ALAMEDA HEALTH SYSTEM | **Paving the Way to Excellence for All**

Agenda

- Pillars and Goals Review

- Strategic Action Progress Updates
  - Sustainability
  - Quality Care
 - Community Connection
  - Staff and Physician Experience

ALAMEDA
HEALTH SYSTEM

1

STRATEGIC PILLARS AND GOALS REVIEW

ALAMEDA
HEALTH SYSTEM

AHS Strategic Framework

AHS Places Patients at the Center

- Patient and Family Centered Care is the heartbeat of the Alameda Health System (AHS) care philosophy. AHS meets the needs of our patients, their families and populations of patients through collaborative partnerships uniting patient, family, communities and the healthcare team.

- We support patients in making informed choices about their care and in adopting lasting pathways to wellness.
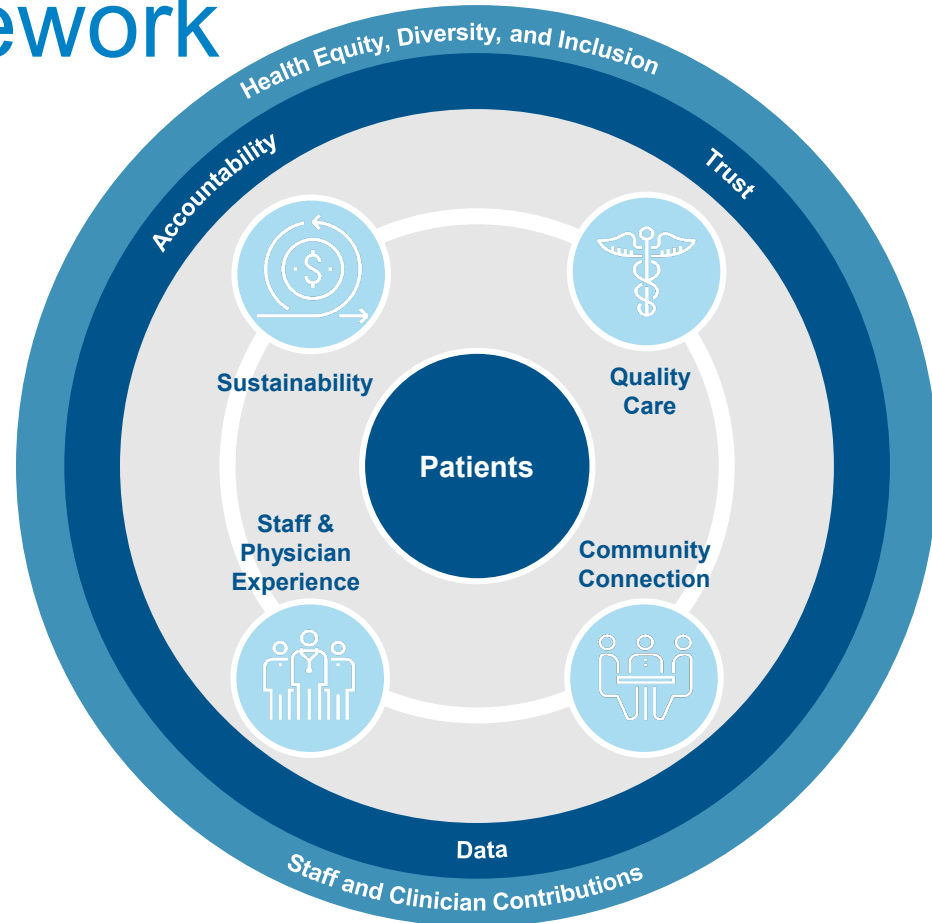
AHS Strategic Values, Enablers, & Pillars

Health Equity, Diversity, and Inclusion:
AHS will commit to reducing and ultimately eliminating health disparities and addressing social determinants that adversely impact the health of all patients.

Sustainability:
AHS will pursue innovative approaches to invest in new programs while managing targeted investments in infrastructure to support the delivery of high-quality care.
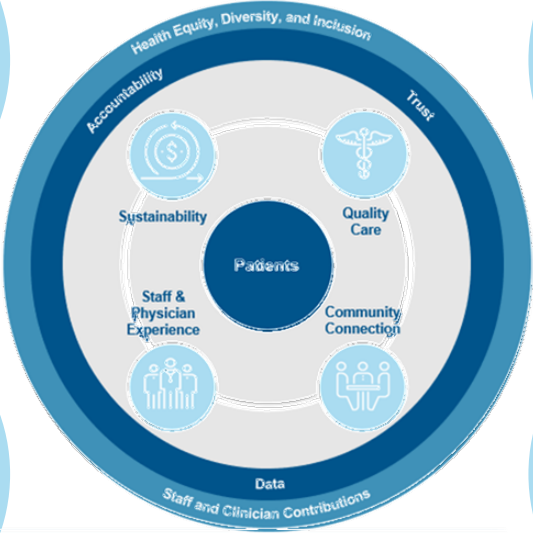
Quality Care:
AHS provides Safe, Timely, Effective, Efficient, Equitable and Patient-Centered care that is accessible to all.

