. But the roof should be maintained and did not require the Board's input. Mr. Fratzke said that the following year it would be nice to link these capital expenditures to a strategic initiative. Trustee Sblendorio said he'd expect to see a written return analysis. Trustee Sblendorio said he'd love to have seen that link between the capital expenditures and a strategic initiatives in the current budget.

Trustee Dong said the facility requests seemed very basic. She wondered if any were required by regulation or statute. Ms. Miranda said the items were categorized in the appendix, but it might not be enough detail. Mr. Fratzke said they were playing catch up on some of the basic

items that could be as simple as ovens breaking down. Mr. Jackson added that physicians had been vocal about equipment that had not been maintained for years, so there was a lot of deferred maintenance.

Trustee Banerjee said they just went through EPIC at a cost of over \$200M, and all of the CAPEX budget had looked at staying above water. This tied well into the planning process. She hoped the new leadership at the Foundation would be helpful as well.

Trustee Dong said they had to look at how some of these expenses reduced their risk. If the equipment and infrastructure was so outdated that they were buying this basic equipment for deferred maintenance, they also had to look at it as an overall organizational risk factor.

Trustee Banerjee said if they got that \$7M every year, on time, it would help.

Trustee Esteen said the deferred maintenance was critical. The patients want to know that the equipment was in working order. Instead of patients going to a new hospital in the same city, they wanted to bring them back to AHS by having a facility that was 100% safe.

Trustee Esteen asked how much money the tax initiative in Alameda amounted to. Ms. Miranda said they got about \$7M.

Trustee Esteen said there were options before the Trustees. They could hold it for further review, that would give staff time to provide the information regarding the length of stay at John George. They may be able to bring more information regarding the initiatives and how the County would support them regarding the recoupments. The fifth Wednesday in June was also an option for the full Board to meet and approve it.

Trustee Sblendorio said he'd prefer to recommend approval. Additional information could be brought in addition to making this motion.

Moved by Trustee Fox, seconded by Trustee Sblendorio that the Finance Committee recommend approval of the FY 2021-2022 Budget to the Board of Trustees subject to further consideration by the leadership team of additional reserves for successful performance improvement initiatives and pre COVID volumes, to include a break out of the CAPEX budget into pedestrian repairs and items that would add value and help with expenses, and to include length of stay information from John George.

Trustee Sblendorio asked Mr. Azizi to report out to the full Board at their next meeting, as part of the budget discussion, what the definition of a balanced budget was.

Trustee Bhuket clarified the question to be if a negative 0.5% operating budget fall within the parameters of a balanced budget with that 2.3 EBIDA.

ACTION: A motion was made and seconded to recommend approval of the FY 2021-2022 Budget to the Board of Trustees subject to further consideration by the leadership team of additional reserves for successful performance improvement initiatives and pre COVID volumes, to include a break out of the CAPEX budget into pedestrian repairs and items that would add value and help with expenses, and to include length of stay information from John George. A roll call vote was taken, and the motion passed.

AYES: Trustees Blue, Esteen, Fox, and Sblendorio

NAYS: None

ABSTENTION: None

C. INFORMATION / DISCUSSION: Operating Reports

C1. Chief Financial Officer Report

Kimberly Miranda, Chief Financial Officer

C1a. April 2021 Financial Report

C2. Chief Operating Officer Report

Mark Fratzke, Chief Operating Officer

Kathryn Horner, Interim Chief Administrative Officer

C2a. Operations Report for Ambulatory

D. ACTION ITEMS/DICUSSION: Contracts

D1. Amendment to renew the agreement with Alameda Inpatient Medical, Inc. for provision of hospitalist services at Fairmont Hospital, John George Psychiatric Hospital, San Leandro Hospital, South Shore Wellness, and Park Bridge Wellness. The term of the proposed amendment shall be from August 1, 2021 through July 31, 2023. The estimated impact of the proposed amendment is \$4,767,035.54.

Ghassan Jamaledine, Chief Medical Officer

Dr. Tornabene reviewed the contract summary on agenda packet page

Moved by Trustee Fox, Seconded by Trustee Sblendorio to recommend approval of the agreement with Alameda Inpatient Medical, Inc. to the full Board of Trustees.

