AHS Strategic Plan Prioritization

Alameda Health System Board of Trustees Retreat

March 25, 2022

Agenda

- Timeline and Progress

- Current State at AHS

- Review of Strategic Actions

- Strategic Framework – Discussion and Revision

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Timeline and Progress

Current Timeline

- AHS ELT Retreat – 3/18
  - ◦ ELT members conducted a similar prioritization exercise as we will today
- **AHS Board of Trustees Retreat – Today**
- Week of 3/28 – begin meetings to finalize the language of each pillar
- Mid-April – Present plan to Executive Leadership Team and begin developing communication plan
- May – Rollout plan to constituent groups across AHS and the community

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Current State of
AHS

Transformational Change vs. Foundational Excellence

- Transformational Change is the dramatic evolution of the basic structure of an organization – its strategy, culture, organization, physical structure, supply chain, or processes*.

- Foundational Excellence is a set of core skills, capabilities, and capacity to execute. The focus is on creating competencies and programs that support the organization to deliver on its mission while providing the structure required to undertake complex, aspirational initiatives that will drive transformational change in the future.

> **AHS' ability to meet the needs of its constituents and position itself for an evolving future market require a near-term focus on Foundational Excellence in the strategic plan.**

*Types of organizational change & how to manage them: HBS Online. Business Insights Blog. (2020, March 20). Retrieved March 23, 2022, from https://online.hbs.edu/blog/post/types-of-organizational-change

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Foundational Excellence

- The current draft of the plan focuses on establishing **foundational excellence** over the next five years *to support* a long-term, transformational future for AHS

- Being foundationally focused means the plan:
  - Focuses on delivering the best possible care and experience to our patients by becoming **high-quality, highly reliable, and patient-centric**
  - Addresses opportunities to align available care with patient needs
  - Recognizes that **execution is critical** to the success of the plan
  - **Lays the foundation for transformational change in the subsequent 5-year period**

- Since the plan is not transformational, the plan does **NOT**:
  - Address all possible goals and actions – some will be deferred to the next plan
  - Attempt to address all of today's known challenges
  - Include "leaps forward" in the delivery model or scope of services

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ⓘ Start presenting to display the joining instructions on this slide.

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Considering BEST and initiatives that are currently underway, on a scale from 1 (no capacity) to 10 (full capacity), please rank AHS' capacity to take on more work one year from now:

ⓘ Start presenting to display the poll results on this slide.

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Review of Strategic Actions

Prioritized Actions from ELT

Rank	Pillar	Action	Score
1	Care	Improve quality metrics	14.74
2	Care	Provide meaningful and actionable data, dashboards, and reports to support high quality care	13.05
3	Care Partners	Improve Culture of Safety Survey results	12.95
3	Care	Improve inpatient throughput to leading practice to create additional capacity	12.95
5	Care	Meet timely access to care standards, improve quality of customer service, and meet patients where they are to deliver care	12.74
6	Community	Develop community-based care programs for our patients that keep them out of our hospitals - Expand and grow specialty care	10.84
7	Care Partners	Engrain work standards surrounding equity, diversity and inclusiveness in day-to-day AHS operations	10.47
8	Care	Capture the value of governmental and supplemental funding	10.37
9	Care	Formulate team based multidisciplinary care models that integrate patient's SDOH to better reach and care for patients	10.05
10	Community	Evaluate AHS' role within the community's needs for a behavioral health continuum and deploy programs that support our patients in and out of our hospitals - Establish and grow a BH presence within AHS' overall footprint	9.42

Link to appendix with details

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Prioritized Actions from ELT

