



AHS Strategic Planning- Pre-planning Steps for AHS FY22 3-5 Year Plan



Questions for BoT to Establish Standards for Planning Work

1. How can BoT utilize the “Values Framework” to advance the strategic plan?
2. Who are key stakeholders BoT must engage with and at what stage?
3. Who should be involved in development of pre-planning steps/Values framework? (Ad hoc of BoT, or staff or combination?)
4. What additional information will you need to enable future discussions?

Background and Rationale

- AHS is 4th year of executing its current strategic plan FY17-FY22.
 - Current Plan: 14 month planning process from August 2015-Nov 2016 (when plan was approved)
 - Strategic objectives were sequenced as **Foundation>Transitional>Transformational**.
 - Most of the foundational and transitional objectives have been realized.
 - As AHS contemplates transformational strategies for future it needs to re-evaluate strategic direction against current realities.
 - Current Federal and State financing mandates uncertain:
 - **PRIME ends CY 2020 December**
 - Uncertainty with future financing mandates and deliverables (*CAL AIM*)

FY 17-22 Key Strategies

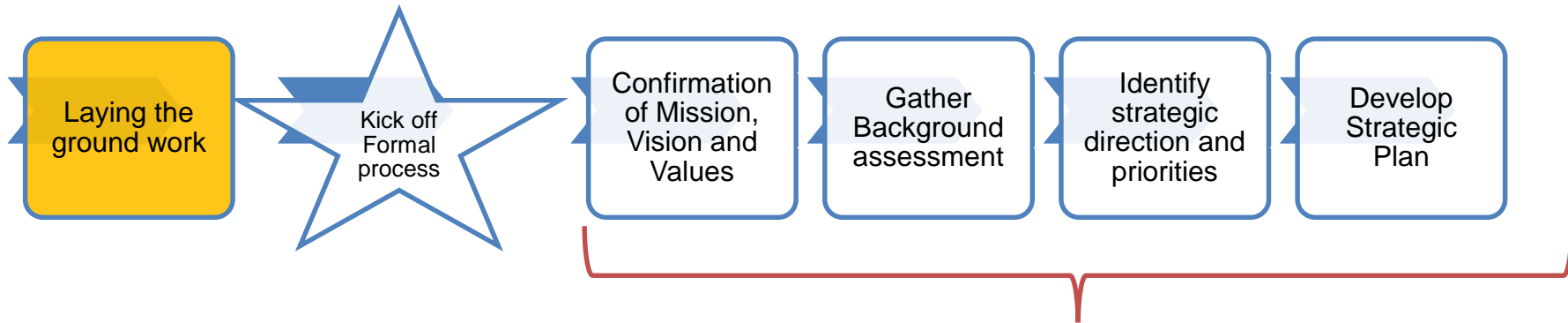
Supported by a **Culture of Accountability** and **Measurable Objectives**, in 3-5 years, AHS will transition to a **population health manager**. In this journey to population health, AHS will:

- 1 Establish **foundational competencies and infrastructure** in key areas of **Care delivery**.
- 2 Develop viable **financing contracts** that support population health.
- 3 **Strengthen Partnerships** with area healthcare and non-healthcare providers to coordinate services and provide the best care possible to these populations.
- 4 Coordinate as a **system** integrating services across continuum of care.

