



JOINT CONFERENCE COMMITTEE MINUTES

September 22, 2025 from 1:00 – 3:00 PM

Contra Costa Regional Medical Center

2500 Alhambra Avenue, Martinez, CA – Building 1 First Floor Conference Room

VOTING MEMBERS PRESENT: Supervisor John Gioia, District I; Supervisor Ken Carlson, District IV; Dayana Carcamo-Molina MD; Tarun Bhandari MD; NON-VOTING MEMBERS PRESENT: David Culberson, CCRMC Chief Executive Officer; Sergio Urcuyo, MD, CCRMC Chief Medical Officer; Sara McNeil MD, Medical Staff President; Grant Colfax, MD Contra Costa Director of Health Services; Brian Buchanan, Contra Costa Health Services Chief Financial Officer; Helena Martey RN, CCRMC Interim Chief Nursing Officer; GUESTS PRESENT: Geena Jester MD, Hospital Medical Director; Andrea Sandler MD, Associate Ambulatory Care Medical Director; Gabriela Sullivan MD, Ambulatory and Specialty Medical Director; Jasmin Contreras RN, Director, Safety and Performance Improvement; Roberto Vargas, Director, Safety and Performance Improvement; Ira Beda Sabio RN, Inpatient Associate Nursing Manager; Leah Carlon, Health Care Risk Manager, Safety & Performance Improvement; Dora Regalado, Health Services Director of Personnel; Emily Parmenter, Strategic Initiatives; Rajiv Pramanik, Adalberto Garibay, Lieutenant Chief of Security; Lavonna Martin, Rachel Birch, Matt Kaufmann, Jackie Zahn, Manny Bowlby, Corticha Flucus; GUESTS ABSENT: Nancy Hendra,

AGENDA ITEM	ACTION
I. CALL TO ORDER AND INTRODUCTIONS Meeting Chair – Supervisor John Gioia, District I - Meeting called to order at 1:01 PM by Supervisor Gioia - Location of meeting at three locations under the Brown Act: CCRMC Building 1 Conference Room; Supervisor Carlson’s office in Pleasant Hill; Supervisor Gioia’s office in El Cerrito; Public may attend meeting remotely VIA Zoom Webinar or Call In. - Agenda has been posted outside Supervisors’ offices and CCRMC. Public is invited to attend publicly or remotely.	Inform
II. APPROVAL OF MINUTES – July 28, 2025 Supervisor Gioia <i>In open session, voting members of Contra Costa Regional Medical Center Joint Conference Committee voted to accept the July 28, 2025 Joint Conference Committee minutes.</i> No public comment.	<u>Motion:</u> By: Carcamo-Molina Seconded by Bhandari <u>Ayes:</u> Gioia, Carcamo-Molina, Bhandari <u>Absent:</u> Carlson <u>Abstain:</u> None
III. PUBLIC COMMENT Supervisor Gioia <i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to two minutes or</i>	Inform

less. Under State law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.

No public comment.

IV. ADMINISTRATIVE UPDATE

Dora Regalado, Health Services Director of Personnel, David Culberson, Chief Executive Officer, Contra Costa Regional Medical Center and Health Clinics; Sergio Urcuyo, MD, Chief Medical Officer, Contra Costa Regional Medical Center and Health Clinics; Leah Carlon, MPH, CPHRM, Health Care Risk Manager

A. HR Work Group Update – Dora Regalado, Contra Costa Health Personnel Director

- Shared where HR Work Group are with staffing and the progress made throughout the challenges and some steps taken to continue to improve and work with CCRMC and Health Centers.
 - Recruitment Process Updates 23% reduction in hiring timeline from 137 days last year 2024.
 - CCRMC has the lowest vacancies rate across Contra Costa Health. CCRMC and Health Centers have 3100 positions and currently have 260 vacant positions working toward where the needs are.
 - Active hiring dashboard about 6 months, continue to optimize some challenges with receiving data working with internal partner IT helping Contra Costa Health Personnel to connect our request to hiring dashboard 90% resolved.
- Infrastructure Challenges and Needs
 - Need to Strengthen & Modernize Administrative Support
 - Operational Considerations
- Contra Costa Health Personnel strategic focus areas include working with CCRMC leadership on prioritization of leadership hiring and administrative infrastructure, reduction in overtime and contract labor usage, continue to modernize job specification, improve workforce systems and increase effort to hire providers.
- Focusing on hiring vacancies that are vital for our operation Licensed Vocational Nurses, Certified Medical Assistants, Providers: ED, Ambulatory Care, OB/GYN, RNs.

Supervisor Gioia – Request regular updates on infrastructure challenges and needs " Need to Strengthen & Modernize Administrative Support in recognizing Medical Staff."

Inform A, B, C

Approval D

Dr. Colfax – Recommend providing the denominator on vacancies needed.

