



CITY OF ALAMEDA HEALTH CARE DISTRICT

Minutes of the City of Alameda Health Care District Board of Directors
 Open Session
 Monday, December 5, 2011 Regular Meeting

Board Members Present	Management Present	Legal Counsel Present	Guests
Jordan Battani Stewart Chen, DC Robert Deutsch, MD Elliott Gorelick J. Michael McCormick	Deborah E. Stebbins Kerry J. Easthope Diana Surber Robert Anderson		N/A
		Medical Staff Present	Excused
		Jim Yeh, DO	Thomas Driscoll, Esq.
Submitted by: Erica Ponce, Administrative Secretary			

Topic	Discussion	Action / Follow-Up
I. Call to Order	The meeting was called to order at 6:08 p.m.	
II. Roll Call	Ms. Thorson called roll noting a quorum of Directors was present.	
III. Adjourn into Executive Closed Session	The meeting was adjourned into Executive Closed Session at 6:09 p.m.	
IV. Closed Session Agenda		
V. Reconvene to Public Session	The meeting was reconvened into public session at 7:07 p.m.	
A. Announcements From Closed Session	Director Battani stated that the Minutes were approved from November 7, 2011 and November 30, 2011. The Medical Executive Committee Report and Credentialing Recommendations were accepted as presented. The Board Quality Committee Report for September was accepted as presented. No other action was taken.	

Initial Appointments – Medical Staff

Name	Specialty	Affiliation
• Kamath Bhoomika, MD	Family Medicine	Alameda Family Physicians

Topic		Discussion	Action / Follow-Up	
	• Michael Morford, MD	Family Medicine	Alliance Medical Group	
	• James Naughton, MD	Internal Medicine	Alliance Medical Group	
	• Randall Tom, MD	Family Medicine	Alliance Medical Group	
	• Richard Sankary, MD	Internal Medicine	Alliance Medical Group	
<u>Reappointments – Medical Staff</u>				
	Name	Specialty	Staff Status	Appointment Period
	• Ruby Chang, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14
	• Eileen Consorti, MD	General Surgery	Active	01/01/12 – 01/31/14
	• Claudine Dutaret, MD	Neurology	Active	01/01/12 – 01/31/14
	• Sunil Gandhi, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14
	• Joshua Gitter, MD	Int Med / Hospitalist	Courtesy	01/01/12 – 12/31/13
	• Leslie Hilger, MD	Dermatology	Active	01/01/12 – 12/31/13
	• Anthony Hoffman, DPM	Podiatric Surgery	Courtesy	01/01/12 – 01/31/14
	• Leif Johnson, MD	Emergency Medicine	Active	01/01/12 – 12/31/13
	• Joan King-Angell, MD	Internal Medicine	Courtesy	01/01/12 – 01/31/14
	• Elisa Lau, DO	Int Med / Hospitalist	Courtesy	01/01/12 – 01/31/14
	• Daniel Lucas, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14
	• Bruce Moorstein, MD	General Surgery	Courtesy	01/01/12 – 01/31/14
	• Rex Moulton-Barrett, MD	Plastic; ENT	Active	01/01/12 – 01/31/14
	• Richard Sigel, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14
	• Kirk So, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14
	• Joel Stettner, MD	Emergency Medicine	Active	01/01/12 – 12/31/13
	• Scott Taylor, MD	Orthopedic Surgery	Courtesy	01/01/12 – 01/31/14
	• Christopher Tran, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14
	• Ajay Upadhyay, MD	General Surgery	Courtesy	01/01/12 – 01/31/14
	• John Van Uden, MD	Teleradiology	Courtesy	01/01/12 – 01/31/14

