



CITY HALL • ONE CITY HALL PLAZA • OAKLAND, CALIFORNIA 94612

Office of the Mayor
Honorable Sheng Thao

(510) 238-3141
FAX (510) 238-4731
TDD (510) 238-3254

Letter of Appointment

December 19, 2023

Dear President Bas and members of the City Council:

Pursuant to City Charter Section 601, the Mayor has appointed the following persons as members of the following board or commission, subject to City Council confirmation:

Commission on Aging

Jacqueline Johnson, to the Commission on Aging to serve a three-year term beginning on September 2, 2023 and ending on September 1, 2026, filling the vacant seat previously held by Dianna Garrett.

Robert Scott, to the Commission on Aging to serve a three-year term that began on September 2, 2022 and ending on September 1, 2025, filling the vacant seat previously held by Toni Gomez.

Lisa Malul, to the Commission on Aging to serve a three-year term that began on September 2, 2022 and ending on September 1, 2025, filling the vacant seat previously held by Michael Coleman.

Thank you for your assistance in this matter.

Sincerely,

Mayor Sheng Thao

Profile

Robert

First Name

Scott

Last Name

Middle Initial

[Redacted]

Email Address

[Redacted]

Street Address

[Redacted]

City

[Redacted]

State or Zip

[Redacted]

State

[Redacted]

Postal Code

What City Council district do you live in?

District 3

[Redacted]

Primary Phone

[Redacted]

Alternate Phone

CEI

Employer

CHRO

Job Title

Which Boards would you like to apply for?

Commission on Aging: Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

The Center for Elders' Independence has served Oak and the East Bay area for over 40 years, and is an integral city partner for the well-being of the elderly. I am new to the organization, having started with CEI in October of 2022. I have an extensive employment history not for profit health care industry serving in the acute care hospitals and hospital systems. Personally, I have been a volunteer contributor to improving my community by serving the United Way, with special interest in the Disability workforce programs. Closer to home, I am the primary caregiver for my parents - father is 91, and mother is 90; and I can relate to the many challenges, and opportunities, there are with the elderly.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

[Robert Scott Resume 9.6.23.docx](#)

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

I Agree *

ROBERT F. SCOTT

HUMAN RESOURCES EXECUTIVE

Execute thoughtful, targeted change to improve Human Resource delivery and achieve workforce transformation and integration. Establish HR operational strategy/priorities through an extensive HR gap analysis and HR improvement plan. Aligning HR leadership/staff, processes, and technology to reduce pain points and return health enterprise to focus on mission and vision.

COMMUNITY BOARD MEMBERSHIP

Chair & Member, United Way of Central Illinois, 2018, 2019, 2020, 2021
Chair, Leadership Compensation Committee & Member, Executive Committee, Goodwill Industries
2019, 2020, 2021
President - HOA - Centennial Park 2019, 2020, 2021

EDUCATION

UNIVERSITY OF WISCONSIN, Lubar School of Business, Milwaukee, WI
MBA, Emphasis: Organizational Development

MARQUETTE UNIVERSITY, Milwaukee, WI
BS, Business Administration

CORE COMPETENCIES

- | | | |
|------------------------------|---------------------------------------|----------------------------|
| • Talent Acquisition | • HR Systems & Operations Improvement | • Total Rewards |
| • Acquisition Integrations | • Business Transformation Initiatives | • Succession Planning |
| • Compensation & Benefits | • Labor Management | • HR Shared Services |
| • Employee Health & Wellness | • Diversity, Equity and Inclusion | • Organization Development |

PROFESSIONAL EXPERIENCE

CENTER FOR ELDER'S INDEPENDENCE (CEI), Oakland, CA **2022 to Present**

October

A five-site, \$80M Program of All-inclusive Care for the Elderly (PACE) providing comprehensive medical and social services to frail, elderly participants in the East Bay area of N. California.

SVP and Chief Human Resources Officer

Reporting directly to the CEO, and accountable for the strategic planning for workforce recruitment, retention, and development for nearly 400 team members.