Supervisor Gioia – Informed the reason for the created working group it's taken longer to hire we felt it's important to speed up process in order to be competitive and hire our staff as quickly as possible.

G. Sullivan – Explained the recruiting issue county wide explained we only have 3 posting at a time we share with LinkedIn. Contra Costa College is not usually findable and not good for CCRMC which shows nothing posted.

Dora R. – Informed that with LinkedIn, Contra Costa have a lot of pages working with analyst on recruitment.

B. Hospital & Health Centers Operations Update – David Culberson, CCRMC Chief Executive Officer

- Leadership and Key Position Recruitment
 - Chief Medical Officer - Sergio Urcuyo, MD
 - Interim Associate Medical Director-David Piccinati, MD
 - Deputy Chief Financial Officer- David Lee
 - Chief Operating Officer – Finalizing Salary Reallocation with Central Human Resources
 - Chief Nursing Officer – Completing Final Interviews with Medical Staff and Nursing Leadership
 - Chief Plant Operations – Offer to Candidate in Process
- Preparation for Surveys
 - The Joint Commission October 2025-February 2026
- Parking Structure Update
 - Currently David Culberson, Shannon Abella and Team with Sara Price have begun a transportation demand management study. W-Trans has been hired by Public Works on behalf of CCRMC to get an accurate cost and alternative strategies.
 - Next Steps
 - On-Site silent survey parking occupancy in October 2025
 - Electronic Survey for Employees in Late September and Early October 2025
- CCRMC Seismic Project Update revised 150M
 - Food Service/Cafeteria Building Replacement
 - Sprinkler Line Bracing Non Performance Category (NPC-4)
 - Water, Wastewater and Fuel Storage Non Performance Category (NPC-5)

No public comments.

C. Hospital & Health Centers Capital Planning Updates – David Culberson, CCRMC Chief Executive Officer • Medicare participation – Capital needs are need, and plan needs to identify source of finding and • Categorize in 3 years & 5 years (2025-2030) • Parking Structure – 145M dollars by end of 2029 must have seismic complete will compare by year which is included in the packet. • In process or completed – Nursing team are auditing, Cooling tower then on to replacement, generated from public health that are underway and in process. D. Operational Policy Review- Leah Carlon, MPH, CPHRM, Health Care Risk Manager • Consent: Operational Policies Regulatory Requirement ○ 4 Operational: 2 Revised, 2 New	<u>Motion:</u> Carlson Second by Carcamo-Molina <u>Ayes:</u> Gioia, Carlon, Carcamo-Molina, Bhandari <u>Abstain:</u> None
No public comment. Motion passes.	
V. MEDICAL STAFF UPDATE Sarah McNeil, MD, Medical Staff President A. Medical Staff General Updates– on empaneled patients, primary care providers (PCPs), and no-show rates • Numbers are still higher, and access has been huge factor HR 1. • Regarding No-Show Rate Sarah McNeil, MD brought up the want to do preventative healthcare, work on hiring more providers and work with helping the impact and access of doing things for patients. ○ Solutions (Access for patients) ○ Hire more providers ○ Retain more providers ○ Non-providers ○ Maximizing space ○ Urgent Care B. CCRMC JCC Expedited Privileges Subcommittee minutes per Subcommittee charter, minutes from September subcommittee meeting approving expedited privileges. • JCC Subcommittee Meetings Medical Executive Committee (MEC), Patient Safety and Performance Improvement Committee (PSPIC). C. Patient Care Policy Review– summary of changes for approved clinical policies • Emotional support animals as needed	Inform A, B Item C – Approval <u>Motion:</u> Carlson Second by Bhandari <u>Ayes:</u> Gioia, Carlson, Carcamo – Molina, Bhandari <u>Abstain:</u> None

<i>Dr. Colfax - What is the average panel size that JCC is rising for?</i> <i>S. McNeil-addressed that across the country average panel sized are about 2500 and we are about that. Average Primary Care Provider would have to work 28 hours a day. Estimated burn out seems to happen around 1200 to 1500 as estimated panel size.</i> <i>Sup Gioia – informed still evaluating the impacts of HR 1. on our system. recognizing that any potential financial impact Medicaid and other federal funding reductions could affect the decisions moving forward.</i> <i>G. Sullivan – informed third next available rolls up to these numbers that depends not only the number of patients assigned but on the availability of doctors to see patients.</i>					
No Public Comment.					
VI. Adjourn at 2:05PM	Inform				
VII. NEXT MEETING: November 22, 2025					
Minutes approved by Chair: Supervisor John Gioia, District I <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; text-align: center;"> Supervisor John Gioia </td> <td style="width: 50%; text-align: center;"> Date </td> </tr> <tr> <td></td> <td style="text-align: right;"> Minutes by Corticha Flucus </td> </tr> </table>		Supervisor John Gioia	Date		Minutes by Corticha Flucus
Supervisor John Gioia	Date				
	Minutes by Corticha Flucus				