Topic	Discussion		Action / Follow-Up	
	<ul style="list-style-type: none"> Ray Yeh, DO 	Int Med / Hospitalist	Active	01/01/12 – 12/31/13
<u>Reappointment - Allied Health Professional</u>				
	Name	Specialty	Appointment Period	
	<ul style="list-style-type: none"> Aaron Peters, PA-C 	Physician Assistant	01/01/12 – 12/31/13	
<u>Proctoring / FPPE</u>				
	<ul style="list-style-type: none"> Claudine Dutaret, MD (Neurology) Focused Professional Practice Evaluation was accepted and proctoring is no longer be required. 			
<u>Resignations</u>				
	<ul style="list-style-type: none"> Thomas Efird, MD (Radiology) 			
I. Regular Agenda				
A. Consent Agenda				
	1) Acceptance of November 7, 2011 Regular Meeting Minutes		Director McCormick made a motion to approve the Consent Agenda as presented. Director Chen seconded the motion. The motion carried unanimously.	
	2) November 30, 2011 Special Meeting Minutes			
B. Action Items				
	<p>1) Acceptance of October 2011 Unaudited Financial Statements and November 30, 2011 Finance and Management Committee Report.</p> <p>Director McCormick reviewed the notes from the November 30th committee meeting noting the following.</p> <p>A review of October Unaudited Financial Statements showed an average daily census (ADC) of 83.6 versus 83.8 budgeted. Total Outpatient Registrations were below budget by 14%. The October 2011 - Unaudited Results showed that overall gross revenue (inpatient and outpatient) was unfavorable to budget by \$1.3 million. The Case Mix Index was down from September. Medicare was extremely low and below budget and prior year. Deductions from revenue were favorable to budget by \$1.4 million due to below budget gross revenues, a favorable adjustment of \$835,000 to reverse the AB 97 SNF rate reduction reserve, and were partially offset by negative adjustment of \$502,000 to true-up IGT receivable for FY 11 and FY12. Operating expenses were \$78,000 over budget showing unfavorable variances in salaries, benefits and professional fees partially offset by favorable variances in supplies and purchased services.</p>		Director Deutsch made a motion to accept the October 2011 Unaudited Financial Statements as presented. Director Chen seconded the motion.	

Topic	Discussion	Action / Follow-Up
	<p>Operating loss was \$222,000 versus budgeted loss of \$357,000. Including parcel tax revenues, October performance was positive by \$271,000 versus a budget of \$122,000.</p> <p>In the CEO Report, Ms. Stebbins discussed the revenue cycle. A subcommittee meeting has been scheduled for December 7, 2011 to look at the revenue cycle. Ms. Stebbins updated the committee on the transition of Waters Edge, noting that the state application was submitted and that weekly transition meetings are taking place with staff from hospital and Waters Edge. She discussed the organizational changes in the Finance Department that she will discuss later in the meeting. Ms. Stebbins also provided a legislative update on AB97 and the IGT, which will also be discussed later in the CEO report. The committee decided to meet on January 4, 2012 as there was no meeting in December.</p> <p>Finance Report: Diana Surber updated the committee on the hospital's cash position, noting that cash has been very tight and that the hospital's vendors have been very good to work with as we manage vendor payments.</p> <p>Director McCormick stated that there was discussion at the meeting regarding the Revenue Cycle Review conducted by HFS Consultants that began in July 2011. Director Gorelick inquired as to whether the Case Mix Index is a weighted average. Management replied that it is a weighted average and further added that a Task Force is being formed that will meet regarding the low Case Mix Index. Director Battani asked if there will be results brought to the January meeting. Deborah Stebbins stated that there would be. Director Gorelick asked if the coding for billing is done automatically. Ms. Stebbins replied that the coding is not automatic, but that it is performed by humans.</p>	
2)	<p>Acceptance of FY 2011 Executive Performance Metrics Summary</p> <p>Ms. Stebbins reviewed the Executive Performance Metrics Summary found on pages 36-44 of the Board Packet. Director Gorelick noted that in the "Financial Success" category there were clear targets listed as goals, yet in the other categories the goals are not as clearly listed. Director Battani replied that when setting the performance metrics last year, they were specific with the financial goals as they were a key part of the incentive program.</p>	<p>Director Deutsch made a motion to approve the FY 2011 Executive Performance Metrics Summary as presented. Director McCormick seconded the motion. The motion carried unanimously.</p>
3)	<p>District Board Referral – Assessment of Cost and Operational Impact of Implementing Changes to Public Notice and Disclosure Standards and Improvement of the Alameda Hospital Website Functionality</p>	<p>Director Gorelick made a motion to approve the Assessment of Cost and Operational Impact of Implementing Changes to Public Notice and Disclosure Standards and Improvement of the Alameda Hospital Website Functionality. Director McCormick seconded the motion. The motion carried unanimously.</p>
a)	<p>Director Battani suggested that the Board direct Alameda Hospital Management and Staff to assess and recommend improvements to the functionality and usability of the current website, taking into consideration the suggestions brought up at the November 2011 District Board Meeting. There were additional suggestions by the Board including; Functionality and layout of documents, availability to search topics, ability to research documents both</p>	<p>Director Gorelick made a motion to approve the Assessment of Cost and Operational Impact of Implementing Changes to Public Notice and Disclosure Standards and Improvement of the Alameda Hospital Website Functionality. Director McCormick seconded the motion. The motion carried unanimously.</p>