- Completed comprehensive workforce and HR assessment to include structure, HR program, technology, and process gaps. Translated the assessment into a project plan to reverse underperforming areas.
- Retooled Talent Acquisition to increase hiring 21% over prior year, while improving retention by decreasing voluntary separation by 25%-, and first-year separation by 13%.
- Ensured the employee value proposition was based on a team member's competency and experience then rewarded accordingly. Installed a new compensation structure based on this approach, resulting in first year compensation delivery to an average of over 6% per team member, including a first ever compensation philosophy that set an internal minimum wage. Refocused performance engagement by transitioning to a performance management approach based on outcomes, not activity.

- Oversee JEDI (Justice, Equity, Diversity, Inclusion) team. Provided training to team members, expanded membership.
- Initiated a leadership training/coaching program to develop leaders to focus on retention opportunities through improved team member performance management.

**MOHAWK VALLEY HEALTH SYSTEM (MVHS) (Consultant), Utica, NY
2021 to 2022**

A two-hospital, \$900M healthcare organization that includes St. Elizabeth college of nursing. With more than 4000 employees MVHS will consolidate to a single regional new hospital to open in the fall 2024.

Sr. Vice President and Chief Human Resources Officer

Reporting directly to the CEO, charged with revitalizing the HR function. Formulated a comprehensive strategic workforce plan to include Labor Management, Talent Acquisition, HR systems and data, Compensation, and Benefits program design.

- Workforce availability and recruitment severely stressed by COVID 19 regulatory impacts, wage inflation, and recruitment operations subpar performance. Board approved revised plan accomplishments:
 - Doubled monthly system hiring through revamping talent acquisition, expanding sourcing capability including digital reach, setting targets, and fixing ATS issues that adversely impacted applicant flow and manager experience.
 - Increased minimum internal pay rate, addressed resulting compression, implementing first ever competitive sign on bonus program, and improved referral program.
- Identified data gaps and HR system improvements to shift workforce culture
 - Launched a digital exit interview process to gain employment insights to improve work environment, adjust hiring practices, and isolate leadership development opportunities
 - Re-launched employee recognition program with revised mission and vision to anchor workforce transformation
 - Established new HR job roles to address workforce retention, leadership frustration
- Negotiated new labor agreements with three unions representing 2000 employees to strategically align with overall MVHS new regional hospital plan, and oversee labor for 7 bargaining units
 - Consolidated two union agreements under one Master agreement.
 - Combined 8 PTO plans to 2 plans
 - A single set of employment policies and pay practices (scheduling, differentials, premiums, etc.)
 - Ensured affordability, standardization, and administrative ease.

**MEMORIAL HEALTH SYSTEM (MHS), Springfield, IL
to 2021**

2013

A five-hospital, \$1.4B leading healthcare organization that includes Southern Illinois University School of Medicine Residency in Central IL. With more than 9,200 employees MHS earned its third consecutive Magnet Designation, 2016 AHA-McKesson Quest for Quality Prizes.

Sr. Vice President and Chief Human Resources Officer

Reporting directly to the System CEO, a formal member of the senior leadership of the system for HR strategy to include DEI, Talent Acquisition, Benefits, Compensation, Executive Compensation, Workforce Operations Improvement (HRIS), Employee Relations, HR Operations, and Affiliate HR Partners.

Oversight and accountability of an HR Operating Budget of \$20.0M, with 9 direct and 75 indirect reports.

