LETTER FROM LEADERSHIP

On behalf of the Alameda Health System (AHS) and the AHS Board of Trustees, we are honored to present the AHS Community Report for fiscal year 2022-2023.

At AHS, we are deeply committed to health equity and are thrilled to share our progress and unwavering dedication to exceptional health care.
We believe good health is a fundamental right and recognize the vital role of collaborative partnerships to cultivate a culture of health and well-being in Alameda County. Our strategic plan, “Paving the Way to Excellence for All,” is anchored in our commitment to patients and guided by principles of equity.

Paving the Way to Excellence for All requires new ways of being and doing. It prioritizes health equity, diversity, inclusion, and belonging with our patients and our employees, providers and volunteers, who are the driving force behind our steadfast commitment to delivering top-tier care to all. The unprecedented challenges to our system and community members from a continued response to COVID-19 to reimagining pathways to advance health equity made us strive harder. We refined AHS’s quality strategy and moved toward embedding health equity in our data infrastructure.

To cultivate community connections more effectively, which are critical in realizing our mission of caring, healing, teaching, and serving all, we are strengthening existing and building new partnerships that address health-related social needs. “Serving All” means more than who AHS services or the breadth of its services. It also means delivering services with self-awareness, humility, and a deeper knowledge about community contexts and authentic community partnerships. We are investing in building the internal capacity of the AHS team to do just that. Teams are participating in national and state-level collaboratives with other health systems to learn, share and practice ways to improve the design and delivery of culturally affirming, high-quality, patient- and community-centered care. We have system-wide initiatives to cultivate a just, safe and inclusive AHS culture and structures to support multi-year efforts toward an anti-racist health system.

Our plan reflects our dedication to the community’s well-being and aligns with the pillars of Quality Care, Sustainability, Staff and Physician Experience, and Community Connection. We are excited to showcase AHS’s partnerships with our community, highlighting programs that support our patients, residents, and staff. Together, we are advancing health equity, promoting inclusion, fostering belonging, and upholding justice.

We hope our report about our efforts to build a brighter, healthier future for our communities will inspire and resonate with you. We invite you to be a part of our exciting journey!

We believe good health is a fundamental right and recognize the vital role of collaborative partnerships to cultivate a culture of health and well-being in Alameda County.”
OUR MISSION

Caring, Healing,
Teaching,
Serving All

OUR 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’s Health Equity, Diversity, Inclusion and Belonging (HEDI-B) initiatives bring systematic approaches and vision to advancing health equity, diversity and inclusion at all levels of the health care delivery system.

HEDI-B looks beyond the type and quality of services AHS provides to also look inward and ask to what extent the AHS culture is diverse and inclusive.

HEDI-B accomplishments for 2023 include:

• The HR Organizational Learning & Effectiveness department provided DEI training for over 300 AHS leaders and staff.

• DEI micro-learning sessions were included in the monthly Department Leaders Meeting.

• Over 70 staff are involved in one of seven new Affinity Groups: Asian American & Pacific Islander, Affinity Group, Black Employee Affinity Network, Latinx & Ally Group, LGBTQIA & Ally Group, Social Workers Integrated Advocacy Networking Committee, Veterans Affinity Group, Women in Healthcare Affinity Group.

• Executives and leaders participated in two state and national health equity learning collaboratives.

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• Embedded an equity lens into the AHS True North Metric Dashboard.

• Developed and implemented the Equity Assessment Tool in order to promote wider diversity and inclusion in operational projects.

• Developed a proposal for a new division within AHS which will be known as the AHS Center for Health Equity.

• Two new equity focused committees were launched:
  • The Medical Staff Justice, Equity, Diversity and Inclusion (JEDI) Committee.
  • The AHS Equity Analytics Workgroup. This workgroup is comprised of leaders and staff from across AHS who have a role in equity data collection, storage, visualization and analysis. The workgroup will make recommendations to AHS leadership regarding ways in which to upgrade AHS’s equity data infrastructure.
Paving the Way to Excellence For All — 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 health care team.

