AHS Strategic Planning Update

Alameda County Board of Supervisors and Alameda Health System Board of Trustees Meeting

March 1, 2022
Agenda

- Progress to date and the path forward
- Review current draft of the strategic framework
Progress and Timeline
## Stakeholder Input and Facility Tours

### Facility Tours
- Highland Hospital
- San Leandro Hospital
- John George Psychiatric Hospital
- Alameda Hospital
- Hayward Wellness Center

### Alameda Health System Staff and Key Constituents Interviewed
- James Jackson
- Mark Fratzke
- Lorna Jones
- Chitra Akileswaran, MD
- Theresa Cooper
- Debi Stebbins
- Colleen Chawla
- Kathryn Horner
- Mark Brown
- Mario Harding
- Patty Espeseth
- Mike Williams**
- Mayor Ashcraft
- Jan Robertson
- Kim Miranda
- Mark Amey
- Ahmad Azizi
- Preston Walton
- Tangerine Brigham
- Edris Afzali, MD
- Ralph Silber
- Kimi Watkins-Tartt
- Scott Coffin
- Susan Muranishi
- Gayle Codiga
- Heather MacDonald-Fine
- Ken Coelho
- Sam Ly
- Felicia Tornabene, MD
- Romoanetia Lofton
- Mini Swift, MD
- Arleen Gomez
- Jessica Pitt
- Seth Kriz
- Nikita Joshi, MD
- Richard Espinoza
- Robert Deutsch
- Damon Francis
- HEDI Committee
- Patricia Simms-Mackey, MD
- Ana Torres

### Alameda Health System Board of Trustees Interviewed
- Taft Bhuket
- Mark Friedman
- Alan Fox
- Kinkini Banerjee
- Tracy Jensen
- Luisa Blue**
- Jennifer Esteen
- Sblend Sblendorio
- Jet Chapman**

### Stakeholder Survey
- All AHS employees
- Select group of community stakeholders (Board of Supervisors, County officials, etc.)
- AHS patient representatives

*Scheduled, but not yet conducted
**Actively attempting to schedule
Interview schedule current as of 2/28/22
Current Timeline

• Weekly meetings with the AHS ELT to discuss detail on key strategic planning activities
• Ongoing financial analysis and projections as plan continues to be refined
• AHS ELT retreat on 3/18:
  ◦ Review financial models
  ◦ Prioritize specific actions
  ◦ Expected outcome is prioritized actions that will be woven into the strategic plan
• Present plan to Executive Leadership Team (ELT) mid-April and begin developing communication plan
• Rollout and communication planned to begin in May
Strategic Framework
Current Draft of Strategic Framework

Serving our patients is the heart of the strategy

Strategic Pillars
- Defines a group, area, or item of strategic importance

All-Encompassing Values
- Specific goals and actions that support are woven throughout the plan

Key Strategic Enablers
- Values and resources required for success
- Support multiple goals and actions
Current Draft Pillar Definitions

• **Care Partners**: AHS values its physicians, clinicians, and staff and seeks to grow, engage, and empower them to serve all.

• **Community**: AHS is an anchor in its community and aligns its services to provide a comprehensive continuum of care by providing needed services and bring a trusted partner in its community at large.

• **Care**: AHS provides high-quality care that is accessible to all, supported by leading technology, and is aligned with the principles of health equity and social determinants of health.
Definitions

- **Pillar:** Defines a group, area, or item of strategic importance

- **Goal:** A high-level, trackable outcome that supports or addresses the pillar

- **Action:** Specific and often measurable actions or groups of actions that support progress to the desired goal
## Draft Goals Supporting Each Pillar

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Strategic Goals</th>
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<tr>
<td>Care Partners</td>
<td>• Foster an environment of trust within AHS’ leadership, care givers, and care partners&lt;br&gt;• Invest in internal education/growth programs for our leaders, staff, and physicians&lt;br&gt;• Grow AHS’ role in identifying, developing, and retaining talent from within its community and employee population&lt;br&gt;• Create culture of accountability that empowers staff to make decisions independently in an efficient manner</td>
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<tr>
<td>Community</td>
<td>• Partner with resources in our community to deliver a comprehensive continuum of care to our patients&lt;br&gt;• Share goals, objectives, and performance internally and externally to support outreach and highlight AHS’ role in the community&lt;br&gt;• Create a referral program that ensures patients receive needed care and resources</td>
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<tr>
<td>Care</td>
<td>• Improve access to care in all AHS facilities&lt;br&gt;• Establish AHS as a high-quality healing environment that advances health equity and addresses the social determinants of health&lt;br&gt;• Create high quality healing environments supported by leading technology and trusted data</td>
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Questions and Follow-up
Appendix
Stakeholder Input and Facility Tours

Alameda Health System Staff and Key Constituents Interviewed

Alameda Health System Staff and Key Constituents

- James Jackson – AHS, CEO
- Mark Frazier – AHS, COO
- Lorna Jones – AHS, CHRO
- Chitra Akileswaran, MD – AHS/EBMG
- Theresa Cooper – AHS, Nursing
- Debi Stebbins – Alameda Health Care District
- Colleen Chawla – Director of Health Services Agency
- Kathryn Horner – AHS, Ambulatory
- Mark Brown – AHS, Highland
- Mario Harding – AHS, San Leandro
- Patty Espeseth – AHS, John George
- Mike Williams** – Alameda Health Care District Board
- Mayor Ashcraft - Alameda
- Jan Robertson – AHS, Patient Relations
- Kim Miranda – AHS, CFO
- Mark Amey – AHS, CIO
- Ahmad Azizi – AHS, Chief Legal Officer
- Preston Walton – AHS Foundation
- Tangerine Brigham – AHS, CAO Population Health
- Edris Afzali, MD – AHS, San Leandro
- Ralph Silber – Alameda Health Consortium
- Kimi Watkins-Tartt – Alameda Public Health Department
- Scott Coffin – Alameda Alliance, CEO
- Susan Muranishi – County Administrator
- Gayle Codiga – Alameda Health Care District Board
- Heather MacDonald-Fine – AHS, Center for Homeless
- Ken Coelho – AHS, GME
- Felicia Tornabene, MD – AHS, CMO
- Romoanetia Lofton – AHS, CNO
- Mini Swift, MD – AHS, HEDI
- Arleen Gomez – AHS, HEDI
- Jessica Pitt – AHS, HealthPATH
- Seth Kriz – AHS, Strategy
- Nikita Joshi, MD – Alameda Hospital
- Richard Espinoza – AHS, Post-Acute
- Robert Deutsch – Alameda Hospital
- Damon Francis – AHS, Co-Applicant Board
- HEDI Committee – AHS
- Patricia Simms-Mackey, MD – AHS, GME
- Ana Torres – AHS, Quality
- Sambo Ly – AHS, Interpretive Services