

AHS Board of Trustees Strategy Play Book

Key Areas of Focus for Governance

Information for Our Review

CEO Performance Management

Given the complexity of what we must oversee, our effective governance depends on keeping a final version of this playbook in front of us at each meeting to understand that our calendar of activities is governed by this big pix.

AHS Operational Goals

REQUESTED

Establish

Establish foundational competencies and infrastructure in key areas of care delivery.

Provide

Provide the highest quality of care and patient experience for AHS's patients.

Achieve

Achieve sustainability, and budget targets through a combination of operational efficiencies and revenue maximization efforts.

Address

Address access and throughput issues in the system to provide unhindered access and care to AHS's population.

Evaluate

Evaluate services portfolio across Strategic Business Units and develop a phased plan, for optimal growth/consolidation under population health management.

Develop

Develop and sustain a system-wide culture of excellence that supports AHS mission and meets the needs of the diverse patients we serve.

AHS Pillars

*Every activity and
initiative must
advance one or more
of our pillars*

Access

Sustainability

Network

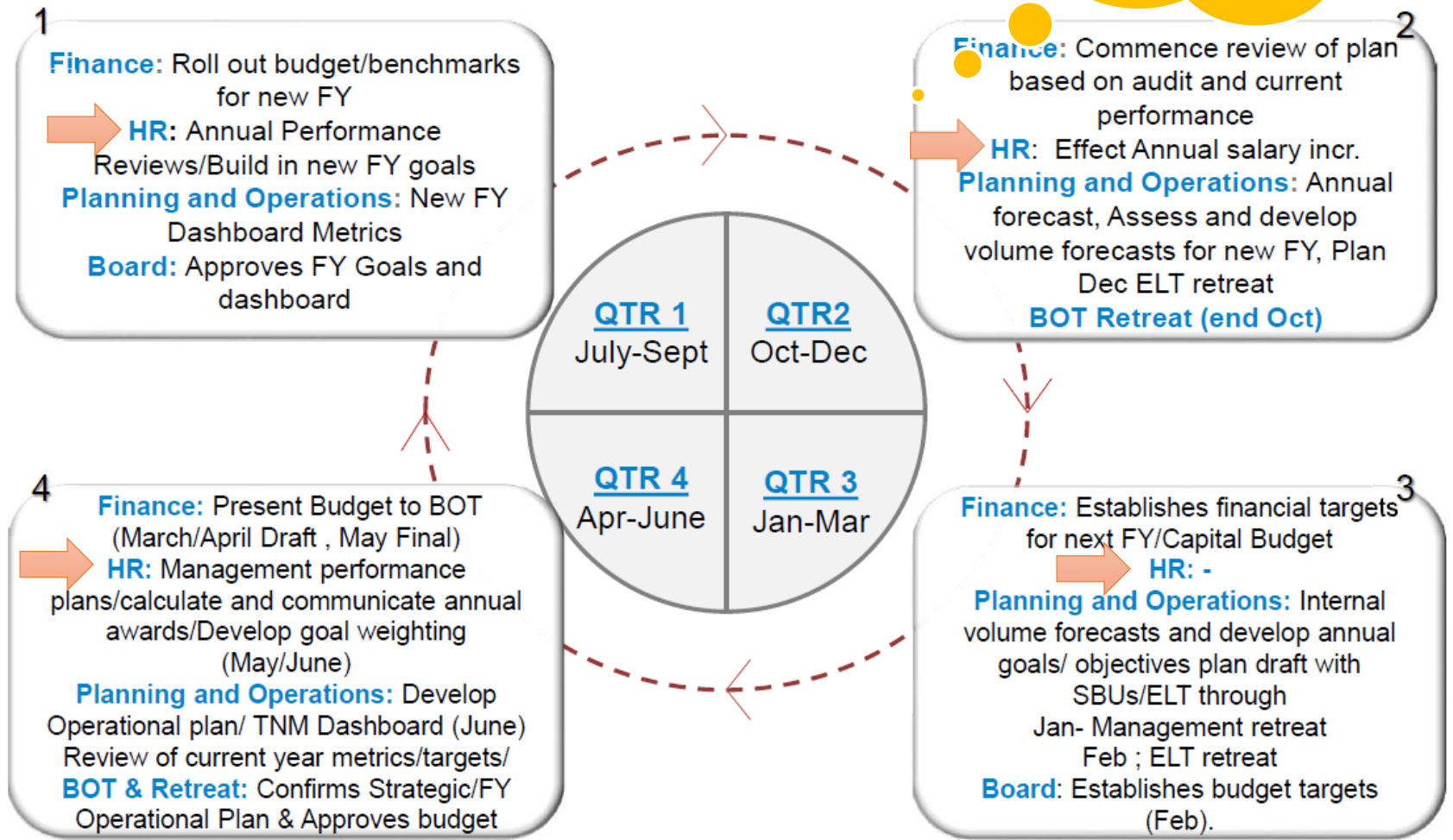
Integration

Experience

Workforce

Detailed Annual Strategic & Financial Planning and

This was so helpful but too limited, especially on detail of HR Activities



FY 2019 Budget Process

This detail would be wise to mirror for HR and Quality, see examples to follow



Process	<p>1</p> <p>Dec- January</p> <p>AHS ELT developed FY2019 DRAFT Objectives and Goals</p> <p>Volume Statistics (baseline) developed using quantitative trend projections and shared with SBUs for feedback.</p> <p>Baseline Budget developed using actual (6 months), and benchmarks to inform recommended targets for FY2019</p>	<p>2</p> <p>Feb-March</p> <p>AHS Staff and Leadership retreat (Feb) receive feedback on proposed operational plan for FY2019. Budget process and goals shared with AHS.