Summary/Action Minutes

I. Update on Certified Unified Program Agency (CUPA) Transition

Attachment

Ron Browder, Acting Director, Environmental Health Department presented introductory comments regarding the Certified Unified Program Agency (CUPA).

CUPA is the administrative agency that coordinates and enforces numerous local, state, and federal hazardous materials management and environmental protection programs in the county.

Susan Hugo, Division Chief, Environmental Health Department and Aileen Mendoza, Senior, Hazardous Materials Specialist, Environmental Health Department presented a PowerPoint presentation regarding the Environmental Health Department’s transition to administering the CUPA for the City of Oakland.

The City of Oakland has over 770 facilities that should be regulated by CUPA programs. The deficiencies in their program are extensive and present a significant challenge to bring to full compliance.

The Environmental Health Department prepared a joint letter with the Oakland Fire Chief regarding the CUPA authority transfer from the City of Oakland to Alameda County Environmental Health Department, which was sent to approximately 3,000 facilities in March of 2015.

Transition Priorities

- Inspection of priority sites begins July 1, 2015
- Respond to inquiries/complaints/incidents/service requests/public record requests
- Upload Oakland facility information into the Environmental Health database
- Provide CERS ER Responder Training to Oakland HazMat Responder
- Enforcement actions coordinated with other regulatory agencies and District Attorney’s Office

As a result of the increased workload with inspection of the Oakland facilities, the Environmental Health Department needs to increase staffing including: Supervisor, Senior Inspectors, Inspectors, IT and Administrative support staff. In addition to increased staffing the Environmental Health Department needs additional office space to accommodate additional staff and files.

The Environmental Health Department will return to the Health Committee to report on the CUPA transition in approximately six (6) months.
II. 2012-13 Measure A Citizen Oversight Committee Report

Attachment

James Nguyen, Measure A Coordinator, Alameda County Health Care Services Agency and John Becker, City Manager, City of Newark and Chair of the Measure A Citizen Oversight Committee, presented a PowerPoint presentation Measure A Fiscal Year 2012-13 report and recommendations.

The role of the Measure A Citizen’s Oversight Committee is to annually review the expenditure of the essential health care services tax fund for the prior year and shall report to the Board of Supervisors on the conformity of such expenditures.

For fiscal year 2012-13 the Measure A funds were allocated to over 120 services providers with a $90.8 million allocation to Alameda Health System and $33.2 million in allocations approved by the Board of Supervisors.

Recommendations from the Measure A Citizen’s Oversight Committee

- Ensure community input to identify strategic health funding priorities
- Implement a process to determine whether Measure A is having the intended impact and meeting the County’s strategic priorities
- Develop and implement a process (e.g., RFP) to solicit and evaluate requests for Measure A Board discretionary funds based on priorities, criteria and effectiveness/accountability

Accountability Initiative Update

The Grand Jury annual report on Measure A in 2011 presented some recommendations to the Board of Supervisors Related to accountability. The recommendations included

- Improve program oversight and outcomes
- Ensure programs report measurable outcomes
- Require evidence-based evaluation of contract performance
- Provide support and training to CBOs to improve evaluation

In order to improve accountability where Measure A is concerned, the Committee has implemented the following:

- Adopted Results-Based Accountability (RBA) standards to track and assess performance
- Incorporated RBA performance measures into contract reporting requirements
- Integrated RBA into contract scope of work template
- Conducted individualized trainings to develop RBA performance measures
- Integrated into HCSA Accountability Initiative
- Provided RBA training to Measure A providers
- Standardize RBA into RFP and contract negotiation
- Pilot Results Scorecard to track and report performance measures
- Implement Salesforce solution to improve contract development and monitoring

This item was informational only and required no Committee action.
III. Alameda Health System Performance Metrics

Attachment

Rebecca Gebhart, Finance Director, Health Care Services Agency and Dr. Kathleen Clanon, Medical Director, Health Care Services Agency, presented a PowerPoint presentation on the Alameda Health System Performance Metrics.

The purpose of the metrics is to enable the County and the Alameda Health System (AHS) to assess progress on improvement of the financial and operating condition of AHS.

The County and AHS have been negotiating a new debt agreement and the County requested the Health Care Services Agency to work with AHS, the County Administrator’s Office and the Auditor’s Office to develop a set of metrics by June 30, 2015 on which AHS will report. These metrics will be based on the Assessment of AHS by the Toyon consultants.

The collaboration of the various County agencies has developed a framework and proposed operational and financial metrics, which includes the named metric and the definition of said metric.

The Performance Metrics will be reported to the Health Committee on a quarterly basis.

IV. Alameda Health System – Fiscal 2016 Budget Review

Attachment

Mark Fratzke, Chief Operating Officer, Alameda Health System, presented a PowerPoint presentation on Alameda Health Systems’ Fiscal Year 2016 Budget.

The Alameda Health System 2016 Budget Process was designed from the bottom up and to achieve a comprehensive review of all aspects of operations. A Budget Oversight Committee was established to achieve a 100% independent review of all budgets, programs, and services. There was a focus on achieving productivity metrics and aligning support costs with organizational priorities and AHS will continue to review other areas and opportunities.

AHS has established several committees to improve the ongoing accountability, including:

- Capital Committee – to ensure that only needed projects go forward
- FTE Review Committee will continue to evaluate every new or vacant position
- Monthly Variance Committee will be created to ensure department manager focus on variances
- One-on-one Leader Mentorship and Focused Education Around Financial Accountability
- Annual Leadership Performance Measurement will include a Financial Metrics Component and Leaders who do not achieve budgets will not be eligible to receive a raise.
Jeanette Louden-Corbett, Chief Human Resources Officer, Alameda Health System, reported on human resource changes and position reductions.

AHS has added positions to both enhance revenue collection and increase access to care when and continue to work together to provide quality care more efficiently. The focus for AHS is on education and LEAN concepts and tools. AHS has continued to reduce costs while enhancing quality and patient experience. Position reductions are occurring at all levels of Alameda Health System. Currently AHS is discussing proposed job changes with appropriate labor representatives per contract requirements. The total anticipated reductions range from 40-50 positions.

The next step is to review temporary and agency staff; those employees’ positions will be reduced first and posted positions in the same or similar job classes are likely to be affected have been frozen. Assisting affected employees through this process is highest priority of Human Resource Division.

**Speaker**

Pete Albert, member of SEIU Local 1021, member of ACERA, spoke about the layoffs/positions reductions. Mr. Albert feels that the layoff schedule is very aggressive and considering the uncertainty with communication, between AHS and the Board of Supervisors regarding possible leadership changes, the layoff process should slow down.

This item was informational only and required no Committee action.

**Purpose:**
- ✔ Report progress
- [] Advocacy or Education
- [] Request Health Committee Recommendation or Position
- [] Other:

**PUBLIC COMMENT:** None.

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