We support patients in making informed choices about their care and in adopting lasting pathways to wellness.
Since 1864, we have served the East Bay’s health care needs. We continue to adapt and transform, caring for a growing and diverse community.
We are Health Care Heroes

Our amazing staff played a critical role in responding to the COVID-19 pandemic.

“ Our greatest strength was and is our health care heroes who show up every day caring, healing, teaching, and serving all. When I allow myself to sit with the grief for all that has been lost, I become overwhelmed with gratitude for all that we still have, for how many we saved, and most of all, for all of you.”

JAMES E.T. JACKSON
Chief Executive Officer
Alameda Health System

This archive of memories reflects AHS’s experience of the COVID-19 pandemic, as described by the frontline workers, physicians, nurses, administrators, telephone operators, chaplains, and others across the system. It is one health care system’s collective memory of serving and caring for its community through a global pandemic.

Hear “Health Care Heroes” stories

By the Numbers

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<tr>
<th>3</th>
<th>Acute Care Hospitals</th>
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<td>• Alameda Hospital</td>
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<td>• Highland Hospital</td>
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<td>• San Leandro Hospital</td>
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<tr>
<th>1</th>
<th>Psychiatric Hospital</th>
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<tr>
<td></td>
<td>• John George Psychiatric Hospital</td>
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<tr>
<th>4</th>
<th>Wellness Centers</th>
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<tr>
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<td>• Eastmont Wellness</td>
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<td>• Hayward Wellness</td>
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<td>• Highland Wellness</td>
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<td>• Newark Wellness</td>
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<tr>
<th>5</th>
<th>Post-Acute / Skilled Nursing Facilities</th>
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<tr>
<td></td>
<td>• Alameda Hospital Sub-Acute Unit</td>
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<td>• Fairmont Rehabilitation and Wellness</td>
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<td>• Park Bridge Rehabilitation and Wellness</td>
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<td>• San Leandro Hospital Acute Rehab Unit</td>
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<td></td>
<td>• South Shore Rehabilitation and Wellness</td>
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696 Beds
5K Employees
122K Patients Served
We are a haven for the most vulnerable among us; an advocate for equitable, compassionate and culturally sensitive care regardless of social and financial barriers.

Who We Serve

Race & Ethnicity of Patients

- Hispanic/Latino, 31.8%
- African American/Black, 24.7%
- White/Caucasian, 16.2%
- Other, specify: 14.7%
- Asian, 14.5%
- Native Hawaiian &/or Other Pacific Islander, .9%
- American Indian &/or Alaskan Native, .3%

Payor Mix

- Medi-Cal, 58.9%
- Medicare, 28.1%
- Commercial Insurance, 7.1%
- HPAC County Programs, 3.6%
- Self-pay, -Other, 2.3%
Patients Needing Interpreter Services
Patients with Top 10 Preferred Languages Needing Interpreters (72% ~ 41,000)

<table>
<thead>
<tr>
<th>Language</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Spanish</td>
<td></td>
</tr>
<tr>
<td>Cantonese</td>
<td></td>
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<tr>
<td>Arabic</td>
<td></td>
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<tr>
<td>Vietnamese</td>
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<td>Mam</td>
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<tr>
<td>Mandarin</td>
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<td>Tagalog</td>
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<td>Dari</td>
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<td>Persian</td>
<td></td>
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<tr>
<td>Tigrinya</td>
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Location

- Oakland, 50.0%
- Hayward, 14.0%
- San Leandro, 12.0%
- Alameda, 8.0%
- Fremont, 4.0%
- Berkeley, 3.0%
- Newark, 2.0%

Note: Albany, Dublin, Kensington, Livermore, Pleasanton, San Lorenzo, and Sunol <2%

WHO WE SERVE

Patient Languages Spoken

Ages

- Adults (25-64), 63.00%
- Older Adults (65+), 16.10%
- Children (0-15), 11.40%
- TAY* (16-24), 10.30%

