



**City of Alameda**  
HEALTH CARE DISTRICT

**Meeting Minutes for February 12, 2024, Open Session**  
**Location: Conference Room A**

<b>Board Members Present</b>	<b>Legal Counsel Present</b>	<b>Also Present</b>	<b>Absent</b>
Robert Deutsch, MD Gayle Codiga, Stewart Chen, DC David Sayen Jeff Cambra – Absent	Tom Driscoll	Debi Stebbins Alixandria Williams Mario Harding Kim Miranda Chris Adams Louise Nakada Gary Hicks	

<b>Agenda Item/Topic</b>	<b>Presentation and Discussion Notes</b>	<b>Action/Follow-Up</b>
Call to Order	The meeting was called to order at 5:30 p.m. by the Board president Dr. Robert Deutsch.	
Roll	Roll was called prior to the start of the closed session. A quorum of Directors was present.	
AHS/ AH Update	Mr. Harding informed the group of the 2024 Operational Priorities distributed by Mr. Fratzke. These priorities outline the goals and strategies AHS will be focusing on throughout the year. Operational Improvement was an action item following a Finance Committee meeting. The focus is to reduce the length of stay, transfers, Med-Surg, and OR efficiency. Mr. Fratzke is chairing the Executive Operations Team (EOT) and had a kickoff meeting last Friday, February 9, 2024. The group will be meeting weekly with the intent of making recommendations to the Finance Committee, which will then be passed on to the AHS Board of Trustees during their April meeting.	

Notably, AHS is in the midst of working on the 2025 budget. The goal is to finalize the budget and present it to the Finance Committee and the AHS Board of Trustees this June for approval. Concurrently, Mr. Harding is working on the 2025 capital requests budget for items exceeding \$10,000.

Additionally, there have been exploratory discussions about implementing a hybrid OR at Highland Hospital to support the Trauma Program. The Hybrid OR allows physicians to conduct operations and in-room procedures simultaneously, a concept known as Trauma Hybrid OR (THOR). Dr. Wills noted that in trauma situations, the decision often arises between going to the operating room or interventional radiology, typically for bleeding control. THORs eliminate the need to make such decisions by providing all necessary resources in one room.

Seismic 2030 Compliance Update:

One of the requirements mandated by HCAI was to submit an annual report on Alameda Hospital's status regarding the SPC and NPC, along with posting visible signage throughout the campus. For many years, AH has maintained an NPC 1 status, indicating poor performance. However, as of last week, HCAI has reclassified AH from NPC 1 to NPC 2. Additionally, documentation to upgrade AH to NPC 4 status has been submitted to HCAI. A follow up meeting with HCAI is scheduled for February 27th to discuss NPC 4 and the next steps.

Furthermore, AHS Management, SKA, Interface Engineering, and Katy Ford will meet this week to discuss the HVAC replacement timeline and how it will intersect with the NPC 4 status deadlines. There is a projected timeline to achieve NPC 4 status within 1.5 years.

Monthly Operating Review Update (MOR):

Notable areas of improvement in December 2023 include patient falls, HAPI, and Behavior events involving physicians. The red areas are accompanied by action plans aimed at improvement, such as reducing the 3-hour ED boarding time for patients awaiting treatment. Additionally, there were many areas that maintained a green (or positive) status

Mr. Harding highlighted data from the California Patients Association, comparing discharge days among hospitals in the Bay Area. There was an almost 15 percent increase in discharges at AH for 2023 compared to 2022, along with a 1.2 percent increase in patient days. ED visits are up by 2.4 percent, and inpatient admissions have increased by 20 percent.

The goal for inpatient patient off-load time is to be 30 minutes or less; Alameda Hospital is currently at 21 minutes, with a slight increase.

