



AHS Strategic Planning Update and Discussion
July 24, 2020



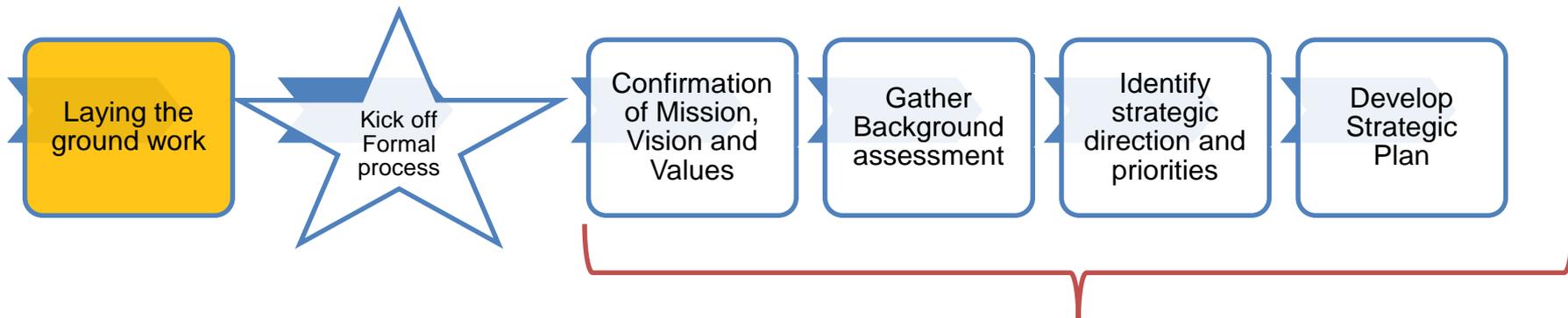
Goals of Discussion

1. Update Board on Status of Strategic Plan effort since February Retreat
 - a. Follow-up on May retreat discussion and next steps
 - b. Frame strategic sub-topics for the afternoon
2. Begin framing board feedback for subsequent engagement with Supervisors on Authority Model and opportunities for improvement

FY 17-21 Key Strategies Accomplished

- ✓ SBU structures defined, key leadership filled and system processes defined to enable communication/management. Pop Health SBU established!
- ✓ WAIVER launched and delivered targets for all fiscal years.
- ✓ AHS Wellness centers capitated for primary care (Alameda Alliance).
- ✓ Ambulatory operations re-designed to PCMH to support capitation - improvements show cased in access metrics.
- ✓ Work force development - HR Leadership Academy established. Just Culture principles rolled out.
- ✓ Rehab project completed and moved Rehab to San Leandro.
- ✓ Integrated San Leandro under CORE license.
- ✓ AHS/County solution for PES overcrowding.
- ✓ Joined EDIE in partnership with Sutter Health and CHCF.
- ✓ Launched and expanded eConsults with CHCN.
- ✓ Home Health Partnership; Health Home Pilot with AAH.
- ✓ HealthPATH rebranding, expansion, and Sim Center opening.
- ✓ Addressed and reduced pay parity issues across system.
- ✓ Established Transfer Center to better manage acute throughput systemwide.
- ✓ AHP/NEWCO leadership and foundational structure building to be completed by July 2020.
- ✓ **SAPPHIRE Epic common EHR platform!**

Steps in Strategic Plan Development



Organizational review and clarity of existing Mission, Vision, Desired Culture and Values

External and Internal assessment to identify key issues and opportunities; Understand competitive position and advantage using:

External market scan & Internal organizational assessment including SWOC analysis

