



# CEO Board Report

Presented by  
James E. T. Jackson, Interim CEO

April 30<sup>th</sup>, 2021

# Re engaging AHS – The First 90 Days

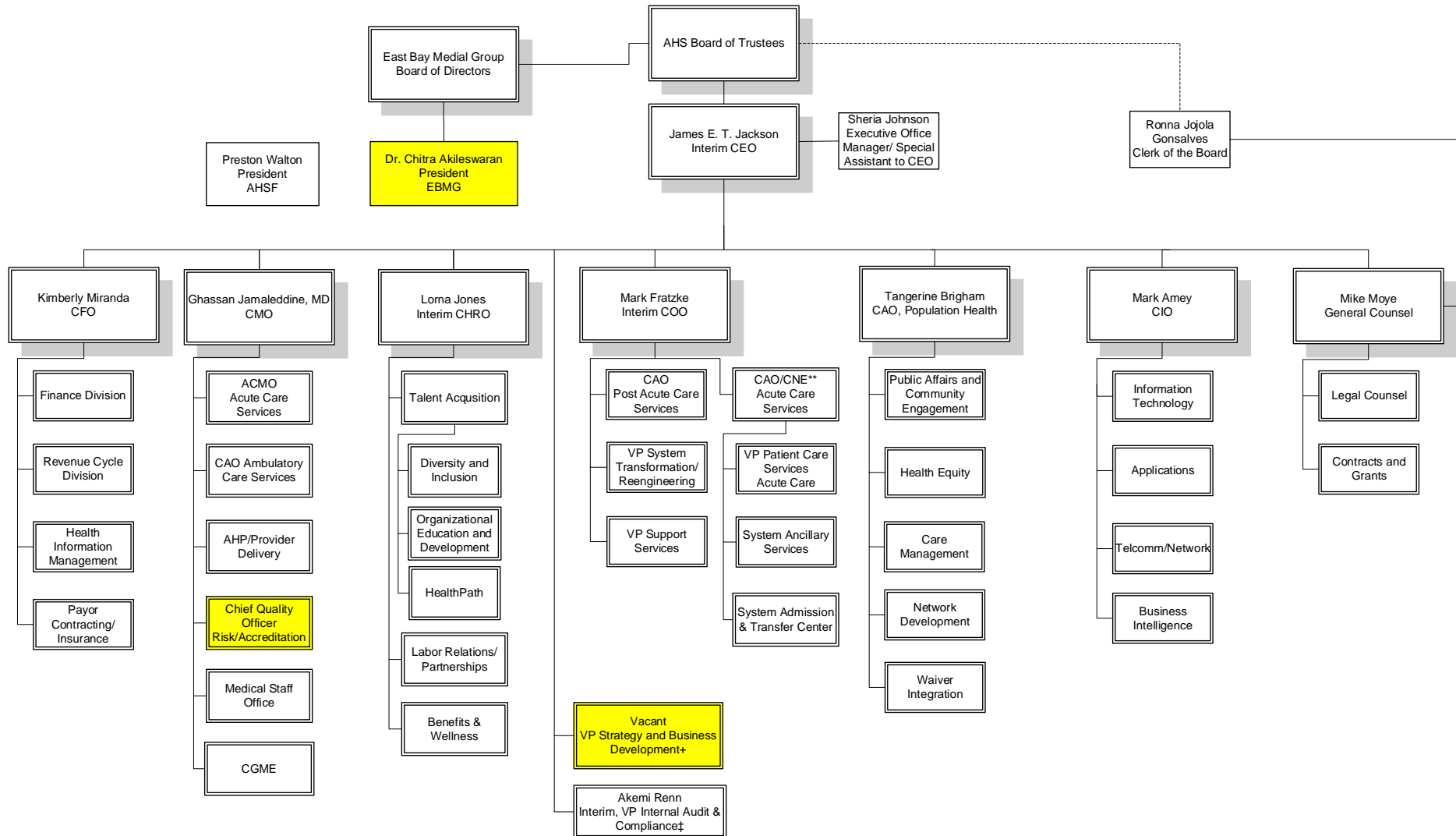
Starting February 2021

- 20 Site Visits, 2 campuses every week
- 50 Individual 1:1 meetings with staff
- 23 1:1 meetings with physicians
- Starting soon:

“The Walks” Kick-off around Lake Merritt w/ AHS staff and the community

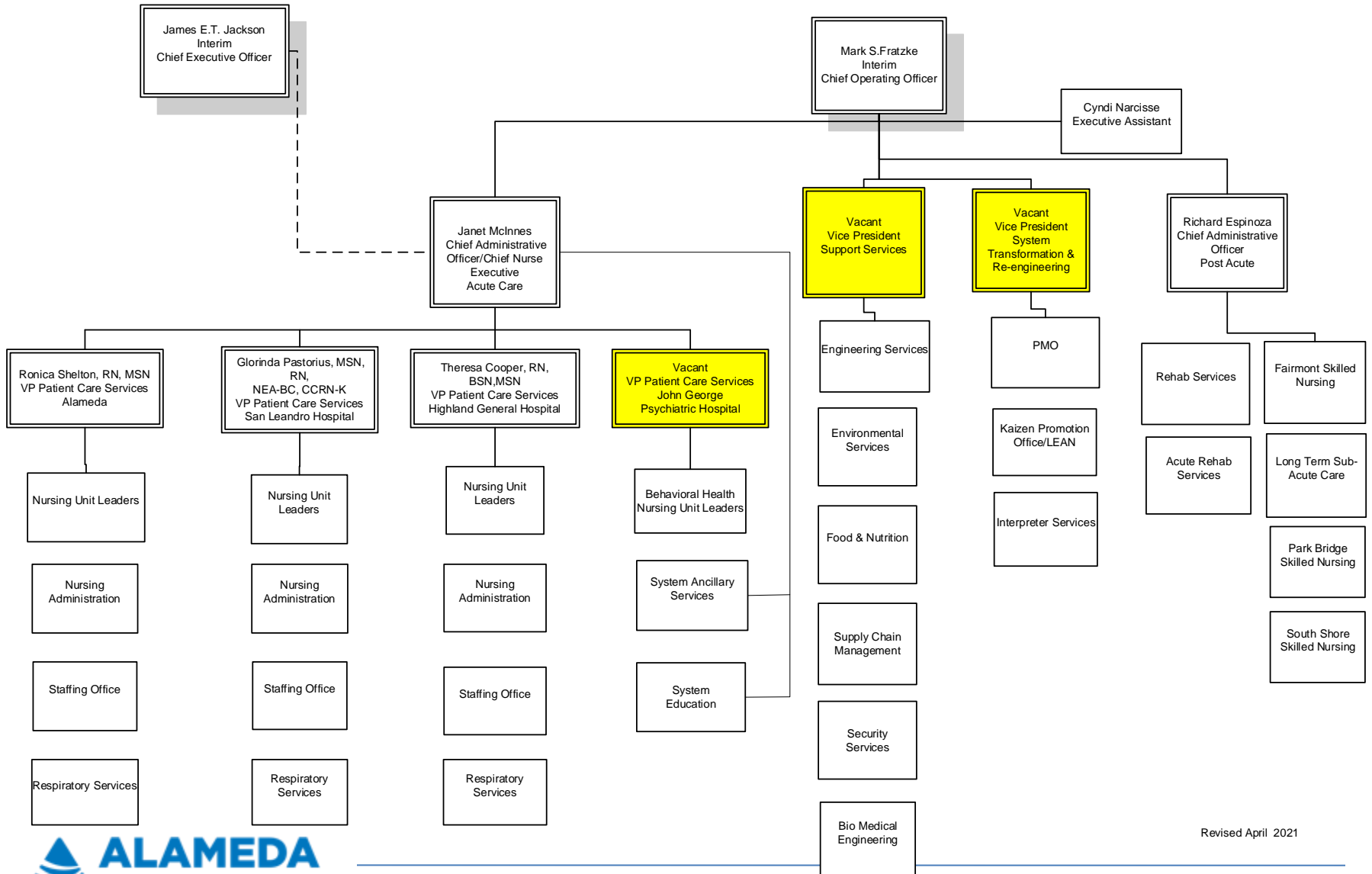
- 1 Saturday a month (weather permitting)
- Creating a holistic and healthy environment