ACTION: A motion was made and seconded to recommend approval of the agreement with Alameda Inpatient Medical, Inc. to the full Board of Trustees. A roll call vote was taken, and the motion passed.

AYES: Trustees Blue, Esteen, Fox, and Sblendorio

NAYS: None

ABSTENTION: None

D2. Amendment to renew the agreement with East Bay Foundation for Graduate Medical Education for management of the surgery residency program. The term of the proposed amendment shall be from July 1, 2021 through June 30, 2022. The estimated impact of the proposed amendment is \$3,170,650.59.

Ghassan Jamaledine, Chief Medical Officer

Dr. Tornabene and Dr. Simms Mackey reviewed the contract summary on agenda packet page

Moved by Trustee Sblendorio, Seconded by Trustee Fox to recommend approval of the agreement with East Bay Foundation for Graduate Medical Education to the full Board of Trustees.

ACTION: A motion was made and seconded to recommend approval of the agreement with East Bay Foundation for Graduate Medical Education to the full Board of Trustees. A roll call vote was taken, and the motion passed.

AYES: Trustees Blue, Esteen, Fox, and Sblendorio

NAYS: None

ABSTENTION: None

D3. Agreement with Inter-Con Security Systems, Inc. for provision of security services to the Alameda Health System. The term of the proposed agreement shall be from October 1, 2021 through September 30, 2024. The estimated impact of the proposed agreement is \$32,650,080.30.

Mark Fratzke, Chief Operating Officer

Mr. Fratzke reviewed the contract summary on agenda packet page

Trustee Esteen said that SEIU USWW had an agreement allowing for multi-employer contracts so they can represent the staff that is hired by the current vendor. They wanted the same agreement with Inter-Con.

Gregg Morales said he used to be a security officer working with the unions. He said having a master CBA, multi-employer collective bargaining unit so that the standards remained the same every time a new employer came in. He said great work had been done and it was in danger of being wasted in light of the new contract. The current CBA was set to expire, and Inter-Con was a nonunion company.

Imani James was a union security officer employed at John George. She said keeping the union contract would maintain a better trained workforce with lower turnover. She wondered if the Board would be willing to negotiate a new contract with a union company.

Randy Stoltz worked at the Hayward Wellness Center. He has felt like he had a voice while working at AHS. He worked many hours over the years. He wanted to live and didn't get paid enough.

Mr. Aminy said the vendor had already agreed to honor the current CBA. They also currently have a harmonious relationship with SEIU. He was confident they would reach agreement with SEIU.

Richard Stack, COO of Inter-Con Security Systems, said they had 65% of their domestic work organized by union agreements. Four of which were with SEIU. He met with SEIU the previous week, where they promised SEIU they would meet the terms and conditions of their CBA that covers the workers. They were not willing to sign onto a Master Services Agreement that covered other organized personnel in the region because they had other unions. The pay and benefits would be held at least at the same levels, though on a preliminary review he said Inter-Con's wages were higher and most employees would receive a pay increase. They'd never had a labor strike at any location.

Moved by Trustee Sblendorio, Seconded by Trustee Fox to approval of the agreement with Inter-Con Security Systems, Inc to the full Board of Trustees.

ACTION: A motion was made and seconded to recommend approval of the agreement with Inter-Con Security Systems, Inc to the full Board of Trustees. A roll call vote was taken, and the motion passed.

AYES: Trustees Blue, Esteen, Fox, and Sblendorio

NAYS: None

ABSTENTION: None

E. DISCUSSION: Committee Planning, Issues Tracking

TRUSTEE COMMENTS

ADJOURNMENT: 9:03 pm

This is to certify that the foregoing is a true and correct copy of the minutes of the Finance Committee June 2, 2021 meeting as approved on July 7, 2021:

Ronna Jojola-Gonsalves

Ronna Jojola Gonsalves
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: *shakib azizi*
shakib azizi (Oct 5, 2021 11:38 PDT)
Ahmad Azizi
Interim General Counsel









2021-06-02 FIN Agenda Minutes APPROVED

Final Audit Report

2021-10-05

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