

# Alameda Health System Strategic Plan

## Introduction

Alameda Health System is committed to provide the highest quality care to communities it serves. No matter the challenges, AHS' commitment to Care, Heal, Teach, and Serve All remains unwavering.

We envision a culture of health in Alameda county in which good health and well-being are shared values and flourish, where resources work well, systems are just, and the ecosystem of opportunities are worthy of the vibrant, diverse communities. Our strategic plan involves commitments and actions at all levels - patient, organizational, community and societal - and envisions a path that values people equally and treats them equitably.

Achieving optimally equitable solutions requires examination of structural and social drivers of health, as health disparities are systematic, avoidable health differences adversely affecting socially and racially disadvantaged groups. We aim to strengthen cross-sector partnerships for coordinated, integrated action across every sphere of AHS' influence, so that barriers that interfere with high quality, culturally affirming, equitable, patient and family centered care are eliminated, and excellence becomes our norm.

Integrating the voices of our employees, patients, staff, executive leaders, trustees, and external constituents, the Alameda Health System 2022-2027 strategic plan sets us on the path to center our patients, families and communities and builds foundational excellence in quality care, community connection, staff and physician experience and sustainability. We intend to strengthen and expand our capacity from a largely hospital-based, downstream approach of individual level medical care towards a system-wide adoption of population-based systems of primary and community-based care in alignment with the aspirations of our communities and strategic partners.

## **Closing (can be included here, or after the Infographic that includes Mission, Vision, Strategic Plan Pillar, Key Values and Strategic Enablers, and HEDI graphics**

With unwavering commitment to a just culture, Alameda Health System aims to continuously improve critical consciousness, capacity and accountabilities to identify and confront barriers to care. Caring, Healing, Teaching, Serving All, and building healthier communities will require multi-faceted approaches that bring together stakeholders and leverage collective power to build a seamless continuum of care. The actions set forth in the strategic plan demonstrate AHS's commitment to serving our patients, employees, and the constituents of Alameda County now and into the future. Creation of the plan is only the beginning, and we have confidence

that AHS in partnership with our stakeholder community will bring integrity and unwavering dedication, and leave no stone unturned in bringing this plan to fruition.

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INFOGRAPHICS:

- **Mission**
- **Vision**
- **AHS Strategic Pillars Graphic** *(with definitions included. Also, see suggested edits to the pillar definitions, below)*
- **Key values and Strategic Enablers Infographic**
- **AHS' Health Equity, Diversity and Inclusion (HEDI) Pledge Infographic**- *adopted in 2020, and included here in full because it is the outermost ring enveloping all of AHS' strategic priorities. The pledge could be in a shaded box, or delineated with a border, etc to show it is additional, relevant material*

**Suggested edits to two Pillar definitions**

Staff and Clinician Contributions: AHS recognizes the critical contributions made by our staff and clinicians in serving our patients and community *AHS staff and clinicians are fundamental to establishment of a patient-centered environment*

**AHS Places Patients at the Center**

Patient and Family Centered Care is the heartbeat of the Alameda Health System care philosophy. AHS meets the needs of our patients, their families and populations of patients through collaborative partnerships uniting patient, family, communities and the healthcare team.

We support patients in making informed choices about their care and in adopting lasting pathways to wellness.

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*AHS constantly strives to identify and eliminate racial gender cultural barriers to healthcare access*

## **AHS' Health Equity, Diversity and Inclusion (HEDI) Pledge**

To provide equitable care to residents, we focus targeted efforts towards communities which have suffered the longest and deepest wounds from dehumanization and disinvestment. We lead explicitly, though not exclusively, with race because health inequities are exacerbated based on race.

AHS' human rights-based, intersectional approach aims to address systemic and structural racism and constant threats to the wellbeing, and in some cases the very survival of our patients and communities of color. We further acknowledge that structural racism impacts many of our providers and staff. Alameda Health System is committed to eliminating bias and racism of all forms, and fostering a culture of deep belonging which respects and values diversity, authentic inclusion and justice in all forms.

- We recognize that our country's history of anti-Blackness and injustice in organized American medicine, and centuries-long neglect of Black health concerns continue to this day with systematic, disparate treatment of Black people. We confront and mitigate the devastating impact that historical and current day medical racism are having on African Americans.
- We recognize the socio-ecological and cultural contexts of first generation and immigrant Latinx who continue to have the least access to health care, and now experience the constant threat of forced family separations for accessing social services. AHS facilities are a safe haven (sanctuary?), dedicated to providing linguistic and culturally affirming care to all, regardless of immigration status.
- We are committed to undoing Indigenous/Native American invisibility and erasure, and commit to respectful, authentic, actionable and accountable care.
- We acknowledge the false health narratives of Asian American, Native Hawaiian and Pacific Islander communities, which reflect a long and complex interplay of racialized history, migration patterns, and exclusionary policies. We commit to addressing our nation's systemic neglect in AANHPI data collection and disaggregation, which lead to missing and misclassified data, and an inability to design and deliver culturally and linguistically congruent care, which perpetuates deep health inequities among many sub-groups within AANHPI.
- We acknowledge discrimination and refusals of service in physical and mental health for lesbian, gay, bisexual, transgender, queer, intersex and asexual (LGBTQIA) members of our communities. We understand the intersectionality of sexual orientation and gender identity with other identities (race, ability, non-english speaking, etc), and actively remove barriers to stigma and access in obtaining health care.
- We protect the safety and eliminate barriers to equitable care that ability, age, religion, creed, national origin, lack of formal education, and geography may cause.

- We connect those experiencing housing insecurity with coordinated care in partnership with key support services.