



**SPECIAL STRATEGIC PLANNING COMMITTEE MEETING**  
**THURSDAY, April 16, 2015**

**Conference Center Located at Highland Care Pavilion**  
1411 East 31<sup>st</sup> Street Oakland, CA 94602  
Marla D. Cox, Clerk of the Board  
(510) 535-7515

**LOCATION:**

Open Session: HCP Conference Center

**MINUTES**

**THE MEETING WAS CALLED TO ORDER AT 4:06 PM**

**ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:**

Kinkini Banerjee, Michele Lawrence, Tracy Jensen, and James Lugannani.

**TAB #1**

**DISCUSSION: AHS Strategic Plan 2012-2015 Update**

Kinkini Banerjee, Chair, defined the purpose of the meeting as a planning session for the upcoming Board Retreat discussion.

CarlaDenise Edwards, Chief Strategy Officer, clarified that the Strategic Plan that was adopted in 2012 was a 10 year plan, through 2022. This plan defined 6 specific pillars/goals, with a 3 year plan defining the strategy and milestones used to measure progress towards these goals. It is the staff's recommendation to focus on the 6 key pillars that were previously established in 2012. The strategies and tactics that are set to expire in 2015 should be the main focus at this time. The CSO also pointed out that the strategic planning process would not necessarily be a change in our goals. It would be an evaluation of the goals that were set in 2012, a status update as of 2015, and what the next steps are to achieving or changing those goals.

Trustee Jensen requested that staff provide historic data and institutional knowledge for items that are part of the strategy plan and for any outside factors that may influence the current and future direction of the plan. The Committee agreed that they would like to see an explanation of external changes that affect the organization. Trustee Banerjee pointed out that a discussion should take place that takes into account our current situation in order to evaluate the organization's priorities. The Committee would like to see which goals were met and which were not met, as well as a review as to why certain goals were not met. Trustee Lawrence requested that the retreat report include a definition of what our goals, objectives, tasks, and targets are. This will clarify where we stand in the process.

The Committee reviewed a sample document outlining a specific strategic goal including history, priority, and objectives in depth. The Trustees provided the CSO feedback as to the structuring of the document for the Board Retreat.

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The Committee further discussed the Board Agenda structure and discussion topics. Trustee Banerjee noted that we need to stabilize the system before we embark on longer process goals and projects. The Committee would like this discussion to focus on getting the Board up to date on the current status of the system in order to provide a shared baseline understanding and vision.

**Public Comments – None.**


**Board of Trustees Remarks – None.**

**ADJOURNMENT – 5:05 PM**

Respectfully Submitted by:

  
Marla D. Cox  
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by:   
Mike Moyer  
Interim General Counsel