*TAY = Transition Age Youth
### Patient Encounters FY 22-23

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 22-23</th>
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<tbody>
<tr>
<td>Emergency Visits (incl. JGPH)</td>
<td>95,812</td>
</tr>
<tr>
<td>Outpatient Clinic Visit (incl. telehealth)</td>
<td>360,451</td>
</tr>
<tr>
<td>Skilled Nursing Facility Patient Days</td>
<td>96,926</td>
</tr>
<tr>
<td>Acute Patient days</td>
<td>115,203</td>
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<tr>
<td>Skilled Nursing Facility Discharges</td>
<td>277</td>
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<tr>
<td>Acute Discharges</td>
<td>18,220</td>
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<tr>
<td>Surgeries Performed</td>
<td>8,811</td>
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<tr>
<td>Trauma Center Visits</td>
<td>3,189</td>
</tr>
<tr>
<td>Babies Delivered</td>
<td>1,457</td>
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</tbody>
</table>
“There is no doubt in my mind that without the dedicated team of health care providers at Alameda Health System who never gave up on finding a diagnosis and treatment plan for me, I would be in a wheelchair for the rest of my life. Instead, I’m excited for my recovery and my future.”

Jody Reshaw
INFUSION PATIENT

Ambulatory Care
AMBULATORY CARE

Changing lives one patient at a time.

Alameda Health System’s four wellness centers serve as neighborhood medical homes delivering personalized primary, preventive, wellness and diagnostic care. Caregivers offer comprehensive, culturally-appropriate services, information and resources for healthier living. Ambulatory Care also provides outpatient specialty care services at AHS’s wellness centers, acute hospitals and specialized clinics.

**WELLNESS CENTERS**

**Eastmont Wellness**
6955 Foothill Boulevard # 200
Oakland, CA 94605
(510) 567-5700
Provides Behavioral Health, Chest Clinic, Chronic Disease Management, Dental Services, Family Planning, General Medicine, Geriatric, Gynecology, Health Education and Immunization, Optometry, Orthopedics, Podiatry, Refugee Health and HOPE Center, Urology, and Women & Children’s Services.

**Hayward Wellness**
664 Southland Drive, Hayward, CA 94545
(510) 266-1700
Provides Behavioral Health, Chest Clinic, Disease Management and Immunizations, Family Planning, Food is Medicine Group Medical Visits, General Medicine, Gynecology/Obstetrics, Health Education, Optometry, Pediatrics, and Podiatry.

**Highland Wellness**
at the Wilma Chan Highland Hospital Campus
1811 E. 31st Street, K Bldg, 6th Floor,
Oakland, CA 94602
(510) 437-5039
Provides Behavioral Health, Cancer, Cardiac Services, Chronic Disease Management, Dental Service, Endocrinology, Family Planning, Gastroenterology and Hepatology, General Medicine, Geriatric, Gynecology, Health Education and Immunizations, HIV and AIDS, Human Rights, Neurosciences, Ophthalmology, Optometry, Orthopedics, Pediatrics, Podiatry, Pulmonary, Radiology, Renal and Nephrology, Surgical Services and Urology, Refugee Health, Same Day Clinic, Women & Children’s Services, and Wound Care.

**Newark Wellness**
6066 Civic Terrace Avenue, Newark, CA 94560
(510) 505-3600
Provides Behavioral Health, Chronic Disease Management, General Medicine, Health Education and Immunizations, Lab Services, Mammography, Orthopedics, Podiatry, Women & Children’s Services, and X-ray Services.

**CREEDON ADVANCED WOUND CARE**
815 Atlantic Avenue, Suite 100,
Alameda, CA 94501
(510) 535-7434
Provides Bio-engineered Skin Substitutes, Compression Wraps, Debridement, Hyperbaric Oxygen Therapy, Negative Pressure Wound Therapy, and Treatment of Chronic or Slow to Heal Wounds.

**Marina Wellness & Surgical Associates**
815 Atlantic Avenue, Suite 100,
Alameda, CA 94501
(510) 535-7363
Provides Advanced Orthopedic, General Surgery, Spine Care Services and Sports Medicine.

**Mobile Health Clinic**
Locations throughout Alameda County
(510) 459-7384
Provides care in local neighborhoods for people experiencing homelessness. Our team provides urgent care and connects consumers and patients to community resources.

