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1. Motivation -- Why did you choose to run for the Healthcare District Board? *I have participated in a variety of community service activities since returning to my hometown in 2000, including 8 years on the Alameda Board of Education and 6 years on the board of the Alameda County Community Food Bank. My involvement in the community has helped me to recognize the critical niche served by the local Alameda Hospital. Masters' degrees in business and public health and experience working in Washington DC for the Medicare program, give me a strong foundation for identifying health care needs and developing policy options. While I have accomplished many things as a school board member and in other civic pursuits, I have come to realize that my passion is to ensure access to health care in my community. It will require experienced leaders like me to ensure that Alameda residents benefit from the Alameda HealthCare District's 2014 affiliation with Alameda Health System and from the opportunities provided by the Affordable Care Act. I am a candidate for the Healthcare District Board because I have the experience and skills to move the district forward, and protect the critical community resource that is Alameda Hospital.*

2. Program and Priorities -- Elected office provides the opportunity to proactively lead by placing new ideas on the agenda for consideration and development. What are some specific ideas you intend to pursue if elected? What do you believe are the main priorities for the Healthcare District Board? *There are many opportunities for Alameda Healthcare District, but the first priority must be to ensure the safety of patients and staff. That is why the partnership with the Alameda Health System is so critical – because it provides funds for the immediate \$12 to \$15 million in seismic repairs that will keep the aging hospital open, safe and accessible. Along with that priority, we must move forward with a renewable, efficient facility infrastructure as much as possible. Therefore, as the seismic improvements commence I will make sure that old inefficient HVAC systems with higher efficiency less burdensome systems. As I did when on the Board of the AUSD, I will direct management to recycle at all points in the purchasing and distribution system, and ensure that vendors use recycled materials whenever possible. One of the opportunities of the partnership between Alameda Healthcare District (Alameda Hospital) and Alameda Health System will be more local employment as the hospital census increases and the surgical volume increases. Finally, I look forward to discussing the options for a*

*geriatric specialty at Alameda Hospital, and the potential to bring back obstetrics which would be welcomed by many younger families that are moving to Alameda.*

3. Qualifications -- Please give a brief summary of your background and qualifications for the office of Healthcare District Board. *I successfully applied to a vacant seat in 2013 and was approved by the full board. Since then I have worked with my colleagues to ensure that our valuable Alameda Hospital remains open by establishing a partnership between Alameda Healthcare District and Alameda Health System. My effectiveness and ability to work towards a common goal was demonstrated when my Healthcare District board colleagues selected me to represent the Board to the Alameda Health System Board. I have more than 20 years of public policy experience in federal, state and local government. My position in the US Department of Health and Human Services Medicare program provided many opportunities to lead policy development and to implement program change. My accomplishments at HHS included drafting regulations to implement legislation, identifying policy changes necessary to expand health care coverage, and advising the Agency's leaders about environmental opportunities and threats. When I was chosen for a detail to the Office of Vice President Al Gore I led a project to expand access to the new Healthy Families program and became proficient at forming executive-level partnerships across federal and state agency lines. As my understanding of community-based decision-making grew, I ran for and was elected to my local school board, where I led the District for 8 years. My accomplishments while on the school board included establishment of policies to improve health and reduce bullying.*

4. Emergency Care -- It appears that many emergency patients are not actually sent to Alameda Hospital. What therefore is the purpose of the hospital's emergency care facility given that paramedics have been directing emergency patients to other hospitals? Are any plans currently being implemented which would change this situation? *In 2013, there were 13,538 visits to the Alameda Hospital Emergency Department (AHED). Alameda residents calling 911 for emergency transport by ambulance were most often taken to AHED because it was the closest full-service facility with an emergency physician available 24 hours a day 7 days a week. Given these statistics, and my direct oversight of the AHED program during the past 18 months as a director of the Alameda Healthcare District, I would submit that there is no evidence that patients with emergencies who are transported by ambulance are being diverted from AHED. I am not aware of any issue of paramedics directing emergency patients to other hospitals. AHED is a comprehensive healthcare provider, with a certified stroke center, a cardiac care unit and an intensive care unit on site, and experienced emergency physicians. The partnership between Alameda Healthcare District (AHCD) and Alameda Health System (AHS) will likely lead to even greater use of the AHED as patients who might have driven to Highland Hospital for emergency care go instead to AHED.*

5. Financial Security -- Alameda Hospital has been struggling on the edge of financial security and many citizens envision the hospital eventually having to close. What proposals would you bring to the hospital board to secure its survival? *Despite the 2002 passage of a parcel tax of \$298 per residence, and the establishment of several new revenue-producing health care services, the Alameda Hospital has only been able to provide acute care services to the community without losing money through partnerships with other healthcare providers. The first of these partnerships was with Kaiser, which gave Alameda Healthcare District much-needed operating revenue in exchange for providing Kaiser surgeons access to under-utilized operating rooms. When that partnership ended in 2010, Alameda Healthcare District was once again in need of a partner to support the emergency and acute care services which continue to be reimbursed at a relatively lower rate. The new and unique partnership between the Alameda Healthcare District/Alameda Hospital and the Alameda Health System will secure the survival of the acute care and emergency services that are critical resource for the island of Alameda – now and into the future.*

6. It is known that Alameda Hospital has substandard retrofit issues and that the cost of rehabilitation is well beyond the budget of this city run facility. What solutions will you bring to the board to solve this problem? *The partnership between Alameda Healthcare District and Alameda Health System will have an immediate impact on the seismic stability of Alameda Hospital. The Alameda Health System has agreed to fund the immediate state seismic upgrades beginning in 2016, at a cost of up to \$15 million. The partnership will also positively impact the aging hospital infrastructure and improve systemic technology.*

7. Endorsements -- Who has endorsed you so far? Who do you expect to endorse you? *At this time I am focusing on obtaining endorsements from significant organizations such as the Green party. In previous elections I have received the support and endorsement from labor unions, democratic organizations, the Sierra Club, and local newspapers. I hope that once the interview process is complete that I will have the backing of many of those critical community resources.*

8. Campaign Funding -- How much money do you currently have for this race? How much money do you plan to raise? Where will the money come from? Describe sources of financial contributions for your campaign that you would refuse to accept (if any). *I do not anticipate raising funds for the campaign. If there is an opportunity to do so I will raise funds to conduct outreach, but I at this time I am not asking for donations.*

9. Anything Else? -- Is there anything else you would like us to know about you? *I thank you for this opportunity to share information. As a former board member of the Alameda League of Women Voters, I worked hard to accomplish many of the Green Party values of legislative transparency, campaign funding reform, and educational equity. Your organization is a critical resource for our community, and your endorsement of my campaign would send a message of my effectiveness as an elected leader.*

*Tracy Jensen  
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