Rank	Pillar	Action	Score
11	Community	Develop community-based care programs for our patients that keep them out of our hospitals - Establish a community health workers program	9.37
12	Community	Create a closed-loop feedback system to ensure patients access care and community resources (i.e., navigating outside the AHS system)	8.32
13	Community	Evaluate AHS' role within the community's needs for a behavioral health continuum and deploy programs that support our patients in and out of our hospitals - IOP/PHP	7.84
14	Community	Foster trusted relationships with community and governmental agencies to serve all	7.16
15	Care Partners	Provide public recognition for staff successes	7.11
16	Care Partners	Develop leadership academy for leaders, staff, and physicians	6.84
17	Care Partners	Clearly communicate responsibilities and accountabilities to promote independent decision making	6.26
18	Care Partners	Increase and encourage developmental opportunities for staff available	5.11
19	Community	Establish and engage patient advisory committee to proactively identify opportunities to partner with the community and improve health	4.84
20	Community	Evaluate AHS' role within the community's needs for a behavioral health continuum and deploy programs that support our patients in and out of our hospitals - Establish a Geri-psych unit	2.95

Link to appendix with details

Prioritization Discussion

- Are there any of the 20 strategic actions chosen by the ELT that **should be removed** from the current strategic plan (next 3-5 years)?

  ◦ Why should they be removed (capacity, importance, cost, not enterprise level, etc.)?

- Are there any strategic priorities that were not represented by the actions chosen by ELT that **should be added**?

  ◦ What are these priorities?

  ◦ Why should they be included in the strategic plan for the next 3-5 years?

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Strategic Framework –
Discussion and
Revision

Definitions

- **Pillar:** Defines a group, area, or item of strategic importance

- **Goal:** A high-level, trackable outcome that supports or addresses the pillar

- **Action:** Specific and often measurable actions or groups of actions that support progress to the desired goal

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Pillar Discussion

Guiding Principles

- The ELT utilized these guiding principles while determining the pillars:
  - **Few –** We want all staff and patients to memorize and be able to recite the pillars
    - Alliteration, Short Phrases
  - **Broad –** Encompass all objectives
  - **Clear –** The names of the pillars accurately portray the goals and actions that fall under them

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Current Draft Pillars - Revisions

- **Care Partners**: AHS values its physicians, clinicians, and staff and seeks to grow, engage, and empower them to serve all.

- **Community**: AHS is an anchor in its community and aligns its services to provide a comprehensive continuum of care by providing needed services and bring a trusted partner in its community at large.

- **Care**: AHS provides high-quality care that is accessible to all, supported by leading technology, and is aligned with the principles of health equity and social determinants of health.

Based on the content covered in each of the pillars, is there anything missing that should be present as a pillar in the strategic plan?

How many pillars would we like in total?

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Alternative Pillar Discussion

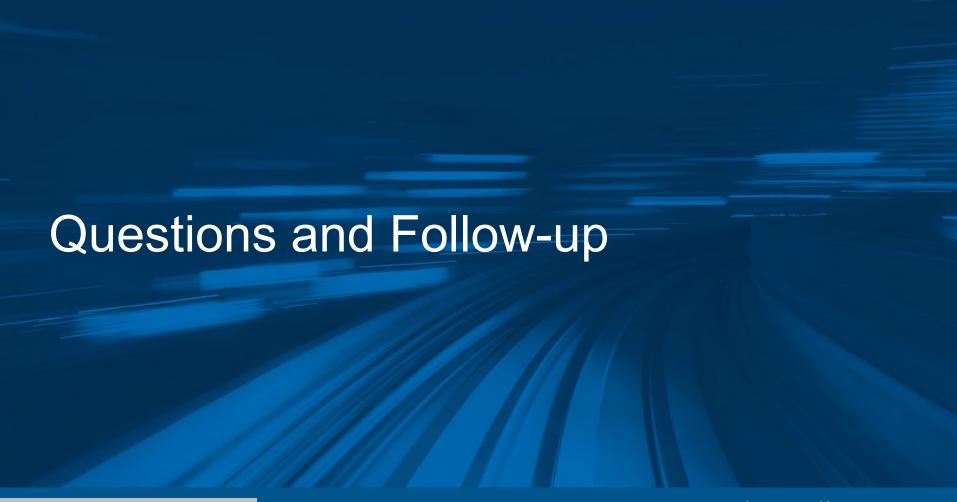| Current Pillars	Alternative Pillar Options
Care Partners: AHS values its physicians, clinicians, and staff and seeks to grow, engage, and empower them to serve all.	**Culture & People:** AHS values its physicians, clinicians, and staff and seeks to grow, engage, and empower them to serve all.
Community: AHS is an anchor in its community and aligns its services to provide a comprehensive continuum of care by providing needed services and bring a trusted partner in its community at large.	**Serving the Community:** AHS is an anchor in its community and aligns its services to provide a comprehensive continuum of care by providing needed services and bring a trusted partner in its community at large.
Care: AHS provides high-quality care that is accessible to all, supported by leading technology, and is aligned with the principles of health equity and social determinants of health.	**Quality & Care:** AHS provides high-quality care that is accessible to all, supported by leading technology, and is aligned with the principles of health equity and social determinants of health
	Sustainability and Fiscal Stewardship: AHS provides care in a fiscally sustainable way that provides value for its patient