- Reinvented the MHS recruitment and sourcing strategy, tactics, and operating model.
 - Initiated Lean Six Sigma projects to rebuild talent management.
 - Key strategic tactics included rebuilding digital sourcing capability, upskill talent acquisition team member and replace an activity model with a production model.
 - Results were a 25% increase in hires the first year, and a 56% increase over next 5 years, and a 36% increase in nurse hires the first year, and a 61% increase over the next 5 years. As well, cost per hire in top quartile of industry.
- Lead standardization and integration of human resource services throughout affiliate entities:
 - Key areas included common HR technology, uniform pay practices, standardized health and welfare benefits, time off programs, and education assistance.
 - Outcomes to date include employment equity for 95% of employee base.
- Serves as the Executive Sponsor and Champion for strategic demand management of labor, including position control, labor cost reduction and workforce optimization. Identified tools, accountability mechanisms, metrics, and benchmarks to right balance clinical and non-clinical labor.
 - Deployed workforce management through innovative HR platform that delivered just-in-time visualizations to frontline leaders.
- Initiated a proactive employee relations approach with affiliate HR business partners to drive improvements identified by HR analytics team.
 - Results include \$2.0M FTE cost avoidance, RN turnover improvement from 11.9% to 9.8%, overtime pay in top decile of benchmark, and employee satisfaction at the 96th national percentile.
- Developed a Diversity, Equity and Inclusion strategy and tactics to address known gaps.
 - Participated with internal social media platform to support the deployment employee resource groups that give voice to racial issues and social justice view.
- Advised and recommended leader and physician total reward changes to CEO and Board Leadership Compensation Committee.
 - Revised employed physician flexible benefit plan to align with leadership plan, and to keep physicians within total cash compensation market limitations. Proposed and gained approval for Leadership Incentive Program by establishing threshold, target and maximum performance expectations on enterprise goals for all levels of management.

ADVOCATE AURORA HEALTH SYSTEM (AAH), IL and WI

2009 - 2013

The 10th largest not-for-profit, integrated health system in the United States with more than 70,000 employees, including more than 22,000 nurses and the region's largest employed medical staff and home health organization. Advocate Aurora serves nearly 3 million patients annually across more than 500 sites of care.

ADVOCATE GOOD SHEPHERD HOSPITAL, Barrington, IL

Part of Advocate Health Care, one of the top 15 health care systems in the country (Truven Health Analytics - formerly Thomson-Reuters) and the largest health care delivery system in the State of Illinois.

Vice President, Human Resources

Matrix accountability to SVP HR and Site President.

- Lead the Advocate HR Strategic team to ensure system and site-based HR focus on business objectives.
 - This team of system HRVP's is accountable for creating and deploying an HR Business Partner Model, Productivity Effectiveness support and sustaining HR best practices.

Robert F. Scott

- HR executive charged with consolidating the shared revenue cycle organization.
 - The largest restructure Advocate had undertaken at that time, affecting 900 enterprise wide employees.
 - Coordinated all HR and OD services to design the HR solution to centralize the business office, streamline processes, redesign work, and train employees and leaders.
- Winner of the Advocate Overall HR Performance Award 2011.
 - First time this site has won this system recognition - hitting 13 of 14 HR metrics from the System HR Scorecard including HR Operations, Recruitment, Succession Management, Benefits, and Associate Engagement.

ST. MARY'S HEALTH CENTER (SSM), St. Louis, MO

2005 - 2008

2,500 employee Teaching Hospital, Malcolm Baldrige National Quality Award.

Director, Human Resources

Responsible for all traditional HR functions plus HR support to cardiac service lines across SSM St. Louis network, Report to CEO/President and Regional HR VP.

- Assessed HR customer requirements and collaborated with key executives to craft unified HR strategic vision. Result was a 3-year plan to reverse unfavorable retention rates, strengthen leadership bench, and install a talent management approach to leader and employee performance measurement.
- New nurse hiring increased 5 fold, nurse turnover improved by 3%, and in partnership with CNO reorganized nurse leadership team.

ASCENSION HEALTH (formerly) COVENANT HEALTHCARE SYSTEM, INC. (CHSI)

2001 - 2005

Ascension includes more than 160,000 associates and 40,000 aligned providers. The national health system operates more than 2,600 sites of care - including 146 hospitals and more than 40 senior living facilities - in 19 states and the District of Columbia.

ST. FRANCIS HOSPITAL/ELMBROOK MEMORIAL, Milwaukee, WI

St. Francis Hospital/Elmbrook Memorial & ER is a critical care hospital with advanced specialty care services.