# ALAMEDA HEALTH SYSTEM ORGANIZATIONAL CHART



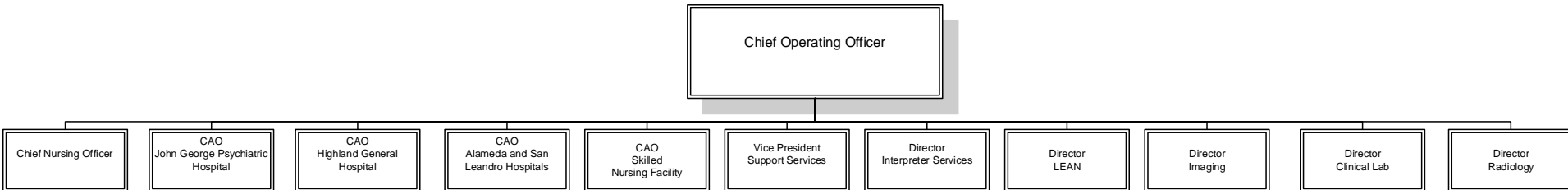
+ Strategy Reports directly to CEO  
 ‡ Reports directly to the Board of Trustees/Audit and Compliance Committee and administratively to the CEO  
 \*\* CNE is accountable for Nursing practice across the system

# ALAMEDA HEALTH SYSTEM OPERATIONS DIVISION

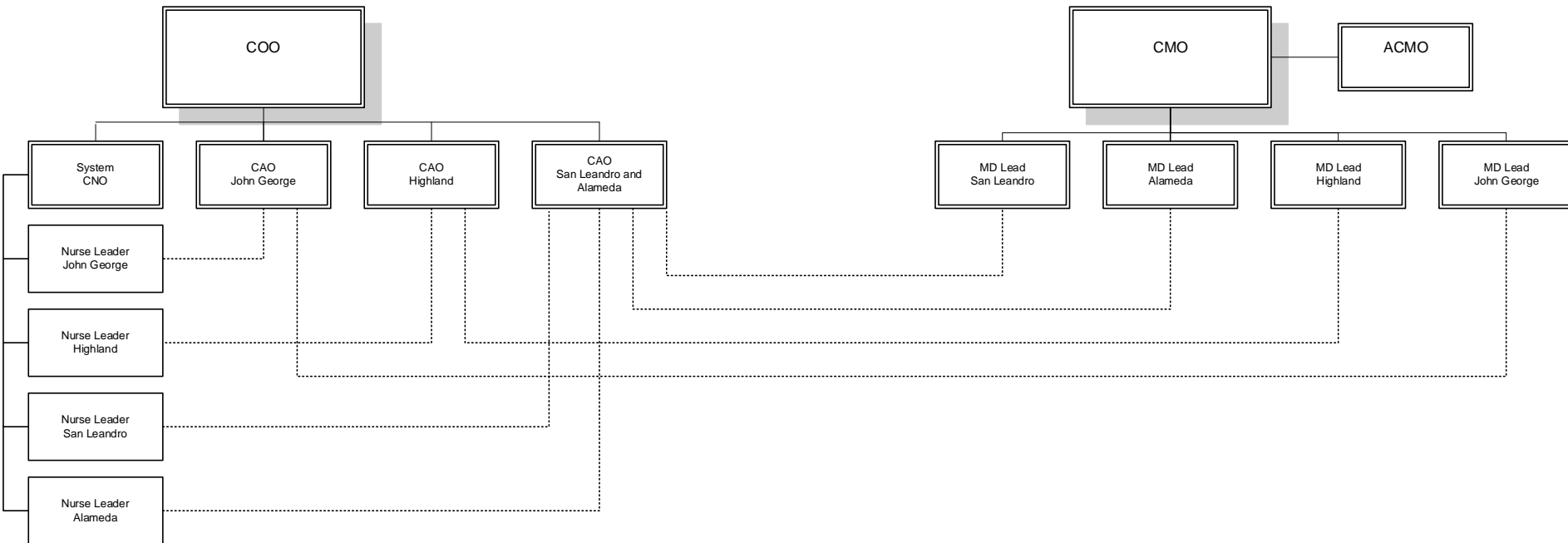


Revised April 2021

# Alameda Health System Operations Future State Organization Structure



# Alameda Health System Operations Future State Triad Structure



# Huron Proposal

AHS Board of Trustee Retreat  
Friday, April 30<sup>th</sup>, 2021

Alameda Health System

*Caring, Healing, Teaching, Serving All*

# Why

Alameda Health System needs to accelerate a broad spectrum of financial and process performance improvement initiatives to achieve a sustainable operating budget.