ACMO	<p>Dr. Elizabeth Mahler introduced herself to the group as the new Associate Chief Medical Officer (ACMO). Dr. Mahler was a part of the team that established Sutter East Bay Medical Foundation and Sutter East Bay Medical Group in 2005. She has extensive experience working with clinical immigration work across 24 hospitals. Most recently, Dr. Mahler served as the Chief Medical Officer for Value-Based Care at John Muir, where she led efforts to transition from a fee-for-service model to a population health focus. Dr. Mahler's focus is not only on improving the hospitals but also on promoting good clinical practices aligned with the services offered at the Alameda and San Leandro Campuses.</p>	
Patient Care Experience Update	<p>Mr. Adams reported that all Nurse Management positions have been filled. Ron Rojas filled the Assistant Nurse Manager position for the evening shift. There is still a vacancy for a permanent Nurse Educator position, which is currently being filled by a traveling Nurse Educator.</p> <p>Mr. Adams highlighted the four areas of Patient Care Service Priorities for 2024:</p> <ol style="list-style-type: none"> <li>1. Communication: Ensuring clear and effective communication among all staff members, from frontline and beyond.</li> <li>2. Quality: Focusing on improving the quality of care provided across all campuses. Collaboration with Quality Managers in smaller teams and system-wide will be emphasized.</li> <li>3. Staff Engagement/Recognition: Utilizing unit-based councils to identify areas for improvement within units and recognize staff contributions.</li> <li>4. Staffing Retention: Given the recent start of a new grad program, attention will be directed towards retaining staff.</li> </ol> <p>Vacancy Rate: The vacancy rate has reduced from 35 percent in October to 29 percent for December. The nurse managers have been working hard to recruit and maintain staff. This does not include the 10-plus new grad nurse program that will take effect in March 2024 at Alameda Hospital. There are 45-50 new grads across the whole system.</p> <p>Incredible Health is an organization that has helped improve the speed of hiring from 33 days to 21 days and increased the number of hires from 3 people a month to 7.</p> <p><u>Contract Negotiations:</u></p> <p>Nurse Contract Negotiations are still ongoing, and AHS is attempting to secure one contract that would allow nurses to work interchangeably between Alameda and San Leandro.</p> <p>SEIU represents all other non-nursing support staff, and their negotiations are taking place at Highland. The non-nursing staff contract is set to end in May 2023.</p> <p><u>In-Patient HCAHPS Scores:</u></p> <p>There was a slight dip in the first 6 months of 2023. There are areas for improvement, such as the</p>	

	<p>likelihood to recommend. The 'probably yes' responses need to be increased to 'definitely yes.' January 2024 ended above the expected threshold, and feedback from patients has been positive. However, the ED did experience a slight decline.</p>	
AHS Finance Update	<p>Ms. Mesina informed the group that patient days have increased, while the length of stay has decreased; however, it did experience a slight increase from 3.29 days in November 2023 to 4.16 days in December 2023. The total paid FTE is above budget, with both ED and clinic visits surpassing the budgeted numbers. Similarly, SNFs are also above budget, and patient days have increased.</p> <p>Alameda Hospital is slightly below budget on net revenue, despite an increase in the collection percentage. Operating expenses are slightly above budget due to salary expenses, and the health insurance fund is also above budget due to increased rates.</p> <p>Additionally, there were some facility repairs at Creedon for floor and roof replacement. Ms. Mesina noted that 9 percent of staff are currently on leave, which could be a contributing factor to the increased Average Daily Census and the challenge of not having enough staff to care for patients."</p>	
AH Medical Staff Update	<p>Dr. Joshi noted that Mr. Fratzke kicked off the Transition Team Committee meeting with a focus on preserving the acute care beds. There were discussions on potential opportunities for Alameda Hospital to decrease the deficit in order to maintain other services.</p> <p>The medical staff is interested in learning about the hospital's metrics and how they are collected and measured, specifically regarding length of stay, to better understand how to reduce these numbers.</p> <p>Dr. Deutch suggested looking at weekend discharges, as he predicts they are lower, and there should not be a difference between weekend discharges and weekday discharges."</p>	
Executive Director Report	<p>Ms. Stebbins informed the group that following a meeting with members from SEIU to explain what the District would like to achieve with the seismic retrofit and financing, Assemblymember Mia Bonta agreed to sponsor the legislation AB 2157. This will lower the interest rate for Certificates of Participation (COP) and therefore save money in the long run. The goal is to get this approved on an urgent basis and passed before August of this year. The COP is not contingent on this bill passing; however, it would result in a higher interest rate and rating for the District.</p> <p>The JPA was approved to be amended by the AHS Finance Committee Board. The District will bring forward recommendations to AHS's legal counsel to hopefully be presented and approved by the District and AHS Boards in March.</p> <p>Two years ago, the District filed a claim with HARP Coverage for the damage caused at South Shore from the Lagoon. Some recovery was allocated, resulting in a net of \$106,000 that will be turned over to AHS, which incurred the expense.</p> <p>Ms. Stebbins noted that there will be a special March Meeting where Ms. Ford will provide a design proposal as well as an Owners Rep Proposal from Porter.</p> <p>Ms. Stebbins is working with Mr. Cambra to submit an RFP for property management companies to be</p>	