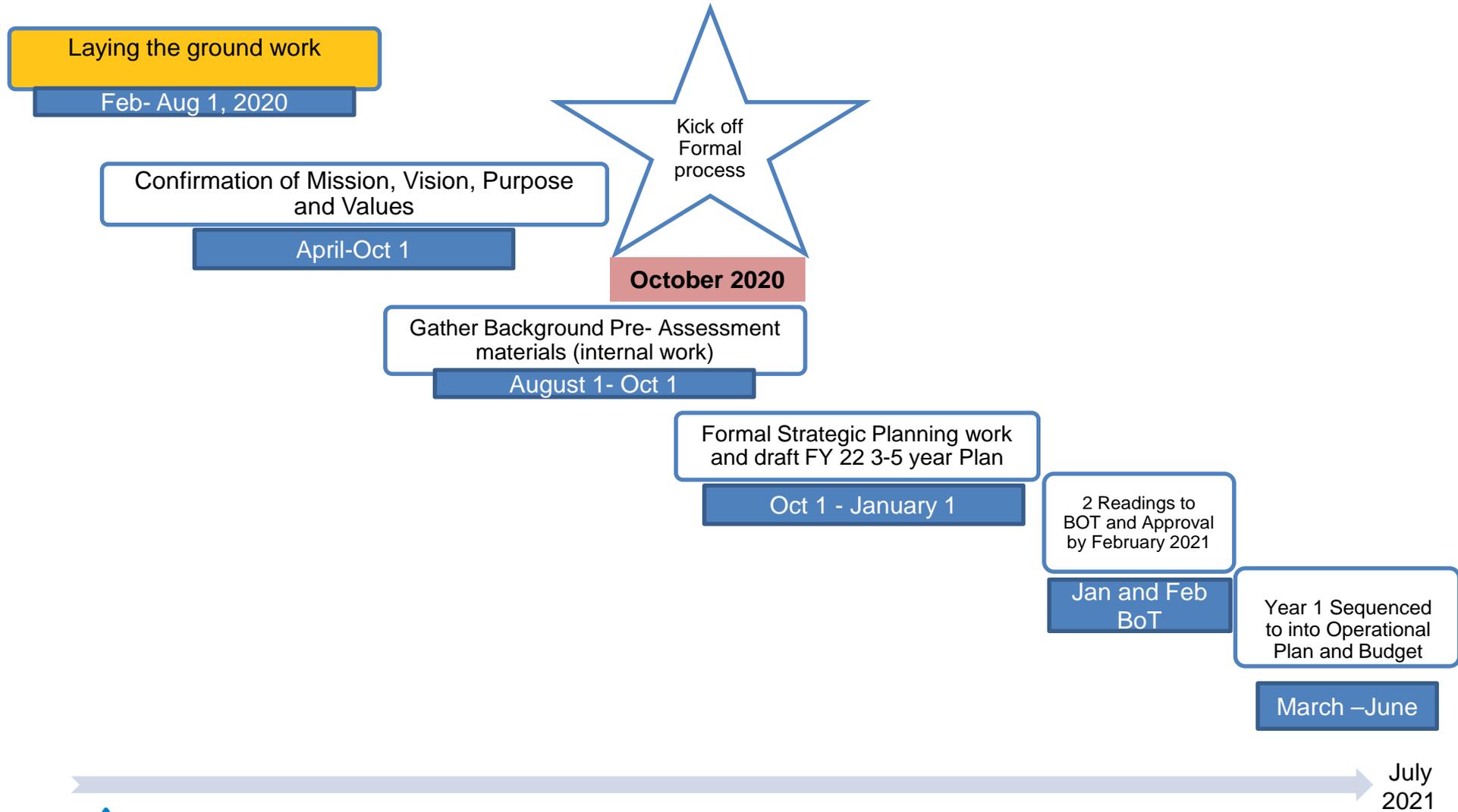
Identify and evaluate strategies to develop best strategic direction and formulate strategies (goals and objectives) to get there.

Develop the 3-5 year Strategic Plan with financial plan.

Communicate Strategic Plan to Internal and external stakeholders.

Translate Strategic plan to Operational Plan and Balanced Scorecard to measure progress. Sequence into Fiscal budget and operations.

Projected Timeline for AHS Strategic Plan Development Calendar 2020-2021



Proposed Calendar for BoT

TIMELINE	PROPOSED STEPS
February BoT retreat	<p>Orient to steps in planning process</p> <p>Provide feedback for proposed timeline and approach.</p> <p>Establish clear direction for end goal and desired process.</p> <p>Decide on oversight and role of BoT in pre-planning.</p>
July BoT retreat	<p>Review staff prepared proposed planning steps and budget under prior established guidelines and review “plan” for planning effort.</p>
September BoT retreat	<p>Review and adopt Values Framework for AHS.</p> <p>Approve “plan” for planning effort.</p> <p>Formal Launch of Strategic Planning effort</p>
January BoT meeting	<p>Reading 1 of Draft Strategic Plan</p>
February BoT meeting	<p>Reading 2 of Draft Strategic Plan</p>
March BoT meeting	<p>Approval of FY22 (3-5 year) AHS Strategic Plan</p>



Best Laid Plans

- TJC Survey
- Global Pandemic- Covid 19
- Global Pandemic II- Structural Racism
- Civil Grand Jury Report



All is not lost

- Pandemic Response has been revolutionary
- HEDI work continues
- AHS Corporate Council established
- Civil Grand Jury Report clarifying
- AHS/AHCD Task Force Report



REVISED Proposed Calendar for BoT

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Future of the Hospital Authority



Public Hearing and Board Discussion
May 22, 2020
Noha Aboelata, MD, Chair

Public Hearing

❑ Discussion Topics

- What options should be explored to ensure AHS can continue to provide essential services without interruption?
- Should there be a more definitive structure to resource community health care delivery needs in years when deficits occur?
- How should AHS address community factors and adequately respond to community-wide needs that are beyond the scope of its resources and mandates?
- What is the process for managing the interdependent role of AHS and the County Departments of Health Care Services, Behavioral Health, Public Health, Social Services, and Sheriff so that AHS can manage the impact of competing priorities that impact our sustainability?



Public Hearing

❑ Discussion Topics [cont'd.]

- What strategies should be pursued to insure AHS has sufficient capital capacity to provide the highest quality care based on community needs?
- If the Supervisors resume direct fiscal oversight of AHS, will this create a more integrated approach to the fiscal realities that must be addressed?
- What strategies can be used to engage the Supervisors in a collaborative process to transition our role with the least disruption to services and quality of care for our community?



Strategic Discussion

- ❑ What are the challenges (structural, financial, etc.) Trustees see with the Authority model as currently configured?