- Improvement in processes and financial results are key for Alameda Health System to continuously serve the community and their patients.
- Improvements must be sustainable.
- The financial goals are \$20M - \$40M annually.
- This project is a key component of our budget.



# How

- A comprehensive partnership with Huron will accelerate achieving our goals.
- The work will be leveraged to further enhance our cultural and operational excellence
- The partnership with Huron includes a commitment to Diversity, Equity, and Inclusiveness.
- The scope of the project will include revenue enhancements and cost improvements.
- Huron has a strong track record of working with public entities in California.
- Huron has the expertise and capacity to accelerate implementation.
- Huron will invest to accelerate the implementation of \$20M to \$40M in annual recurring financial improvement.
- Fees are 100% at risk, in essence the project pays for itself.

# Proven Results

## California

*"Huron's healthcare solutions led to improvements across our organization, delivering over \$83 million in recurring benefits and setting us on a path of continual improvement. The project was a great success."*

- JAY ORR, CEO\*, RIVERSIDE UNIVERSITY, MEDICAL CENTER  
\*reflects title at time of engagement



Mountain View, CA | \$830M NPR |  
395 Physicians | 2 Hospitals

**TOTAL BENEFITS**  
• \$73.9 Million



Greenbrae, CA | \$380M NPR |  
120 Physicians | 1 Hospital & Clinics

**TOTAL BENEFITS**  
• \$29.2 Million



Salinas, CA | \$225M NPR | 193 Physicians

**TOTAL BENEFITS**  
• \$20.6 Million



Moreno Valley, CA | \$450M NPR |  
137 Physicians

**TOTAL BENEFITS**  
• \$83 Million

## Nationwide



Ventura, CA | \$400M NPR |  
217 Physicians | 2 Hospitals

**TOTAL BENEFITS**  
• \$29.1 Million



Escondido, CA | \$700M NPR |  
370 Physicians | 3 Hospitals

**TOTAL BENEFITS**  
• \$21.8 Million



Seattle, WA | \$950M NPR

**TOTAL BENEFITS**  
• \$50 Million



New York, NY | \$5B NPR |  
1,067 Physicians | 12 Hospitals

**TOTAL BENEFITS**  
• \$240 Million

# Ideas for project names or continuing values

- BEST – Building Excellence, Sustainability & Transformation
- FIRM – Financial Improvement & Resource Management
- FAST – Financial Acceleration & Stewardship Team
- FIRST – Financial Improvement & Resource Stewardship Team



# COVID19 Vaccine Updates

U. Mini B. Swift MD MPH FACP  
Vice-President Population Health





World Health Organization



Health Topics ▾

Countries ▾

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Emergencies ▾

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Home / Campaigns / World Immunization Week / World Immunization Week 2021

**Vaccines  
Bring Us Closer**

WORLD IMMUNIZATION WEEK 2021

**World Immunization Week  
2021**



Mr. and Mrs. Dualan visiting at Fairmont SNF after nearly a year of not being in the same room.