Topic	Discussion	Action / Follow-Up
	<p>chronologically and on specific topics, and ability to print only select pages of documents. She also asked management and staff to assess and recommend changes to the Districts public notice and disclosure standards similar to those adopted by the City of Alameda and the Sunshine Ordinance, which</p>	
<p>C. President's Report</p>	<p>Director Battani had no President's Report to present at this meeting.</p>	<p>No action taken.</p>
<p>D. Chief Executive Officer's Report</p>		
<p>1)</p>	<p>FY 2012 Goals and Objectives 1st Quarter Update</p> <p>Ms. Stebbins gave an overview of the First Quarter – FY 2012 Update as found in the Board Packets. Topics covered: Financial Strength, Growth, Facilities and Technology, Physicians, Quality / Service, and People.</p> <p>A brief discussion took place regarding uncompensated care, Charity Care and Medicare reimbursements. Director Battani clarified that the strategies listed within this report were presented to the Board previously, as part of the five-year 2009-2013 strategic plan, FY 2011 Update. Annually, management reviews the strategies with the Board. Then, usually a quarterly update is reported by management.</p>	<p>No action taken.</p>
<p>2)</p>	<p>Revenue Cycle Update and Organizational Changes in Finance</p> <p>Ms. Stebbins thanked Interim Controller Diana Surber for her service to Alameda Hospital. Ms. Surber term is coming to an end. Ms. Stebbins introduced Bob Anderson who will serve as Alameda Hospital's Interim Chief Financial Officer. Bob will oversee the functions of the Finance Department. As noted on page 54 of the Board Packet, Ms. Stebbins will continue to oversee operations of the Revenue Cycle function. HFS Consulting will manage day-to-day operations of the Business Office, directed by Diane Gramse. She will be accountable to Teresa Jacques, who will work as the Project Manager for the Revenue Cycle and report to Ms. Stebbins. Anita Mayo-Green will continue to oversee Registration and PBX.</p>	<p>No action taken.</p>
<p>3)</p>	<p>Legislative Update</p> <p>Ms. Stebbins updated the Board on the recent meetings with Alameda County leadership. She reported that she has met on at least two occasions with the Director of Health Care Services discussing uncompensated care. Ms. Stebbins has also met with four out of five County Supervisors and/or their staff. Ms. Stebbins attended a briefing by the Hospital Council and was part of a small panel to discuss healthcare in Alameda County. She will continue to meet with County Leadership on a regular basis.</p>	<p>No action taken.</p>