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

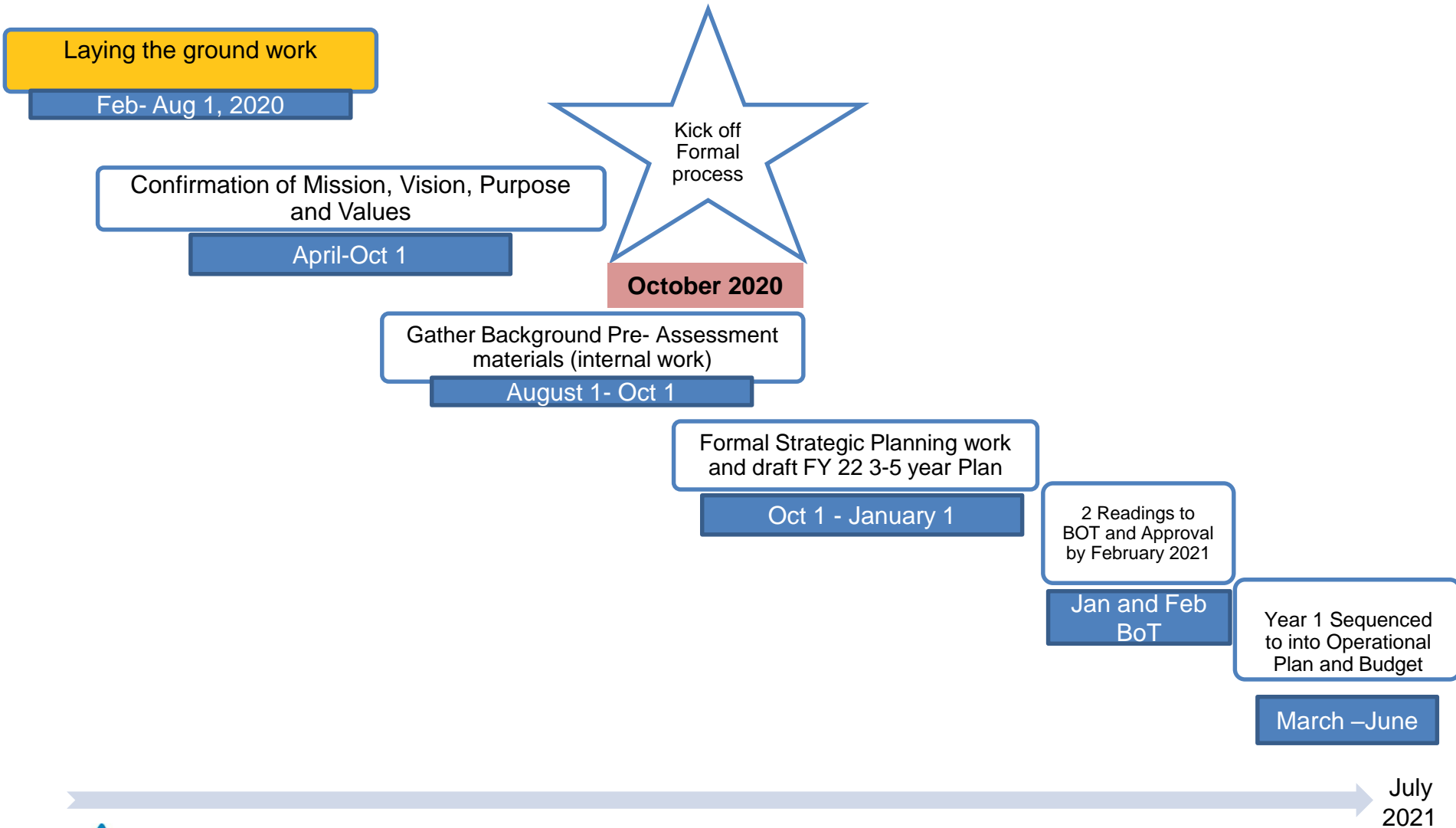
Identify and evaluate strategies to develop best strategic direction and formulate strategies (goals and objectives) to get there.

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

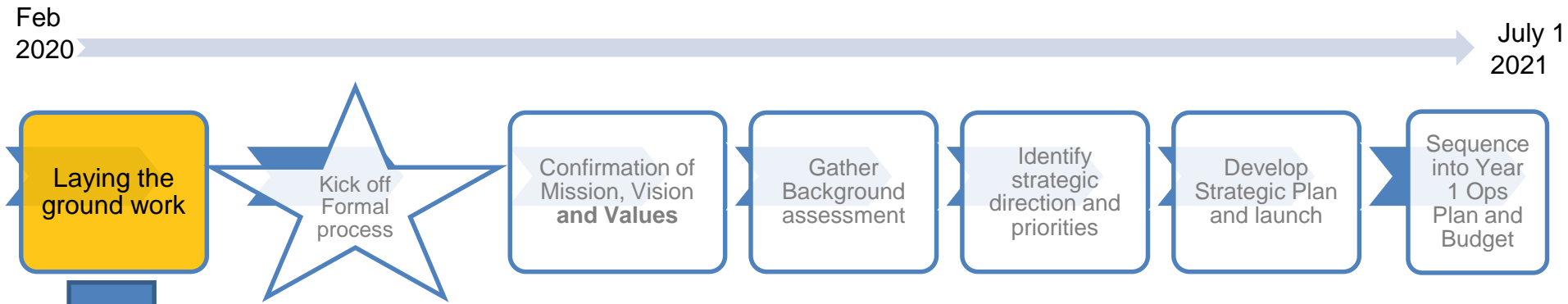
Communicate Strategic Plan to Internal and external stakeholders.

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



Pre-Planning and Laying the Groundwork- Next Steps



- **Identify clear goal and objectives for strategic plan outcome.**
- Identify oversight structure with roles and responsibilities (BoT, internal staff and identified key stakeholders).
- **Establish and adopt a strategic planning preferred approach** and establish budget.
- Evaluate options for work process development (consider led by internal, or external experts or a mix?) and define path forward for planning.
- **Establish and agree upon timelines for launch of effort and completion date.**

Proposed Calendar for BoT

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

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