<table>
<thead>
<tr>
<th>FY 2022-2023</th>
<th>In-person (primary and specialty) visits</th>
<th>Telehealth (primary and specialty) visits</th>
<th>Total ambulatory patient visits</th>
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<tbody>
<tr>
<td>293,642</td>
<td>67,007</td>
<td>360,649</td>
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Alameda Health System offers CenteringPregnancy prenatal care to bring together women whose babies are due around the same time in a comfortable group setting.

In the Centering group, patients get to know other moms. They'll meet midwives and other caregivers, and they'll get to know their needs as they approach childbirth. They share their experiences and learn the best ways to prepare for birth and care for their newborn babies.

Our diverse groups of Centering moms form valuable, lasting friendships. Centering can lead to healthier babies and more confident new moms.
Black Centering

The U.S. ranks 55th in the world in maternal mortality rates. Those rates are even worse for Black women, whose maternal mortality rate is more than two times higher than any other racial or ethnic group in the U.S.

80% of Beloved Birth Black Centering patients said they

- Feel seen, heard, and understood
- Experienced less stress during pregnancy
- Feel honored and celebrated as a Black birthing person

97% experienced

- Feeling less racial bias from health care providers
- Health care providers respectfully help them make decisions about their care

Beloved Birth Black Centering provides a solution to racism-based disparities in Black birth experiences and outcomes. Delivered by Alameda Health System (AHS), the Alameda County Public Health Department (ACPHD), and the Beloved Birth Collective, Beloved Birth Black Centering is an innovative model of perinatal care by, for-, and with Black people — and it’s leading to better outcomes for Black birthing people and their families.

LOCATIONS

Eastmont Wellness
6955 Foothill Boulevard # 200
Oakland, CA 94605
(510) 567-5700
Beloved Birth Black Centering and Spanish Language Centering

Highland Wellness at the Wilma Chan Highland Hospital Campus
1411 E. 31st Street, K Bldg, 6th Floor,
Oakland, CA 94602
(510) 437-5039
Spanish Language Centering
Many of us know someone who has a substance use disorder (SUD)—they are our family members, neighbors, people of all races, from all socio-economic backgrounds.
The disease is indiscriminate, but access to treatment is not.

A recent survey from the Federal Substance Abuse and Mental Health Services Administration found that only 6% of people experiencing substance use disorder receive treatment.

Alameda Health System (AHS) is on the front lines of the drug epidemic, offering evidence-based therapies and life-saving treatments to the communities that need it most, regardless of their ability to pay. AHS has helped thousands of people from all walks of life take the courageous step toward recovery. As each person’s journey to recovery is unique, AHS offers a wide range of medical, behavioral, complex care, and social services that are flexible and meet patients where they are with services tailored to their needs.
“Alameda Health System has the best care possible. Staff is very courteous and very humble.”

ALAMEDA HEALTH SYSTEM PATIENT

Acute Care

Image: AHS Family Birthing Center newborn and mom
ACUTE CARE
Always here for you.

Alameda Health System’s hospitals provide Alameda County residents a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, behavioral health and rehabilitation services.

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>LICENSED ACUTE BEDS</th>
<th>EMERGENCY DEPT. VISITS</th>
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<tbody>
<tr>
<td>Alameda Hospital</td>
<td>66</td>
<td>16,910</td>
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<tr>
<td>Highland Hospital</td>
<td>169</td>
<td>48,799</td>
</tr>
<tr>
<td>San Leandro Hospital</td>
<td>63</td>
<td>30,103</td>
</tr>
<tr>
<td>John George Psychiatric Hospital</td>
<td>80</td>
<td>8,943</td>
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</tbody>
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ACUTE CARE Locations

**Alameda Hospital**
2070 Clinton Avenue, Alameda, CA 94501
(510) 522-3700
Provides Cardiac Services, Critical Care, Emergency, Gastroenterology and Endoscopy, Lab and Pathology, Medicine, Orthopedics, Pharmacy Services, Physical and Occupational Therapy, Radiology, Respiratory Care, Speech Pathology, Sub-Acute/Skilled Nursing, Surgery, Wound Care, and is a Certified Primary Stroke Center.

