



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

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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 Board of Trustees Interviewed

Alameda Health System Board of Trustees

- | | | |
|-----------------|--------------------|---------------------|
| • Taft Bhuket | • Kinkini Banerjee | • Jennifer Esteen |
| • Mark Friedman | • Tracy Jensen | • Sblend Sblendorio |
| • Alan Fox | • Luisa Blue** | • Jet Chapman** |

Stakeholder Survey

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

Alameda Health System Staff and Key Constituents Interviewed

Alameda Health System Staff and Key Constituents

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

**Scheduled, but not yet conducted*

***Actively attempting to schedule*

Interview schedule current as of 2/28/22



Current Timeline

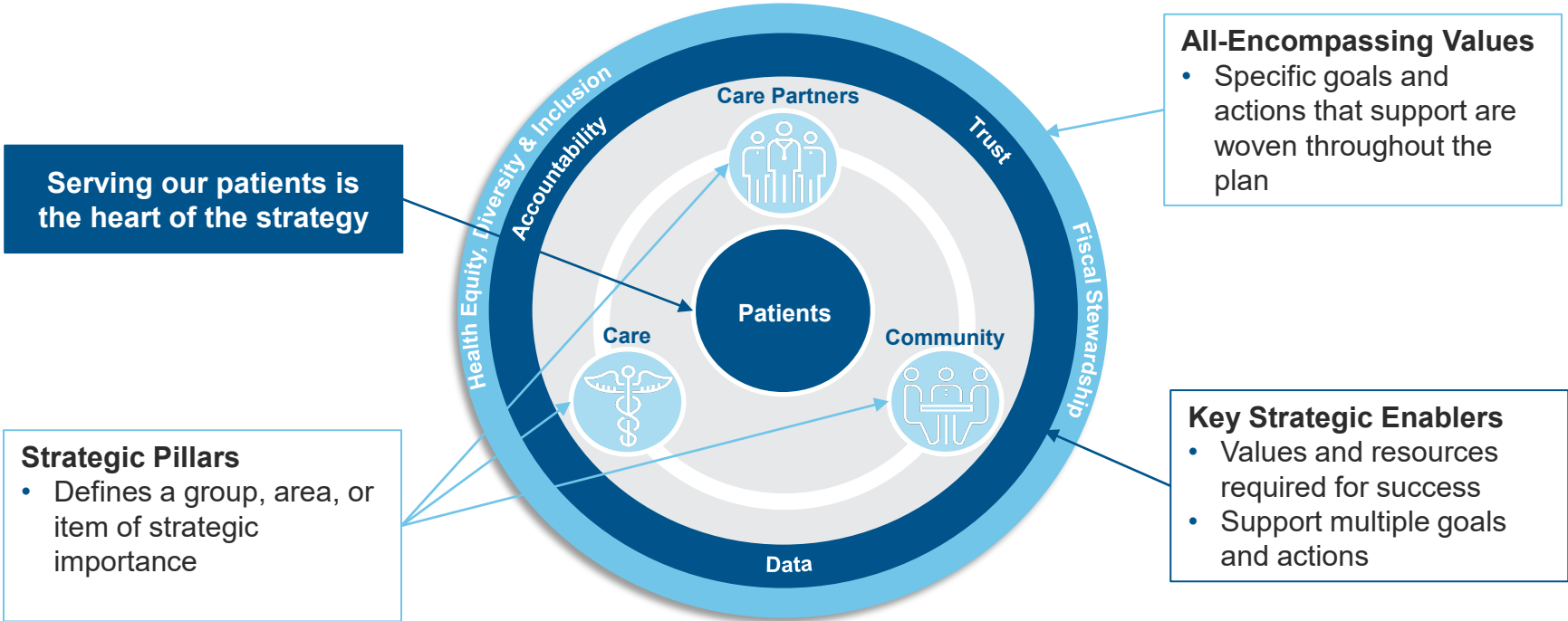
- Weekly meetings with the AHS ELT to discuss detail on key strategic planning activities
- Ongoing financial analysis and projections as plan continues to be refined
- AHS ELT retreat on 3/18:
 - Review financial models
 - Prioritize specific actions
 - Expected outcome is prioritized actions that will 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

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Strategic Framework



Current Draft of Strategic Framework






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

Pillars	Strategic Goals
 <p>Care Partners</p>	<ul style="list-style-type: none"> • Foster an environment of trust within AHS' leadership, care givers, and care partners • Invest in internal education/growth programs for our leaders, staff, and physicians • Grow AHS' role in identifying, developing, and retaining talent from within its community and employee population • Create culture of accountability that empowers staff to make decisions independently in an efficient manner
 <p>Community</p>	<ul style="list-style-type: none"> • Partner with resources in our community to deliver a comprehensive continuum of care to our patients • Share goals, objectives, and performance internally and externally to support outreach and highlight AHS' role in the community • Create a referral program that ensures patients receive needed care and resources
 <p>Care</p>	<ul style="list-style-type: none"> • Improve access to care in all AHS facilities • Establish AHS as a high-quality healing environment that advances health equity and addresses the social determinants of health • Create high quality healing environments supported by leading technology and trusted data

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 Fratzke – 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