	distributed later this month.	
Presidents Report	<p>Dr. Deutch highlighted the Transition Committee and their intent to improve efficiency at Alameda Hospital.</p> <p>Dr. Deutsch suggested putting an indefinite hold on community physicians placing orders electronically, as opposed to writing them up as they have done previously. Mr. Harding noted that this is currently on hold indefinitely and there will need to be additional discussion. It was an initiative AHS pushed out when they rolled out EPIC; however, Mr. Harding will circle back with radiology and leadership, but things should be continuing as before.</p> <p>Dr. Joshi also noted that the imaging services at Alameda Hospital are utilized community-wide and should continue to be done efficiently as it brings in positive revenue.</p>	
AHS Liaison Update	<p>Mr. Sayen updated the group about the efforts Ro Lofton and AHS have taken to improve throughput throughout the system. Greg Garret is the newest AHS Board Member, leaving only one vacancy that the Board is waiting for Assemblymember Nate Milley to fill.</p> <p>Additionally, Mr. Sayen and Mr. Harding will be meeting with Alameda Family Service on Wednesday to discuss their needs and create space for counseling services.</p>	
Property Oversight Committee Update	The District has engaged Central Bay Roofing for the Repairs needed to the Pearl Street Roof. Due to the Rainy Season, they will not begin until March.	
JPC Update	Dr. Deutch updated the group that the JPC will be preserving the current configuration in the seismic upgrades and not losing any acute beds. Additionally, the JPA language amendment is moving forward, and Tom Driscoll will be meeting with AHS's legal counsel to come to an agreement that all stakeholders will be happy with.	

<b>Consent Agenda</b>		
	<p>A. Acceptance of Minutes from December 11, 2023</p> <p>A motion to accept the Consent Agenda was made by Dr. Chen and seconded by Ms. Codiga. The motion was unanimously approved.</p>	Motion Approved

Action Items		
Engagement of Consultants for 2030 Seismic Project	<p>A. Recommendation to Engage Brian Quint as Bond Counsel</p> <p>A motion to engage Brian Quint as Bond counsel was made by Ms. Codiga and seconded by Dr. Chen. Cambra. The Motion was unanimously approved.</p> <p>B. Recommendation to Engage US Bank as Trustee, Paying Agent, Transfer Agent, Registrar, Depository Agent for District Certification</p> <p>A motion to engage US Bank as Trustee was made by Ms. Codiga and seconded by Mr. Sayen. The Motion was unanimously approved.</p> <p>C. Recommendation to Engage Piper Sandler as Primary and Hilltop Securities as Secondary Underwriter/Placement Agents for District Certification of Participation (COP)</p> <p>A motion to engage Piper Sandler as Primary and Hilltop Securities as Secondary Underwrite/Placement Agents was made by Dr. Chen and seconded by Ms. Codiga. The Motion was unanimously approved.</p> <p>D. Recommendation to Engage Best Best &amp; Krieger as Special Project Legal Counsel for District 2030 Seismic Project.</p> <p>A motion to engage Best Best &amp; Krieger as Special Project Legal Counsel for the 2030 Seismic Project was made by Dr. Chen and seconded by Ms. Codiga. The Motion was unanimously approved.</p>	All Motions Approved.

Minutes submitted by: Alixandria Williams, Executive Assistant

Approved: \_\_\_\_\_