HR Director

Entity responsibility for labor contracts, compensation, benefits, leadership development, and employee relations.

- Directed Labor management of union contracts, grievance administration, and dispute resolution.

Profile

Jacqueline L Johnson
First Name Middle Initial Last Name

[Redacted]
Email Address

[Redacted]
Street Address

[Redacted]
Suite or Apt

[Redacted]
City

[Redacted]
State

[Redacted]
Postal Code

[Redacted]
Primary Phone

[Redacted]
Alternate Phone

Self-employed Insurance Broker/Agent
Employer Job Title

Which Boards would you like to apply for?

Commission on Aging: Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

I have worked and/or volunteered in the senior Med care market since 2003. I am currently a member of the West Oak and Senior Center. I have also supported functions at other sites including East Oak and, North Oak and, South Berkeley, and Emeryville Senior Centers. I have offered/provided Med care education materials and assistance with submitting Med care applications. I've been a volunteer with 'My Turn.org' since the beginning of the pandemic assisting seniors with making vaccination appointments, providing required printed vaccination confirmation forms for those without computers, printers, or smartphones. Most of all, I am a senior myself. I have witnessed how many around us are struggling, alone with no family, afraid to leave their homes, not feeling safe or secure with their current financial situation, dealing with a chronic medical condition and a lack of transportation options to get them to and from medical appointments and/or the pharmacy. Living in senior living housing where management has promised but not delivered on providing onsite security, and residents are even afraid to get into the apartment elevators. They don't know where to turn. It just breaks your heart seeing how fearful most seniors are today. When they should be enjoying retirement, they are living/existing in fear. If we could take these seniors into a specific senior center that would offer them the opportunity to socialize with others, take advantage of the many sponsored activities (movies, plays, uncheons, language classes, computer classes, exercise programs, etc). It would also be helpful to stock each center with program materials of which the seniors could benefit. The centers should be a one-stop shop for all senior resources with the available staff to educate them on the benefits for which they may qualify.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

[Resume_Update.2023.docx](#)

Upload a Resume

Please paste the text of your resume or curriculum vitae below.

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

I Agree *

RESUME:

Jacqueline L. Johnson



EMPLOYMENT HISTORY:

9/2011-Present **Benefits Consultant and Insurance Sales** - Sole Proprietor - Senior Benefits Consultant, Oakland, CA

Broker, Insurance Sales, Account Management, and Managed Care-

- Health and Life insurance broker/agent; managed care specialist
- Digital Insurance, Atlanta, GA (2013-2015). Account management, sales, and brokering of healthcare benefits for small and mid-sized employer groups. Lines of coverage include medical, dental, vision, short- and long-term disability, term life, long term care, business travel, and ancillary products. Business analysis and needs assessments result in targeted and strategic portfolio designs for each account. CRM (Customer Relationship Management) system proficient. Accountable for all national, state, and local health care mandates and laws. Managed an \$850,000 book of business, with a retention rate of 96.48%. **June, 2014, LEAD Program inductee (Leadership Excellence and Development) ... management training program.**
- Effective employer group benefit consultations, presentations, enrollment support, and member retention
- Medical group managed care, preventative care, and wellness program analysis
- Medicare Advantage, Medicare Supplement, and Prescription Drug Plan marketing and enrollments
- *Health Insurance Medicare Contracts:* Aetna, and UnitedHealth. Optional choices to clients based on personalized health care needs. *Life Insurance and Financial Contracts/Appointments:* Transamerica (senior producer, training, and recruitment).
- Certified through America's Health Insurance Plans Organization (AHIP)
- Currently licensed in the following states: California, Georgia, Nevada, Washington State, and Ohio

4/2004-5/2011 **Critical Care Oncology Hospital Account Specialist** - Eisai Pharmaceutical Inc., Woodcliff Lake, NJ