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4)	<p>Governance Institute 2011 Biennial Survey of Hospital and Health Care Systems</p> <p>Ms. Stebbins reported that management received the report prepared for members of The Governance Institute, the 2011 Biennial Survey of Hospitals and Health Care Systems analyzing Board Structure and Governance Practices. A summary of this information has been included in the Board Packet, but is available in its entirety and may be obtained by contacting Ms. Stebbins office and requesting the report.</p>	No action taken.																																																																								
5)	<p>Monthly Volume Statistics</p> <p>Ms. Stebbins reviewed the monthly volume statistics.</p> <table border="1" data-bbox="310 540 1335 899"> <thead> <tr> <th></th> <th>November Preliminary</th> <th>November Budget</th> <th>% Δ compared to Budget</th> <th>% Δ compared to October</th> <th>October Actual</th> </tr> </thead> <tbody> <tr> <td>Average Daily Census</td> <td>81.47</td> <td>83.80</td> <td>-2.8%</td> <td>-2.5%</td> <td>83.55</td> </tr> <tr> <td> Acute</td> <td>28.27</td> <td>29.60</td> <td>-4.5%</td> <td>-5.9%</td> <td>30.03</td> </tr> <tr> <td> Subacute</td> <td>31.13</td> <td>33.00</td> <td>-5.7%</td> <td>-5.6%</td> <td>32.97</td> </tr> <tr> <td> South Shore</td> <td>22.07</td> <td>21.20</td> <td>4.1%</td> <td>7.4%</td> <td>20.55</td> </tr> <tr> <td>Patient Days</td> <td>2,444</td> <td>2,514</td> <td>-2.8%</td> <td>-5.6%</td> <td>2,590</td> </tr> <tr> <td>ER Visits</td> <td>1,349</td> <td>1,380</td> <td>-2.2%</td> <td>-4.1%</td> <td>1,407</td> </tr> <tr> <td>OP Registrations</td> <td>1,996</td> <td>1,948</td> <td>2.5%</td> <td>10.9%</td> <td>1,800</td> </tr> <tr> <td>Total Surgeries</td> <td>197</td> <td>182</td> <td>8.2%</td> <td>18.7%</td> <td>166</td> </tr> <tr> <td> Inpatient Surgeries</td> <td>37</td> <td>42</td> <td>-11.9%</td> <td>12.1%</td> <td>33</td> </tr> <tr> <td> Outpatient Surgeries</td> <td>160</td> <td>140</td> <td>14.3%</td> <td>20.3%</td> <td>133</td> </tr> <tr> <td>Case Mix Index</td> <td>1.3158</td> <td></td> <td></td> <td></td> <td>1.1633</td> </tr> </tbody> </table>		November Preliminary	November Budget	% Δ compared to Budget	% Δ compared to October	October Actual	Average Daily Census	81.47	83.80	-2.8%	-2.5%	83.55	Acute	28.27	29.60	-4.5%	-5.9%	30.03	Subacute	31.13	33.00	-5.7%	-5.6%	32.97	South Shore	22.07	21.20	4.1%	7.4%	20.55	Patient Days	2,444	2,514	-2.8%	-5.6%	2,590	ER Visits	1,349	1,380	-2.2%	-4.1%	1,407	OP Registrations	1,996	1,948	2.5%	10.9%	1,800	Total Surgeries	197	182	8.2%	18.7%	166	Inpatient Surgeries	37	42	-11.9%	12.1%	33	Outpatient Surgeries	160	140	14.3%	20.3%	133	Case Mix Index	1.3158				1.1633	No action taken.
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4)	<p>Monthly Quality Metrics</p> <p>a) Falls</p> <p>Irene Pakel, RN, Clinical Nurse Specialist reported on Falls. Ms. Pakel answered questions about how fall alerting devices operate and discussed procedures dedicated to reducing the number of falls by patients in Alameda Hospital. A handout was distributed to the Board and will be included with the original Board packet.</p>	No action taken.																																																																								
5)	<p>Hospital Updates / Events</p> <p>Ms. Stebbins invited members of the Board of Directors to take part in the upcoming holiday breakfast and lunch for the staff of Alameda Hospital on December 15 & 16, 2011.</p>	No action taken.																																																																								
E.	<p>Operations and Facilities Report</p> <p>1) Waters Edge Transition Planning Update</p> <p>Kerry Easthope reported that the informational meetings with the family members of patients</p>	No action taken.																																																																								