APRIL 12, 2021

# How Henry Ford Health System partnered with churches and community organizations on vaccine distribution

Daily Briefing

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**W**elcome to "Field Report," a series where Advisory Board experts share what they're hearing from health care organizations across the country. In this edition,

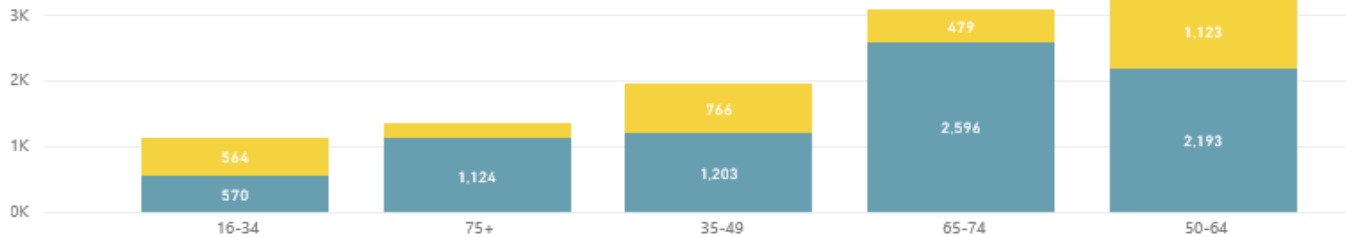


Activities	Henry Ford	AHS
Staff Vaccinations	✓	✓
Patient Vaccinations	✓	✓
Strategies	1. Clinics, 2. Community activities 3. Stopped inpatient 4. Others	1. Post Acute (4) 2. Ambulatory (4) 3. Inpatient (4)-paused 4. Highland ED-paused 5. JG PES 6. Mobile Clinic- 7. Beebe Memorial
FEMA Partnership	✓ Vaccinations	✓ Blood Borne Pathogens
Vaccine Awareness and Advocacy	✓	✓ Advocacy Workgroup ✓ Last Push Campaign

# Outcomes: Equity

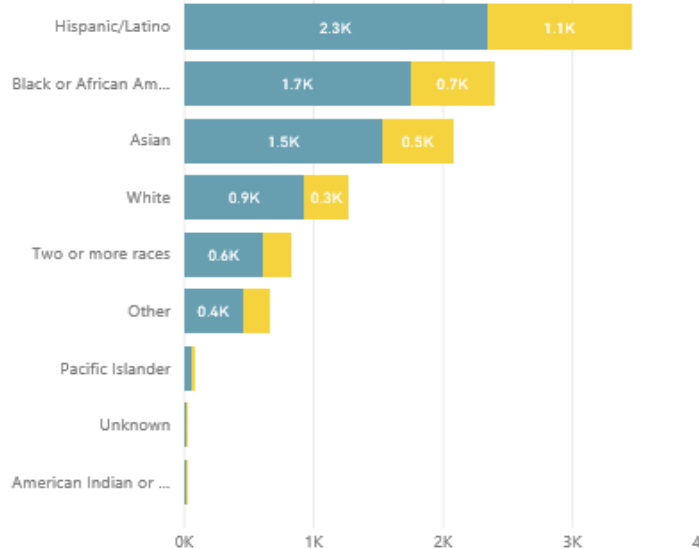
**Vaccination Status by Gender**

VaccinationStatus ● Fully vaccinated ● Partially vaccinated



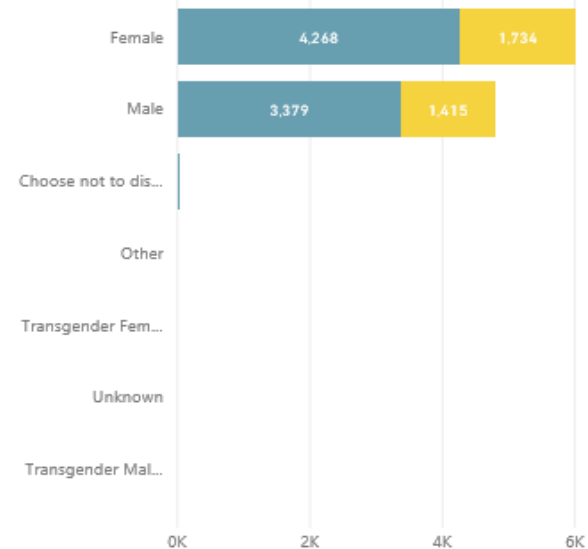
**VaccinationStatus by Race Derived\_w\_Ethnicity**

