



**CEO Board Report
Board of Trustee Retreat
October 29th, 2021**



Session One

Strategic Thinking: Revisiting the AHS Pillars

Our Current Six Pillar Construct

Where Were We

Reviewing the Strategic Vision, Pillars and Mission Statement
from the FY 2017 - 2021 Strategic Plan

Alameda Health System Strategic Plan FY 2017-2021

AHS System Wide Strategic Vision & Imperatives

The goal of this 3-year strategic plan is to create a solid strategic and operational foundation that positions AHS as a population health manager for patients throughout Alameda County, especially the underserved.

AHS System-wide Strategic Imperatives

- 1 Establish and support a Culture of Accountability driven by measurable objectives.
- 2 Develop strategic business units (SBUs), and subsequent business plans, to create strategic focus on AHS core functional elements.
- 3 Establish partnerships with area health care organizations and providers.

VISION

Alameda Health System will be recognized as a world-class patient and family centered system of care that promotes wellness, eliminates disparities and optimizes the health of our diverse communities.



AHS Future Dashboard- Draft

AHS PILLARS	ACCESS	Sustain- ability	Integration	Experience	Network	Workforce
Population Health					Number of covered lives in APM % of covered lives empaneled with PCP	
AHP/Provider Delivery		Cash to Claims			Number of Physician contracts	Provider satisfaction
Ambulatory	TNAA	Tangible net equity	Potentially avoidable admission (PAA)	Patient/ Customer Experience		Magnet Metrics
Acute	ED Utilization/ ALOS	Claims compliance Cost/episode of care			Community linkages Metrics for local workforce	Metrics for local workforce
Behavioral	Access Metrics	WAIVER \$ targets			local sourcing- (Anchor Mission)	cultural training/ hires (1-2-3 Pledge)
Post Acute	Access Metrics		30 Day re-admissions			

Recap — 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** 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.

Next Steps

Our goal in the development of the new strategic plan will be to evaluate the success of the previous plan, and to establish the path forward for the Mission, Vision, Strategic Direction statement and Pillars for the next 3-5 years of the Alameda Health System