Pharmaceutical and Device Sales

- Managed sales and marketing to the top 20 hospital accounts in northern California, oncology infusion clinics, and pharmacy directors. Called on hematologist, oncologists, orthopedic surgeons, cardiologists, and internists for the promotion of *Fragmin, Dacogen, and Aloxi*
- For the promotion of *Aricept, Cerebyx, and Aciphex*; called on neurologists, psychiatrists, and internists
- Sales and marketing of the *Fragmin® UltraSafe Passive Needle Guard®* safety pre-filled syringe
- Strong clinical and a managed care background was beneficial in achieving sales goals, enhancing professional relationships, developing key opinion leaders, and hospital formulary wins
- Eisai's *hhc* mission was met through ongoing support of local oncology, pharmacy, mental health, and Alzheimer associations meetings and support. Eisai's Visions and Values Synergy team member, 2005
- **Pinnacle Award:** 2004, 2005, 2006, and 2007; **Hhc Award:** 2004-2007
- **Nightingale recipient, 2009 - ranked 5th in the Oncology Business Unit - four formulary wins resulting in 232% goal attainment**

Pharmaceutical Sales Specialist II - AstraZeneca Pharmaceuticals LP, Wilmington, DE.

- A specialty care institutional representative in the CNS division, calling on top bay area neurologists and psychiatrists for the promotion of an atypical antipsychotic (*Seroquel*) and a triptan (*Zomig*).
- Responsible for calling on hospitals, mental health clinics, and correctional facility accounts
- Successful sales and relationship building were accomplished through the support of grand rounds, case studies, presentations to P & T committees, lunch and learns, roundtables, CME programs, journal clubs, speaker programs, and development of KOLs.
- Consistently achieve formulary and preferred status of represented medications
- **Personal market share experienced continued growth-- ranked among the top**

10 CNS Institutional Sales Specialists in the western region, spring '03.

8/1996-9/2001 **Managed Care Enrollment Specialist** – Cigna Healthcare, Oakland, CA

Permanent Part-time

- Licensed Health and Life insurance broker/agent
- Health insurance sales and product marketing, enrollment staff recruitment, training, and coordination. Knowledge of HMO, PPO, POS, FFS plans, and FSA
- Sell and presentation of Cigna's insurance products, account servicing, and conducting enrollment health presentations and health fairs for established and potential employer group clients
- A full body of knowledge of medical health and dental products, formularies, disability insurance, life insurance, long-term care, and spending account benefits were essential and utilized

EDUCATION:

concentration in Kent State University, Kent, OH. **M.A. Applied Sociology**, with a
Mental Health and Research. **B.A. Social Work** with a minor in **Psychology**.

LICENSED/CERTIFICATION HISTORY:

- Life & Health Insurance Agent - California, Georgia, Nevada, Washington State, and Ohio Departments of Insurance
- America's Health Insurance Plans (AHIP)
- US Oncology University, Inc. Curriculum of Study course completion, Dallas, TX, 2009
- Ohio State Board of Social Workers and the Ohio Board of Realtors.
- *CBEST*, State of California, Department of Education

OUTSIDE INTERESTS:

I am a 50-year member of a social sorority; and currently serve as a Co-chair to their 'Our Senior' Committee.

I enjoy jazz, fitness walking, piano, line-dance, sewing, computers, and an annual international 'Girls Trip' to a place unknown with my daughter and twin 17 yr. old grand-daughters.

Profile

Lisa

First Name

Ruth

Middle Initial

Maui

Last Name

[Redacted]

Email Address

[Redacted]

Street Address

[Redacted]

City

[Redacted]

State or Zip

[Redacted]

State

[Redacted]

Postal Code

[Redacted]

Primary Phone

[Redacted]

Alternate Phone

Rebuilding Together Oak and East Bay

Employer

Executive Director

Job Title

Which Boards would you like to apply for?

Commission on Aging: Submitted

Interests & Experiences

Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.