**Highland Hospital at the Wilma Chan Highland Hospital Campus**
1411 E. 31st Street, Oakland, CA 94602
(510) 437-4800
Provides Medicine, Surgery, Level I Trauma Center, Labor and Delivery, Gastroenterology, Orthopedics, Physical and Occupational Therapy, Respiratory Care, Cardiology and Radiology, Behavioral Health, Immunology and Infectious Disease services.
Highland’s Acute Care Tower (ACT) offers a Family Birthing Center, Digital Interventional Services Center, Intensive Care Unit, a Neonatal Intensive Care Unit, and Obstetric, Physical and Respiratory Therapy facilities.

**San Leandro Hospital**
13855 E. 34th Street, San Leandro, CA 94578
(510) 357-6500
Provides Acute Rehab, Cardiology, Dialysis, Emergency, Gastroenterology, Lab and Pathology, Medicine, Orthopedics, Pain Services, Pharmacy, Physical and Occupational Therapy, Podiatry, Surgery, Radiology, Renal and Nephrology, Respiratory, Social Services, Surgery, and Vascular Services.

**John George Psychiatric Hospital**
2060 Fairmont Drive, San Leandro, CA 94578
(510) 357-1300
“Saundra [my community health outreach worker] has been there every step of the way this past year. Without ever judging me for my situation, she has provided me with endless encouragement, advocacy and love which I appreciate so much.”

Star
AHS PATIENT
Commnunity Connection

Trusted Partners in Patient-Centered Care

Advancing health equity is not only a core value of Alameda Health System’s (AHS) Strategic Plan, it’s also a collective passion for our community health outreach workers (CHOWs) who play a critical role in the health and well-being of our highest-risk patients and underserved communities.

“I know it’s my life’s purpose to make a difference in people’s lives,” said Saundra Mercado, community health outreach worker in care management and member of the High Utilizer Team (HUT). “It’s a privilege to get to know and serve patients and connect them to the community resources that meet their specific needs so they can have the best possible outcomes.”

Many AHS patients in underserved neighborhoods face barriers to living healthy lives because of little or no access to healthy food, safe housing, reliable transportation and other social determinants of health. Social and economic obstacles can keep patients from receiving preventative health care services including regular wellness visits, screenings and immunizations. In addition, this can often lead to the over-utilization of the system’s emergency department (ED).

At AHS, dedicated CHOWs are members of the High Utilizer Team (HUT) and they serve as a bridge between patients, providers and community partners. CHOWs help patients to better manage their health so they can eliminate unnecessary visits to the ED. Approximately 88% of our current CHOW workforce are solely dedicated to caring for our high risk and complex patients.

Mercado shared that connecting her patient, Star (name was changed at patient’s request) to local community resources has reduced her high utilization of the ED to virtually zero visits within eight months. The services allowed Star to get off the streets of Oakland and into a safe place where she is receiving both primary care and behavioral health services and is now medication compliant. In addition, she has been matched to multiple permanent housing options and is awaiting approval for what she calls her ‘forever home.’

“Eventually I was able to help find her own voice, stand in her truth and advocate for herself. She once told me that she was proud of the person she had become, and it was incredibly touching and meaningful to know that I helped make that happen.”

Creating critical relationships with patients is integral to AHS’s whole-person approach to health care and illustrates the important role CHOWs play as trusted partners in the lives of their patients and the community. It also highlights an opportunity for expanding the CHOW program at AHS to ensure more patients can benefit from the personal support and services it provides.
"We all just want to be treated with dignity, kindness, and compassion, as we would by our own families. I feel that here."

Resident
PARK BRIDGE REHABILITATION AND WELLNESS

Post-Acute Care

Image: Patient at San Leandro Hospital's Acute Rehabilitation Unit
POST-ACUTE CARE

Five Star Quality Ratings from Centers for Medicare and Medicaid Services for all post acute-facilities!