Topic	Discussion	Action / Follow-Up
	<p>at Waters Edge have gone well. It is important to the family members that the current caregivers continue. Management is holding weekly Waters Edge Transition meetings which will continue under his leadership. These meetings include current owners and management of Waters Edge along with various management and staff members of Alameda Hospital. Mr. Easthope projects that the State licensing process will be completed in the beginning of February, 2012.</p> <p>Director Gorelick asked if there was any overt hostility which may cause problems with the transition. Management replied that they have not experienced hostility, but have had very positive outcomes with recent meetings and discussions.</p> <p>2) Wound Care Center Update</p> <p>Mr. Easthope reported that the bulk oxygen tank placement has caused a series of issues that management has been working through. There will be a Bid Conference this week, with all bids / proposals due December 29.</p> <p>Management is seeking a Medical Director for the program. Six physicians completed two-day Wound Care training. One physician is going to complete a five-day Hyperbaric training soon. Additional trainings will continue throughout January and February. Director Battani asked if the training expense is the responsibility of Alameda Hospital. Mr. Easthope replied that it is a shared responsibility and that they are working to keep expenses down. Director Gorelick asked if the Board of Directors will approve the Medical Director for the Wound Care Clinic. Ms. Stebbins replied that historically, physician management contracts are approved by management with input from our current physicians. Ms. Stebbins also stated that there are compensation guidelines which management follows. Mr. Easthope added that the Director position requires 10-15 hours a month and working at least a half-day each week in the clinic providing oversight, resolving issues and marketing.</p>	
F.	<p>Community Relations and Outreach Report</p> <p>Director Chen provided an update on the last committee meeting that occurred on November 15:</p> <ul style="list-style-type: none"> ○ Ms. Stebbins announced the approval to sublease and operate Waters Edge Skilled Nursing Facility. Ms. Stebbins introduced Christian Zimmerman of Alameda Elder Communities who made a presentation regarding Alameda Elder Communities and the continuum of senior services in Alameda. ○ Diagnostic Imaging Market Campaign: Print and Electronic advertisements will continue over the next 2-3 months promoting the latest upgrades of the Imaging Department to the community. ○ Community Outreach Intern Program is being developed and will be instituted in early 	No action taken.

Topic	Discussion	Action / Follow-Up
	<p>2012. The interns will work 4-5 hours per week for 10-16 weeks and will focus on outreach and communication activities.</p> <ul style="list-style-type: none"> ○ The committee discussed the possibility of instituting a volunteer/mentoring program for high school students. Committee Member Mike McMahon introduced Brooke Briggance, representing Faces for the Future and the Public Health Institute, who has had extensive experience with the Oakland Unified School District and Children’s Hospital. Management will meet with Ms. Briggance to discuss potential opportunities with Alameda Unified School District and Alameda Hospital. ○ All committee members and Board members are invited to attend the “Alameda Hospital Holiday Cheer Appreciation Event” on December 15 and 16. Alameda Hospital employees and volunteers are invited. ○ The Community Relations Committee looks forward to a productive year in 2012. ○ The next committee meeting will be held on January 24, 2012. 	
G.	<p>Medical Staff President Report Director Yeh reported that Dr. Liesel Pavlic will give a presentation on Meningitis on December 13. On that same day, they will be inducting two physicians at their Annual Medical Staff meeting. There will be a Holiday and New Year Party on January 6, 2012 at 7:00 p.m. at O’Club in Alameda sponsored by the Alameda Hospital Medical Staff. The cost is \$12 per person. Lastly, Dr. Alice Challen passed away on November 29. The family asks that in lieu of gifts, donations be made to donor’s favorite charity.</p>	No action taken.
VII.	<p>General Public Comments No public comments were given.</p>	
VIII.	<p>Board Comments No board comments were given.</p>	
IX.	<p>Adjournment Being no further business, the meeting was adjourned at 8:39 p.m.</p>	

Attest:

Jordan Battani
President

Elliott Gorelick
Secretary