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Questions and Follow-up

Appendix

Care Partners Goals

Foster an environment of trust within AHS' leadership, care givers, and care partners

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Improve Culture of Safety Survey results	• Reach top quartile	**Incremental Lift**			X	X
Engrain work standards surrounding equity, diversity and inclusiveness in day-to-day AHS operations	• Develop and deploy diversity and equity scorecard for departments that reflects organizational goals • 100% participation in anti-racism, structural competency, and equity-explicit training • Make health disparity data readily available for all care partners • Define expectations related to recruitment and retention through an equity lens	**Net New**	X		X	X

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Care Partners Goals

Empower staff to make accountable decisions independently in an efficient manner

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Provide public recognition for staff successes	• Recognize employees for leading accountably during leadership meetings and Board of Trustee meetings	**Manageable Effort Level**			X	X
Clearly communicate responsibilities and accountabilities to promote independent decision making	• Implementation of tiered huddles • Establish regular accountability check-ins for middle management • Utilize consistent benchmark data in relation to budget and FTE and equity	**Net New**			X	X

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Care Partners Goals

Invest in internal education/growth programs for our leaders, staff, and physicians

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Develop leadership academy program for leaders, staff, and physicians	• Train X care partners per year	**Incremental Lift**			X	X
Increase and encourage developmental opportunities for staff available internally	• Increase number of trainings and forums provided by X% and define participation expectations • Provide training on crucial conversations for 100% of leaders • Reward performance and growth as part of the annual review process • X number of new certifications and qualifications achieved per year	**Incremental Lift**			X	X

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Community Goals

Partner with resources in our community to deliver a comprehensive continuum of care to our patients

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Develop community-based care programs for our patients that keep them healthy and out of our hospitals	• Expand and grow Specialty Care **Incremental Lift**		**X**	**X**	**X**	
Develop community-based care programs for our patients that keep them healthy and out of our hospitals	• <mark>X</mark> Community Health Workers deployed **Net New**		**X**	**X**	**X**	

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Community Goals

Partner with resources in our community to deliver a comprehensive continuum of care to our patients

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Evaluate AHS' role within the community's needs for a behavioral health continuum and deploy programs that support our patients in and out of our hospitals	• Establish and grow a Behavioral Health presence within AHS' overall footprint	**Early Stages – Incremental Lift**	**X**	**X**	**X**	
Evaluate AHS' role within the community's needs for a behavioral health continuum and deploy programs that support our patients in and out of our hospitals	• Grow and expand IOP and PHP (currently included in the 2022 Budget baseline)	**Early Stages – Incremental Lift**	**X**	**X**	**X**	

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Community Goals

Partner with resources in our community to deliver a comprehensive continuum of care to our patients