Accountability:
AHS leaders, physicians and staff are accountable to each other, and to the community, for delivering care.

Trust:
AHS will foster an environment of trust within its organization and outwardly with the community and its constituents.

Staff & Physician Experience:
AHS values its physicians, clinicians, and staff and seeks to grow, engage, retain, and empower them to serve all.

Community Connection:
AHS is an anchor in its community and aligns its services to deliver a comprehensive continuum of care by providing needed services and being a trusted partner in its community at large.

Data:
AHS will develop and utilize trusted sources of data in support of the delivery of care and reporting of performance results.

Staff and Clinician Contributions:
AHS staff and clinicians are fundamental to establishment of patient- and community-centered care environments.

Health Equity, Diversity, and Inclusion

Accountability

Trust

Sustainability

Quality Care

Staff & Physician Experience

Patients

Community Connection

Data

Staff and Clinician Contributions

2

STRATEGIC ACTION PROGRESS UPDATES

ALAMEDA
HEALTH SYSTEM

Health Equity Diversity & Inclusion (HEDI)
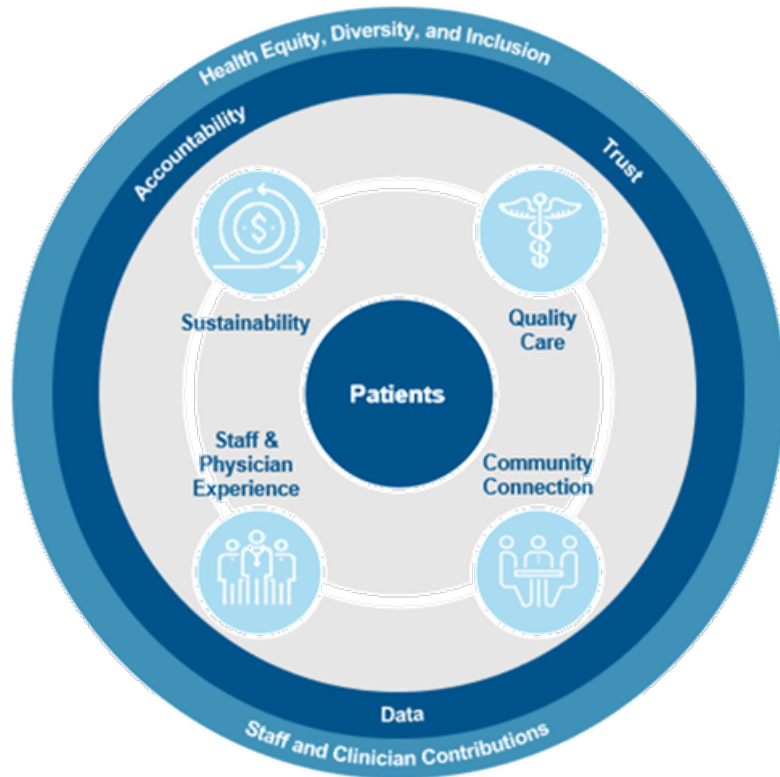
- Utilizing patient data by race/ethnicity needs when evaluating service expansion

- Creating programs and initiatives to reduce health disparities

- Strengthening existing partnerships, and building new ones to support strategic and community priorities

- Elevating and embracing culturally competent programs such as BeLoved BIRTH Black Centering

- Emphasizing culturally competent care to address patient services

- Employing the Equity Assessment Tool

- Embracing patient voices / feedback to affect our services

- Including the patient voice as new service lines and programs are developed

- Developed Employee Affinity Groups

Sustainability Pillar

Strategic Actions
Maximize reimbursements from payors
Enhance non-operational revenue by improving metrics tied to governmental or supplemental funding (e.g., QIP)
Meet budgetary goals for operating margin in combination with the growth plans contained in the Quality Care pillar
Invest in IT Capital Plan while fully leveraging existing technology solutions
Provide systems and meaningful and actionable data, dashboards, and reports to support high quality care
Ensure transparency and accuracy of data through data governance for decision making