</p> <p>Budget Training to AHS department leaders.</p> <p>Budget targets distributed to SBUs/departments.</p> <p>Budget Oversight reviews from Feb-March for all SBUs/Support services.</p> <p>Budget update provided to Finance Committee in March</p>	<p>3</p> <p>April - May</p> <p>Budget Process, assumptions and draft proforma- presented to Board at April Board retreat for feedback.</p> <p>Budget Oversight committee will address any outstanding questions and develop final draft of FY2019 Budget.</p> <p>SBUs/Support services to review final budget and targets.</p> <p>AHS staff to develop operational plan detailed plans- SMART goals and TNM dashboard draft</p> <p>FY2019 pro forma to be presented at Finance Committee in May.</p> <p>FY2019 pro forma to be presented to full Board in May.</p>	<p>June- July</p> <p>AHS staff to finalize TNM dashboard draft FY 2019.</p> <p>Board Approval process for Budget FY 2019 at June Finance committee and at Full Board June.</p> <p>FY 2019 Operational Plan/TNM dashboard for approval (June/ July)</p>
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FY 2019 Human Capital Development Process



Board Specific Planning Activities

Board Reviews Human Capital Development Plan

Board Reviews CEO and C-Suite 360 Evaluations

Conduct CEO Annual Performance Review

Board determines CEO Annual Salary Increase and Contract

Reports out to the Board on key progress in the following Human Capital Planning Areas:

- Provider Wellbeing
- Status of Succession Plan for C-Suite
- Talent Pipeline Development

- Organizational Learning Program
- Professional Development
- Diversity and Inclusion initiatives

- Performance Management Systems
- Employee Onboarding Program

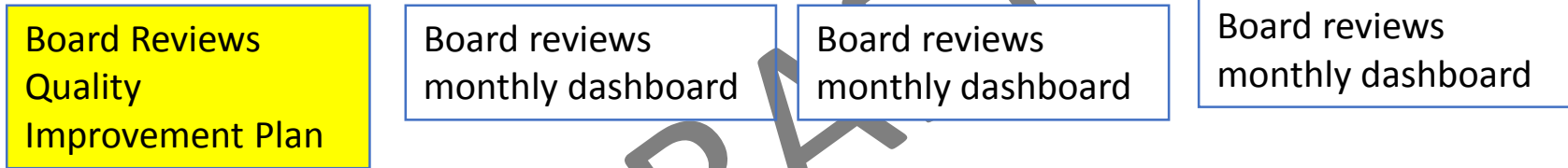
- Annual Employee Engagement Survey Results Review
- Labor Relations
- Employee Benefits and Retirement Plan