I currently serve as Executive Director of Rebuilding Together Oak and East Bay beginning in 2014. During this time I have partnered with multiple city governments (Oakland, Hayward, San Leandro) and the Alameda County Healthy Homes Department, SIPP Program and the Social Services Agency. I work with a large number of businesses providing financial and technical support to achieve healthy housing for seniors. I have developed relationships with county supervisors, mayoral leadership and city council members serving the above referenced cities, and state officials. As part of the majority of our work, we partner and collaborate with the mandated CBOs throughout the county and state serving similar populations breaking down silos providing cross referrals and resources. I am an attorney, a good standing, admitted to the United States District Court for the Southern District of New York, and the New York State Supreme Court First Department. In my role as a commercial litigator I worked on bank fraud cases that severely impacted order adult investors wiping out the savings and assets. I also have extensive experience in thought leadership in that various leading scenario projects using processes developed by the Global Business Network (now Monitor), the World Forum International Working Group on Peace Building and other national and international CBOs working on the ground with vulnerable populations including children in conflict zones, and disenfranchised communities. For more than 25 years we provide services to order adults performing home modifications and home rehabilitation. We build community partnerships that rejuvenate neighborhoods rehabilitating homes owned by low-income homeowners and non-profit facilities that serve low-income communities. We may also serve rental properties in certain circumstances. With the support of skilled and unskilled volunteers we ensure the safety, comfort and independence of our clients, particularly the elderly and disabled who are at very-low, low or low-moderate income based on the Alameda County Area Median Index (AMI). Ninety percent of households served by Rebuilding Together Oak and East Bay have a resident over the age of sixty-two. One hundred percent of our clients have mobility issues that make it difficult to remain safely at home.

Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.

[CV Lsa Ma u November 1 2022.docx](#)

Upload a Resume

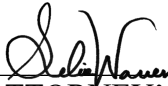
Please paste the text of your resume or curriculum vitae below.

Please click the acknowledgement below.

Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.

I Agree *

APPROVED AS TO FORM AND LEGALITY


CITY ATTORNEY'S OFFICE

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

INTRODUCED BY MAYOR SHENG THAO

RESOLUTION CONFIRMING THE MAYOR'S APPOINTMENT OF JACQUELINE JOHNSON, LISA MALUL, AND ROBERT SCOTT AS MEMBERS OF THE COMMISSION ON AGING

WHEREAS, Section 601 of the City Charter provides that members of City boards and commissions shall be appointed by the Mayor subject to confirmation by the affirmative vote of five members of the City Council; and

WHEREAS, Ordinance No. 9921 C.M.S., adopted May 13, 1980, and amended in 1985 by Ordinance No. 10561 C.M.S., in 1989 by Ordinance No. 11081 C.M.S., and then in 1995 by Ordinance No. 11773 C.M.S., establishes the Commission on Aging to advocate for the elderly and serve as an advisory Board to the Department on Aging; and

WHEREAS, the Commission on Aging consists of eleven (11) members serving not more than two consecutive three-year terms; and

WHEREAS, the Honorable Mayor Sheng Thao has appointed Jacqueline Johnson, Lisa Malul, and Robert Scott to serve three-year terms, subject to confirmation by the City Council; now therefore be it

RESOLVED: That pursuant to City Charter section 601, the City Council hereby confirms the Mayor's appointment of:

Jacqueline Johnson, to the Commission on Aging to serve a three-year term beginning on September 2, 2023 and ending on September 1, 2026, filling the vacant seat previously held by Dianna Garrett.

Robert Scott, to the Commission on Aging to serve a three-year term that began on September 2, 2022 and ending on September 1, 2025, filling the vacant seat previously held by Toni Gomez.

Lisa Malul, to the Commission on Aging to serve a three-year term that began on September 2, 2022 and ending on September 1, 2025, filling the vacant seat previously held by Michael Coleman.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FIFE, GALLO, JENKINS, KALB, KAPLAN, RAMACHANDRAN, REID, AND
PRESIDENT FORTUNATO BAS

NOES –

ABSENT –

ABSTENTION –

ATTEST: _____
ASHA REED
City Clerk and Clerk of the Council of the
City of Oakland, California