Key Highlights

AHS achieved a record year for Revenue Cycle performance

Completed Contract Negotiations for Commercial Payers

Identified Bridge Plan opportunities and managing initiatives to achieve budgeted financial results

Enterprise-level certifications have been achieved and AHS will continue to maintain and further develop them

- AHS successfully achieved HIMSS Stage 6 for both Inpatient and Ambulatory
- AHS was formally recognized by Epic for Gold Stars 8

ALAMEDA
HEALTH SYSTEM

Quality Care Pillar

Strategic Actions
Develop community-based care programs for our patients that keep them healthy and reduce hospitalizations
Expand AHS's role within the community's behavioral health continuum and deploy programs that support our patients in and out of our hospitals
Improve inpatient throughput to leading practice to create additional capacity
Improve quality metrics
Meet timely access to care standards, improve quality of customer service, and meet patients where they are to deliver care
Formulate team-based, multidisciplinary care models that integrate patient's SDOH to better reach and care for patients

Key Highlights
Incorporated the True North Metrics (TNM) into the Monthly Operating Meetings (MORs) to drive ownership and accountability for improving quality
Established a business development process for working with physicians to develop community-based care programs
Partnering with physician leaders to review patient and market data to determine business feasibility and intentionally address health disparities
Successful implementation of the Intensive Outpatient Program (IOP)

ALAMEDA
HEALTH SYSTEM

Community Connection Pillar

Strategic Actions
Establish and engage patient advisory committees to proactively identify opportunities to partner with the community and improve health
Foster trusted relationships with community (–based and –led) and governmental agencies to serve all
Develop a community healthcare worker program for our patients that keep them healthy and out of our hospitals
Create a closed-loop feedback system to ensure patients access care and community resources to which they are referred (i.e., navigating outside the AHS system)

Key Highlights
Strengthening the sustainability of the BElovedBIRTH Black Centering program and potentially expand its reach in Alameda County.

Researching ambulatory care strategic actions

Researching the patient experience and feedback with AHS staff to develop a feedback system to affect the quality of care/services to our patients and community

Developing and re-establishing patient advisory committees

Convened the Community Heath Worker (CHW) steering committee, with three subcommittees focused on workforce development, finance and clinical operations

Completed analysis and inventory of CHW and CHW-like roles at AHS |

Staff and Physician Experience Pillar

Strategic Actions
Improve Culture of Safety Survey results
Engrain work standards surrounding equity, diversity, and inclusion in day-to-day AHS operations
Develop leadership academy program for leaders, staff, and physicians
Increase and encourage developmental opportunities available for staff
Clearly communicate responsibilities and accountabilities to promote independent decision making
Provide public recognition for staff successes

Key Highlights
Department leaders are deeply committed to department specific Culture of Safety action plans based on the prior year survey results
Commitment to HEDI is embraced as a standing topic at during staff and leadership meetings
Launched a Physician leadership training program
Physician turnover rate is the lowest it has been in the past three years
Focus on Staff Appreciation and Recognition • Daisy Award • Individual department recognition • Employee of the quarter

ALAMEDA
HEALTH SYSTEM

Key Action Updates

Pillar and Strategic Action	Recent Updates
Sustainability - Meet budgetary goals for operating margin in combination with the growth plans contained in the Quality Care pillar	• AHS achieved a record year for Revenue Cycle performance • Regularly evaluating operational and financial performance - Monthly Operating Reviews • Identified Bridge Plan initiatives to achieve budgeted financial results
Sustainability - Invest in IT Capital Plan while fully leveraging existing technology solutions	**Enterprise-level certifications have been achieved and AHS will continue to maintain and further develop them** • AHS successfully achieved HIMSS Stage 6 for both Inpatient and Ambulatory • AHS was formally recognized by Epic for Gold Stars 8 • Executing on the IT capital budget plan
Quality Care - Develop community-based care programs for our patients that keep them healthy and reduce hospitalizations	• Established a business development process for working with physicians to develop community-based care programs which incorporate HEDI • Successful retention of the Intensive Outpatient Program (IOP)
Community Connection - Establish and engage patient advisory committees to proactively identify opportunities to partner with the community and improve health	• Strengthen the sustainability of the BElovedBIRTH Black Centering program and potentially expand its reach in Alameda County • Researching the patient experience and feedback to affect the quality of care/services to our patients and community • Researching ambulatory care goals
Staff & Physician Experience - Provide public recognition for staff successes	**Focus on Staff Appreciation and Recognition** • Daisy Award • Individual department recognition • Employee of the quarter