We talk about all of these but not systematically

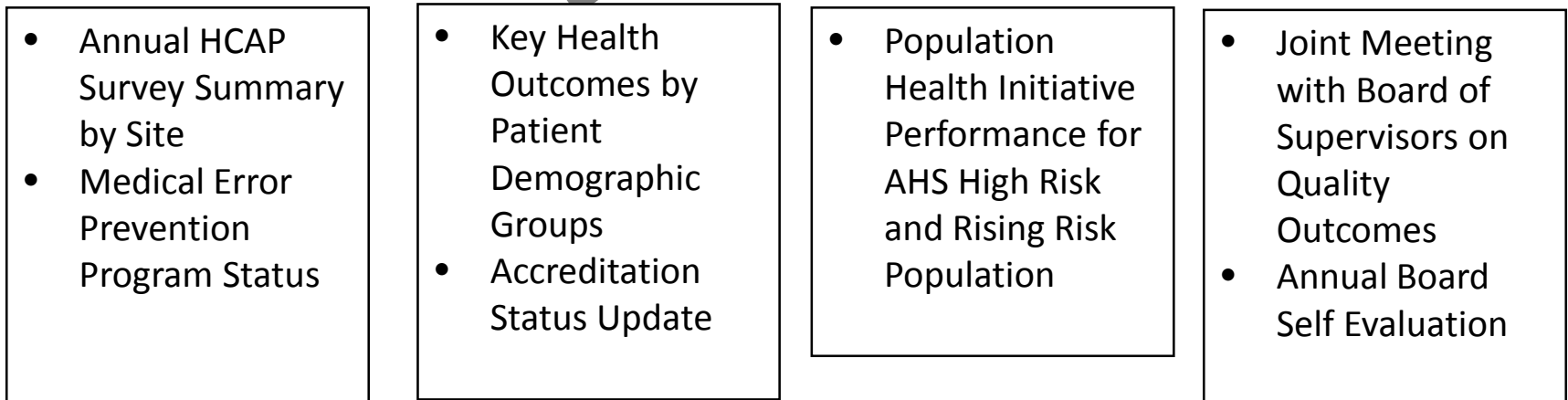
FY 2019 Quality Improvement Process



Board Specific Planning Activities



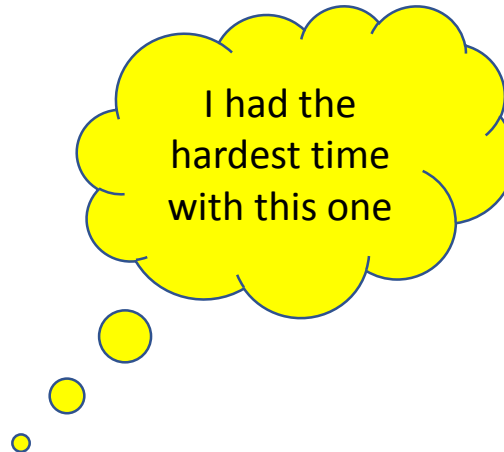
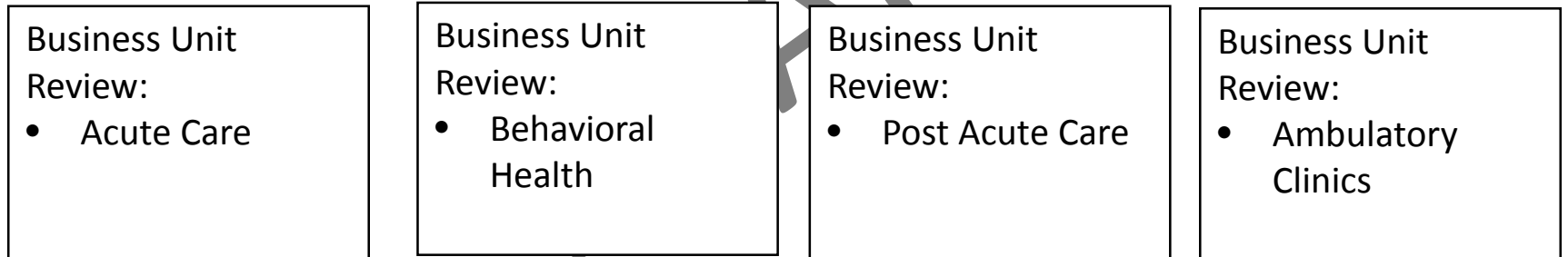
Report out to the Board on key progress in the following additional Quality Performance Metrics:



FY 2019 Operational Reviews



Board Specific Planning Activities



CEO Reporting to the Board

MONTHLY

2 Pages + Dashboard

- A Mission Moment
- A brief Narrative on the AHS Performance Dashboard—Bulleted List of Call outs on Successes and Challenges
- Key Priorities for the Month Ahead (Bulleted List)

This document is to be included in the Board Packet for open review at our monthly meetings.

QUARTERLY

4 pages

- Key Activities Advancing Operational Goals (this is a bulleted list of successes, opportunities, and at risk for EACH goal)
- Progress on Pillars
- Organizational Pulse Check*

*I suggest we ask that Tony search for a digital platform that can be used to gather feedback and suggestions for improvement using smart phone enabled technology

CEO Evaluation For the Board

Self Evaluation Statement (2 Page Summary)

- A Brief Reflection on formal 360 Results
- Highlight Sources of Greatest Pride
- Three Key Learnings From the Year Past
- Three Growth Opportunities for the Year Ahead

CEO Performance Review Meeting

1. All board members will have read the Self Evaluation Summary.
2. Questions to clarify comments on 360 Self Evaluation
3. Questions on Performance of AHS Operational Goals