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<thead>
<tr>
<th>LOCATION</th>
<th>SKILLED NURSING BEDS</th>
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<tbody>
<tr>
<td>Alameda Hospital Subacute and Skilled Nursing Care</td>
<td>35</td>
</tr>
<tr>
<td>Fairmont Rehabilitation and Wellness</td>
<td>109</td>
</tr>
<tr>
<td>Park Bridge Rehabilitation &amp; Wellness</td>
<td>72</td>
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<tr>
<td>San Leandro Hospital Acute Rehabilitation Unit</td>
<td>28</td>
</tr>
<tr>
<td>South Shore Rehabilitation &amp; Wellness</td>
<td>26</td>
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</tbody>
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Post-Acute Care Locations

**Alameda Hospital Subacute and Skilled Nursing Care**
2070 Clinton Avenue
Alameda, CA 94501
(510) 522-3700
Provides Physical and Occupational Therapy, Physical Rehab, Skilled Nursing Sub-Acute and Post-Acute, Speech Pathology, Stroke Care, Sub-Acute Unit Services.

**Fairmont Rehabilitation and Wellness**
5400 Foothill Boulevard
San Leandro, CA 94578
(510) 895-4200
Provides Complex Clinical Care, Dietary, Hospice and Respite support, IV and Wound Care, Outpatient Rehabilitation: Speech Pathology, Physical Therapy, Occupational Therapy, Audiology, Prosthetic and Orthotic Clinic, Psychology, support, Outpatient Rehab Clinic, RNA services, and Skilled Nursing and Rehabilitation services.

**Park Bridge Rehabilitation & Wellness**
2401 Blanding Avenue
Alameda, CA 94501
(510) 522-3084
Provides Physical and Occupational Therapy, Physical Rehab, Skilled Nursing Sub-Acute and Post-Acute, Speech Pathology, Stroke Care, Sub-Acute Unit Services.

**San Leandro Hospital Acute Rehabilitation Unit**
13855 E. 14th Street
San Leandro, CA 94578
(510) 357-6500
Provides acute rehabilitation including speech, occupational and physical therapy. Designated rooms have overhead lifts and a gymnasium offers state of the art system to allow patients to walk safely without the fear of falling. A specially designed rooftop therapeutic area allows patients to participate in physical therapy in a outdoor setting.

**South Shore Rehabilitation & Wellness**
625 Willow Street
Alameda, CA 94501
(510) 523-3772
Provides Physical and Occupational Therapy, Speech Pathology, Stroke Care, Post-Acute Physical Rehab
BEHAVIORAL HEALTH

Building Better Lives for Patients
Ensuring that every patient has equal opportunity to achieve optimal mental health and wellbeing is the cornerstone of Alameda Health System’s (AHS) outpatient behavioral health services (OBHS) at the Wilma Chan Highland Hospital Campus (WCHHC) and Fairmont Rehabilitation and Wellness.

“The collective goal of our OBHS staff is to create a compassionate, equitable and culturally sensitive health care environment for our patients suffering with mental illness,” said Maurice Fried, PhD, program manager, psychiatry and behavioral health. “We meet our diverse patients where they are and individualize their treatment plans for achieving their highest level possible of independent functioning.”

OBHS has developed an integrated continuum of care with programs tailored to meet the ongoing needs and goals of each patient and to reduce their risk of hospitalizations. Patients are referred to OBHS programs from multiple agencies across Alameda County including Alameda County Behavioral Health Care Services (ACBHCS), John George Psychiatric Hospital and our four ambulatory wellness centers.

The scope of services provided at AHS include the Partial Hospitalization Program (PHP), Outpatient Behavioral Health Services Clinic Program (OBHSC) and the Intensive Outpatient Program (IOP).

One IOP patient with major depression has been attending programs at Fairmont Rehabilitation and Wellness for many years and attributes their health and well-being to the ongoing support of the staff.

“Attending Fairmont IOP has really helped me to rebuild my self-esteem as well as my own identity,” they said. “The staff is truly inclusive in making patients part of the treatment program and the psychiatrists are always willing to listen to what I have to say and how I feel before deciding what to do with my medication.”

The patient who also lives with cerebral palsy shared that they are making great strides in their mental health and wellness goals and their personal goal of entering the workforce.

