



ALAMEDA COUNTY MEDICAL CENTER

Highland Campus • Fairmont Campus

John George Psychiatric Pavilion • Ambulatory Healthcare Services

STRATEGIC PLANNING COMMITTEE MEETING

Monday, November 19, 2012

Central Administration Offices Located at Highland Hospital

1411 East 31st Street Oakland, CA 94602

Barbara L. McElroy, Clerk of the Board

(510) 437-8468

MINUTES

THE MEETING WAS CALLED TO ORDER AT 4:32 P.M.

ROLL CALL WAS TAKEN; THE FOLLOWING TRUSTEES WERE PRESENT:

Floyd Huen, MD, J. Bennett Tate, Ilene Weinreb, and Barry Zorthian, MD.

Stanley M. Schiffman was excused.

TAB #2 ACTION: Approval of Minutes

ACTION: *A motion was made, seconded, and approved the Minutes from the September 17, 2012 Strategic Planning Committee Meeting as presented.*

MOTION: *Trustee Tate*

SECOND: *Trustee Zorthian*

AYES: *Trustees Huen, Tate, and Zorthian*

NAYS: *None*

ABSTAIN: *None*

ABSENT: *Trustees Schiffman and Weinreb (Trustee Weinreb arrived after the approval of the Minutes)*

TAB #3 REPORT: Chief Strategy and Integration Officer Report

Warren Lyons, Chief Strategy and Integration Officer, provided an overview of the agenda.

With the adoption of the three-year strategic plan at the October Board Retreat, ACMC enters the implementation phase within the context of a re-elected President Obama and Democrat majority Senate to preserve health care reform yet manage the fiscal "cliff" that could affect future health care payments.

The special California December legislative session devoted to health care will likely clarify some important questions about Medi-cal coverage expansion, Covered California plan designs and the impact on County realignment funding for the uninsured.

The planning and budgeting process will adjust its assumptions to position ACMC for continued success as federal, state, and private sector health care reforms evolve.

Election results that affect ACMC will be reviewed as well as ACMC's multi-year re-branding, marketing and communication plans that support the strategic goals.

As requested by Board members, a draft strategic scorecard and initial implementation steps will be reviewed.

ACMC's media profile has enjoyed significant positive exposure with the commercial release of The Waiting Room and the ongoing attention to the film fits well into the re-branding strategy.

Finally, as requested at the October Board Retreat, the Physician Organization structure, as part of the strategic plan, will be addressed at the November Board of Trustees meeting.

TAB #4 REPORT: Healthcare Reform/Legislative-Regulatory Update

Patricia Barrera, J.D., Director of Legislative Affairs & Community Advocacy, provided an overview of current legislative updates as follows:

- 2012 Presidential Election
- 2012 Elections and ACMC Legislative Delegation
- County Health Care Reform Hearings
- State Legislative Session
- California Health Benefit Exchange (CHBEX)
- Federal Lame Duck Session

The Committee discussed legislative issues and how they may affect ACMC moving forward.

TAB #5 INFORMATION: Strategic Plan Implementation & Draft FY17 Strategic Scorecard

Mr. Lyons presented the Strategic Plan implementation and draft strategic scorecard.

COMMUNICATION AND EDUCATION

- Communicate key elements of ACMC strategic plan to internal and external constituencies to ensure priorities are aligned for the future
- Create a short summary collateral document about the strategic plan for distribution to stakeholders and use at meetings
- Post the strategic plan and summary document on intranet and internet
- Conduct briefing meetings at employee forums, medical staff department meetings and other internal groups when we also discuss our revise mission and vision statements
- Meet with external stakeholders such as other safety net provider clinics, hospitals, elected officials/staff, community benefit organizations
- Coordinate strategic plan communication with the Alameda County Health Care Foundation

STRATEGY WORK GROUP AND FUNDING

- Use the strategic plan goals and metrics of success as guidelines and criteria when preparing the FY14 operating and capital budget
- For each strategic goal and sub-goal, assign a leadership “owner” or “sponsor” who takes responsibility for leading work groups to develop business and program plans that are sufficiently funded for the appropriate budget year
- Identify and fund necessary external resources to support designated strategic goals to ensure accelerated implementation
- System Transformation Center coordination of strategic initiatives and interface with business as usual operational projects
- DSRIP funding approval for strategic goals and strategies that help achieve DSRIP milestones

STRATEGY STATUS AND SCORECARD

- Provide project management office support to ensure consistent and timely oversight on implementation status of strategic plans
- DSRIP milestone quarterly reporting to include strategic business plans that have been funded by DSRIP
- Use a Strategic Scorecard that quantifies key operating indicators expected to be achieved in the next three to five years
- Annually review the strategic plan for refinements required by changes in current assumptions due to as yet unknown developments

The Committee discussed various aspects of the Strategic Plan implementation process. Specifically, the status of obtaining new facilities and establishing partnerships. Discussion also ensued to clarify the dual eligible process.

TAB #6 REPORT: Re-branding, Marketing, and Communication Plan

Mr. Lyons and Vintage Foster of AMF Media Group presented the Re-branding, Marketing and Communication plan.

Highlights included:

- FY 2012 Recap – Phase One: What has been accomplished
- Review of the approved re-branding visuals for each facility.
- Phase Two: Letting Them Know
Objectives:
 - Transition the organization into a house of brands
 - Strengthen opinion and consideration among existing payer mix of the medical center through with an awareness campaign featuring the new and refurbished brands
 - Introduce the Alameda Health System brand to a population of future patients (insured) as a new entry into the marketplace
 - Drive greater community and customer participation to key service lines and major events
 - Build on FY2012 PR momentum
- Internal Strategy & Tactics
- Internal Messaging Campaign
- Internal Marketing Communications Roadshow
- External Strategy & Tactics
- Launch New Brand Creative Campaign
- Launch immediately after the annual community meeting

The Committee discussed how the information regarding the Affordable Care Act will be conveyed to consumers. Also discussed was utilizing The Waiting Room as a marketing tool for the organization.

TAB #7 INFORMATIONAL READING

Mr. Lyons highlighted the informational reading list:

- A. Exchange Plan Official Name and Selection Dates
- B. Health Insurers Line up to Compete
- C. Alameda Alliance for Health – Presentation to Health Committee

D. Community Health Care Network – Presentation to Health Committee

Trustee Zorthian asked about mini-fellowships and if ACMC was continuing this endeavor. Staff clarified that fellowships would begin in 2013.

TAB #7 INFORMATION: Issue Tracking & Follow-up

There were no outstanding issues to discuss. Mr. Lyons reported that the 2013 Committee calendar would be presented at the January, 2013 Strategic Planning Committee meeting.

TAB #8 REPORT: Legal Counsel's Report on Action taken in Closed Session

Douglas B. Habig, General Counsel, reported there was no Closed Session.

Public Comments: None.

Board of Trustees Remarks: None.

ADJOURNMENT: The meeting was adjourned at 5:55 p.m.

Respectfully Submitted by:

Barbara L. McElroy,
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:



Douglas B. Habig, Esq.
General Counsel