Board Retreat Schedule and Target Activities

Fall Retreat

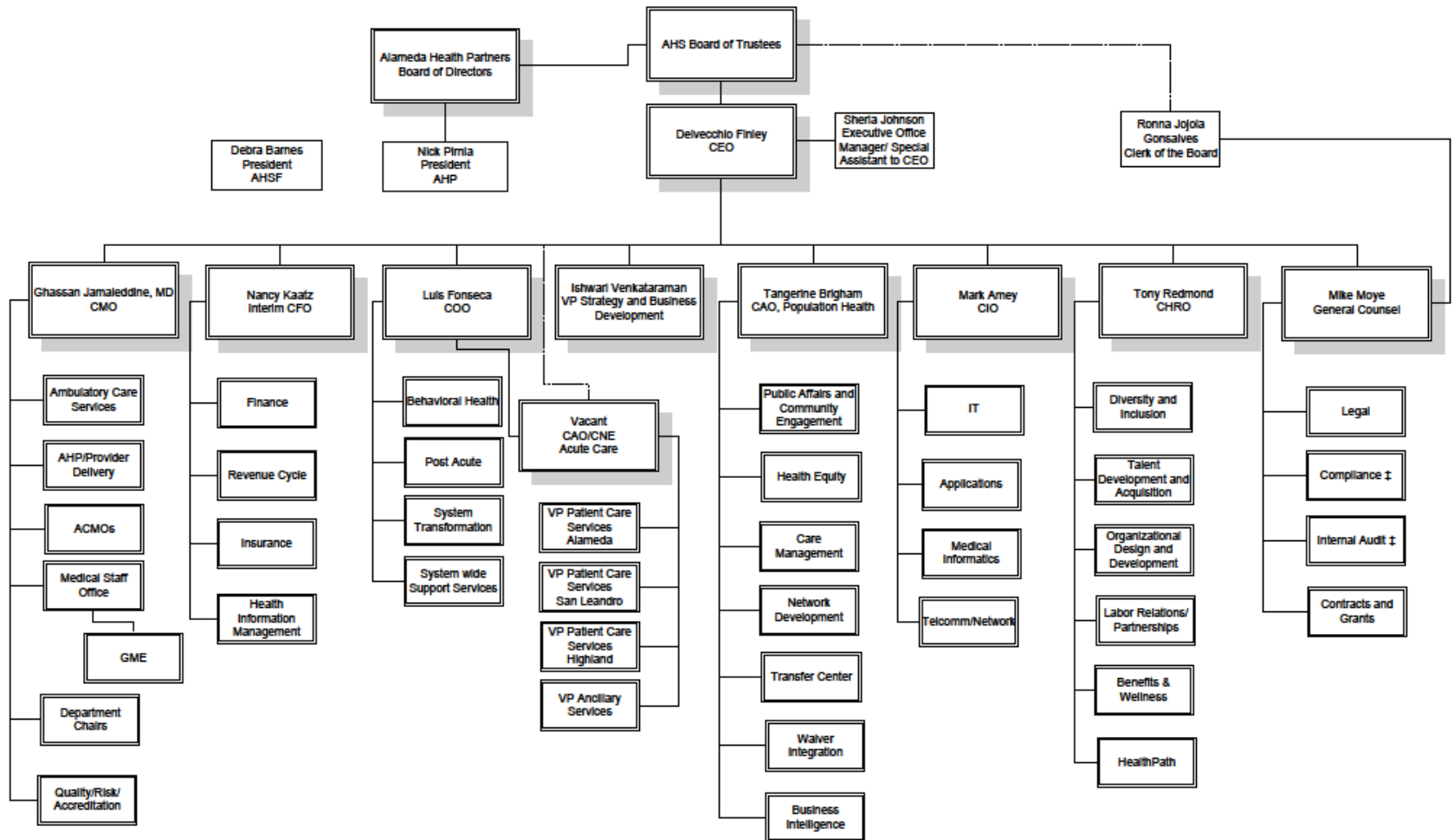
- Update on 6 Operational Goals (Pre-Read Report)—4 hours*
- Lessons Learned --1 hour
- County health needs and trends –2 hours
- Mission Moment – 1 hour

Spring Retreat

- Proposed Budget Review (Pre-Read Summary)—4 hours
- CEO Review – 2 hours
- Executive Session –1 hour
- Mission Moment – 1 hour

*This discussion is key in order to allow for course correction before the CEO evaluation takes place in the Spring.

ALAMEDA HEALTH SYSTEM ORGANIZATIONAL CHART



† Strategy Reports directly to CEO
 ‡ Reports directly to the Board of Trustees/Audit and Compliance Committee and administratively to the General Counsel