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Evaluate AHS' role within the community's needs for a behavioral health continuum and deploy programs that support our patients in and out of our hospitals	• Establish a Geri-Psych unit	**Net New**	**X**	**X**	**X**	
Establish and engage patient advisory committee to proactively identify opportunities to partner with the community and improve health	• Establish X comprehensive patient advisory committees • X AHS systemwide initiatives generated from patient advisory committees	**Ranging from Early Phases with Incremental Lift to Net New**	**X**	**X**	**X**	**X**

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Community Goals

Create a referral program that ensures patients receive needed care and resources

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Create a closed-loop feedback system to ensure patients access care and community resources (i.e., navigating outside the AHS system)	• <mark>X%</mark> of patients utilizing referral program have the loop "closed" with confirmation of services • <mark>X</mark> partners included and regularly providing feedback on patients referred	**Net New**	**X**	**X**	**X**	

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Community Goals

Share goals, objectives, and performance internally and externally to support outreach and highlight AHS' role in the community

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Foster trusted relationships with community (–based and –led) and governmental agencies to serve all	• Establish community stakeholder feedback forum • Develop regular report to the community highlighting programs, key metrics, and priorities and regularly publish internally and externally (e.g., intranet, County Board of Supervisors meetings) • Participate in X community-led and directed efforts with other providers and community partners	**Substantial Effort Expected**	**X**	**X**	**X**	

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Care Goals

Establish AHS as a high-quality healing environment that advances health equity and addresses the social determinants of health (SDOH)

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Improve quality metrics	• All patient safety, quality, and satisfaction metrics tracked by AHS reach top quartiles • Achieve 90th percentile or greater on key clinical and community-based health measures • Move Leapfrog score from C to A and Medicare Stars from 2 to 5 • Increase patients who provide a 9 or 10 rating on the Hospital Consumer Assessment of Healthcare Providers and Systems, and Clinician and Group Consumer Assessment of Healthcare Providers and Systems by X% • Decrease the number of hospital-acquired infections and harms by X%	**Substantial Effort Expected**	X		X	

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Care Goals

Create high quality healing environments supported by leading technology and trusted data

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Provide meaningful and actionable data, dashboards, and reports to support high quality care	• 100% of existing resources reviewed; unused resources retired • Expand the audience for reports to a broader audience • Develop X new reports/datasets to support emerging care areas (e.g., Population Health)	**Substantial Effort Expected**	**X**	**X**		**X**

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Care Goals

Improve access to care in all AHS facilities

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Improve inpatient throughput to leading practice to create additional capacity	• IP LOS O/E ratio reduced X%	**Manageable Effort Level**	X		X	
Meet timely access to care standards	• Establish turnaround time standards for departments and achieve 100% compliance • Proactively identify patients assigned to AHS who are not located near a facility and work to reassign them within X days • Access to drop-in appointments in X% of clinics • X% improvement in third next available appointments, especially for specialties	**Substantial Effort Expected**	X	X	X	

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Care Goals

Improve access to care in all AHS facilities (continued)

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Capture the full value of governmental and supplemental funding	• Meet specific metrics of supplemental funding sources (e.g., QIP) • Implement X programs specifically addressing goals of CalAIM	**Maintenance – No Incremental Lift**	**X**		**X**	**X**

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Care Goals

Establish AHS as a high-quality healing environment that advances health equity and addresses the social determinants of health (SDOH)

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Formulate team-based multidisciplinary care models that integrate patient's SDOH to better reach and care for patients	• Collect State DHCS key SDOH CPT codes as part of routine patient assessment for X% of encounters	Net New	X		X	

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Financial Stewardship Goals

Optimize AHS' Revenue Cycle and demonstrate efficiency through effective expense management

Action	Example Measure of Success	Current Status	Serve the Underserved	Broaden Services	Improve Position	Support Physicians and Staff
Maximize reimbursements from payors	• Achieve and maintain BEST Revenue Cycle goals	**Maintenance – No Incremental Lift**	X	X	X	
Meet budgetary goals for expenses	• Achieve and maintain expense-related goals through BEST • Meet budget / benchmark standards for labor expenses such as FTE/AOB	**Maintenance – No Incremental Lift**	X	X	X	

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