VaccinationStatus ● Fully vaccinated ● Partially vaccinated



**Vaccination Status by Gender**

VaccinationStatus ● Fully vaccinated ● Partially vaccinated

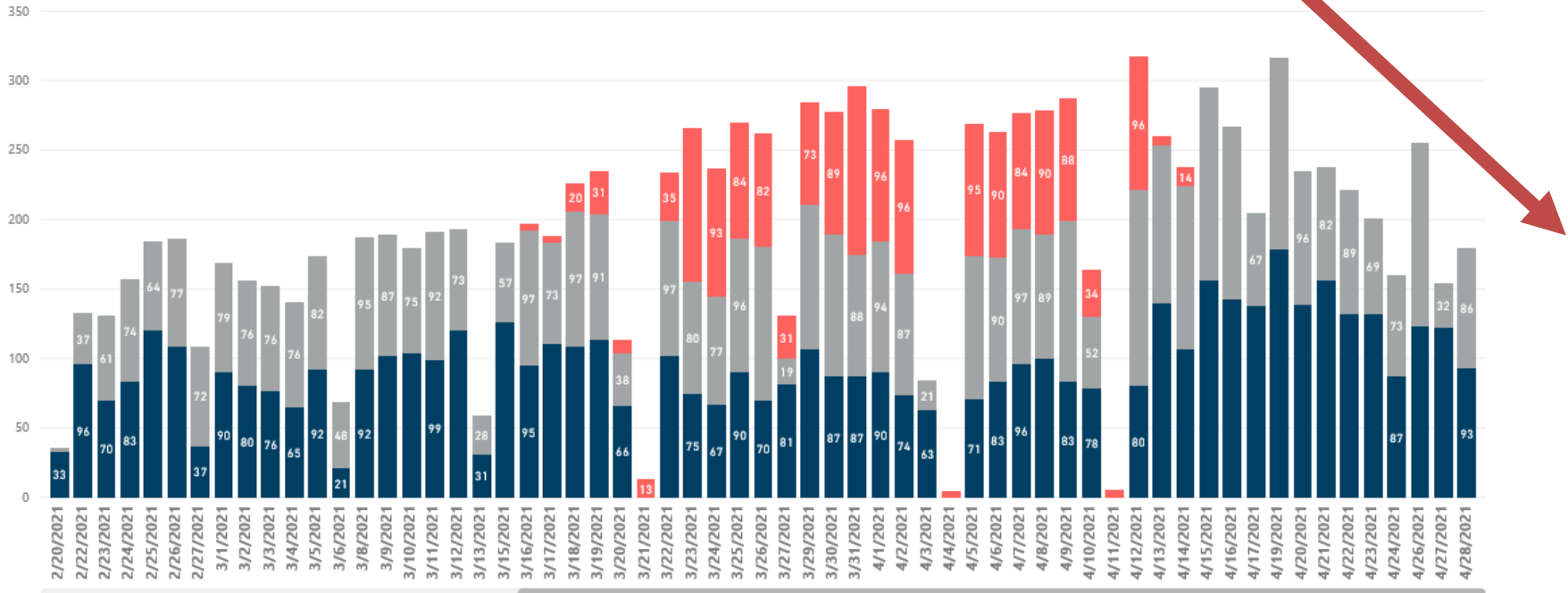




# Outcomes: Patient Vaccinations

Covid 19 Administrations by Day

Which\_Dose ● First Dose ● Second Dose ● Single Dose



# Lessons Learned



- Make decisions quickly
- It takes a village, pull resources from *everywhere*
- Staff vaccination experience informed patient vaccination operations
- Equity
  - Digital Divide-phone calls are more effective than MyChart
  - Focus on zip code
  - Community Partnerships:
- Total experience needs to be positive

# Biggest Challenges

- A lot of administrative and documentation requirements
- Cold storage requirements
- Data collection-(Axion, Epic, Excel)
- State immunization registry
- Operational bandwidth
- Targeted outreach
- Vaccine demand and now hesitancy





*“We live in the future that we build”*

# Taskforce Planning Activities

## Principles

- Equity/Justice
- Supporting Primary Care Access for Everyone
- Safety

## Key Areas

- Ongoing role in the public health response
- Future of inpatient and ED vaccinations
- Building confidence in vaccines and addressing hesitancy
- Transition into “Usual Care”-boosters in Primary Care

# Questions?



Thank you