

TO: Board of Trustees

FROM: Delvecchio Finley, Chief Executive Officer

RE: Item C.2.a: Review of Communication Related to Development of
FY 2019-20 Operating Budget

DATE: July 26, 2019

Since January 2019, Alameda Health System has conscientiously engaged employees, providers and external stakeholders in communications informing them of program changes at the state and federal levels that had the potential to negatively impact its operations. Many of these communications also sought feedback and suggestions on expense reductions, operational efficiencies and revenue enhancements.

Attached is a compilation of many of those communication activities since the beginning of the year. The activities include meetings and written communications.

Meetings were held with the offices of elected officials at the federal, state and local level. Internal discussions included employee forums, leadership retreats and a presentation with the Committee for Interns and Residences.

Throughout the year employees have received numerous written communications, including leadership communications on the AHS intranet, systemwide and targeted (leadership and director) emails. There were also email communications to local elected offices sent to keep stakeholders informed outside of formal or regularly scheduled meetings. One important point to note is that this listing is primarily a lens into system leadership communications throughout the organization. It does not include direct communications between business units dyad leaders, department heads, and front-line manager communications with staff which would be much more exhaustive to include.

SUMMARY OF AHS COMMUNICATIONS REGARDING FISCAL YEAR 2019-20 BUDGET DEVELOPMENT

January 2019			
Date	Target Audience	Method of Communication	Message Communicated
January 11	Assemblyman Bill Quirk	Meeting Attendees – Quirk, Gwen Gomez; Terry Lightfoot	Perspective on potential Alameda County long-term support for St. Rose hospital and potential impact on AHS. Discussed ongoing challenges facing AHS including reductions in supplemental payments and expiration of the waiver.
January 23	AHS Leaders	Leadership Retreat	Alameda Health System Strategic Plan FY 2017-2021 Progress Update
Feb. 2019			
Date	Target Audience	Method of Communication	Message Communicated
February 1	Rep. B. Lee Staff	Meeting – District Rep; PACE Director and Gov. Rel. Specialist	Impending DSH cuts and impact on AHS budget
March 2019			
Date	Target Audience	Method of Communication	Message Communicated
March 11	AC Health Committee	Presentation – CEO	Quarterly AHS Financial Update
March 12	AHS Leaders (selected directors and above)	Leadership Budget Retreat	AHS FISCAL 2020 Key Leaders Meeting – Balancing Mission and Margin
March 13	Assemblymember Buffy Wicks and Staff	Meeting – PACE Director and Government Relations Specialist	Intro to AHS; fiscal challenges posed by Gov. Pharmacy program, DSH cuts, waiver expiration
March 15	Health Committee, S. Muranishi; C. Chawla; BOT	E-mail - CEO	1) Declining net revenue relative to prior long-range forecasts 2) Expected completion of prior waiver years settlements and liabilities for overpayments
March 18	All Employees	Employee Forum – Alameda Hospital - COO/CIO	FY20 Budget/EHR Update
March 19	All Employees	Employee Forum – Highland Hospital – COO/CIO	FY20 Budget/EHR Update

March 21	All Employees	Employee Forum – Hayward Wellness – COO/CIO	FY20 Budget/EHR Update
March 22	All Employees	Employee Forum – Park Bridge COO/CIO	FY20 Budget/EHR Update
March 25	All Employees	Employee Forum – Creekside – CHRO/CIO	FY20 Budget/EHR Update
March 26	All Employees	Employee Forum - System Support Center – CHRO/CIO	FY20 Budget/EHR Update
March 27	All Employees	Employee Forum - San Leandro - Hospital; CHRO/CIO	FY20 Budget/EHR Update
March 28	All employees	Employee Forum – Eastmont Wellness – COO/EHR Prog Dir	FY20 Budget/EHR Update
April 2019			
Date	Target Audience	Method of Communication	Message Communicated
April 3	Alameda County Sup. Chan	Touchbase Meeting – Sup. Chan, Deputy Chief of Staff; AHS CEO and Dir. of PACE	AHS 2020 Budget Key Message: “We fully expect that we will not be able to remain in compliance with our Permanent Agreement with the County next year. We foresee the need to partner with the County to share details of the efforts we are taking to close the gap and asking for your help in whatever you may be able to offer, including a temporary suspension of the Permanent Agreement or broader renegotiation.”
April 4	AC Sup. Wilma Chan and CAO Muranishi	Email	Santa Clara County Investment in health system acquisitions
April 5	All Employees -	Employee Forum - John George Psychiatric Hospital – COO/CIO	FY20 Budget/EHR Update
April 8	All Employees	Employee Forum – Fairmont Campus – COO/CIO	FY20 Budget/EHR Update

April 11	State Senator Bob Wieckowski staff	Meeting - Sean Manalo, Sr. District Representative; PACE Director and Gov. Relations Specialist	Fiscal Challenges posed by changes in state and federal programs and reduction of supplemental payments
April 17	Meeting w/ representatives from Congressman Swalwell's Office	Meeting/Tour JGPH – PACE Director and Community Engagement Manager	Behavioral Health; Fiscal Impact of DSH cuts, expiration of 1115 waiver, 340B changes
April 22	All Employees	Employee Forum - Newark Wellness - CIO	FY20 Budget/EHR Update
May 2019			
Date	Target Audience	Method of Communication	Message Communicated
May 1	Committee for Interns and Residents	Meeting – COO	FY 2020 Budget Presentation
May 10	Leaders and Directors	Email	FY 2020 AHS Budget Round 2- Process & Timeline
June 2019			
Date	Target Audience	Method of Communication	Message Communicated
June 10	AC BOS Health Committee Meeting	Presentation – CEO	AHS Quarterly Report
June 10	All Staff	Send-All Email - CEO	AHS Fiscal Year 2020 Budget Update
June 12	AI Staff	Intranet – CEO Leadership Message	AHS Fiscal Year 2020 Budget Status
June 21	All Staff	Intranet – CEO Leadership Message	AHS Fiscal Year 2020 Budget Status
June 21	All Staff	Send-All Email - CEO	AHS Fiscal year 2020 Budget Update
July 2019			
Date	Target Audience	Method of Communication	Message Communicated
July 5	Directors and Leaders	Email Memo – ELT	FY2020 Operational Enhancements Implementation Direction to proceed with proposed activities to reach budget targets and operational enhancements