The patient shared that through their experience with the supportive staff of IOP, they have built the self-confidence needed to volunteer with the National Alliance on Mental Illness (NAMI) and PEERS, an organization based in Oakland that offers peer-led support groups, trainings and workshops for people with diverse mental health experiences.

“These opportunities are helping me to reach the goal I’ve had since I was a child to help other people,” they said. “Being in these programs has made it clear how much I want to give back to the community that has given me the confidence to live again.”

“Attending Fairmont IOP has really helped me to rebuild my self-esteem as well as my own identity. The staff is truly inclusive in making patients part of the treatment program and the psychiatrists are always willing to listen to what I have to say and how I feel before deciding what to do with my medication.”

Intensive Outpatient Program patient
Teaching is central to Alameda Health System’s (AHS) mission. AHS is home to a wide range of programs that educate the next generation of health care workers along every stage of their educational journey – from middle school to postgraduate and professional studies.

A Vanguard of Teaching Excellence
Teaching is central to Alameda Health System’s (AHS) mission. AHS is home to a wide range of programs that educate the next generation of health care workers along every stage of their educational journey – from middle school to postgraduate and professional studies.

After completing a medical degree, physicians complete residency in order to obtain their medical license and practice as independent physicians. Physician residency programs at the Wilma Chan Highland Hospital Campus are highly regarded and competitive, attracting thousands of top-tier medical student candidates nationwide. Our residency programs are rigorous, health-equity-oriented, and designed to help our residents become exceptional physician leaders. Dr. David Duong, residency program director of emergency medicine notes that “These interns are mission-driven, passionate about health equity, and just phenomenal human beings. The future of medicine looks bright and hopeful! We select applicants who will thrive here and have a track record of serving and advocating for safety net patients. We also prioritize creating a diverse cohort because we want a workforce that reflects the patients we care for in Alameda County.”

In 2023, AHS partnered with the University of San Francisco School of Nursing and Health Professions (USF SONHP) to launch the Nurse Health Equity Scholars (NHES) program, a unique, evidence-based approach to providing undergraduate nursing students with longitudinal clinical learning experiences in the public safety-net health sector. The program is the first of its kind in California.

Every year, AHS’s HealthPATH programs provide internships and work-based learning experiences to more than 300 middle school and college students. HealthPATH provides a pathway to a career in health care for young people from the Alameda County communities that are most impacted by health inequities. It also helps us nurture a diverse workforce pipeline directly from the communities we serve.
There is a Ghanian concept, called Sankofa that centers around making positive progress as a community by helping others and lifting them up. For Dr. Jamal Jefferson, emergency medicine, Sankofa is not only a concept that guides his approach to life, it’s something he puts into practice as a volunteer mentor for Alameda Health System’s (AHS) HealthPATH students.

“Throughout my journey to becoming a physician, I will never forget the importance of having a mentor along the way. Someone in my corner helping navigate as I took the next step,” said Dr. Jefferson.

“I want to pay it forward and help students from the community who are interested in health care.”

Dr. Jefferson, who began serving as a HealthPATH volunteer in his first year of residency, has connected with over 100 students as a volunteer clinician through the Mentors in Medicine & Science (MIMS) internship program.

MIMS offers career exploration programs for local students of color in high school and college who are typically underrepresented in health care pipeline programs. MIMS provides them with exposure to a breadth of health care careers while providing meaningful mentorship and leadership development.
“Dr. Jamal Jefferson’s contributions to HealthPATH are immeasurable,” said Joilah James, manager of HealthPATH operations. “We are extremely grateful for his dedication to supporting young people on their learning journey and in pursuit of their individual goals.”

John Zelaski, an Oakland native and graduate of the MIMS program in 2021 is on his way to achieving his goal to become a physician thanks to Dr. Jamal Jefferson’s continued mentorship and support.

“After expressing my interest in applying to medical school, Dr. Jamal Jefferson took the time to review my personal statement and metrics and he provided great feedback,” shared Zelaski. “He generously mapped out a whole series of steps for me to take for creating a strong, competitive application.”

Zelaski, who attended Xavier University, is currently finishing a pre-med postbaccalaureate program at Charles R. Drew University of Medicine and Science in Los Angeles. His dream is to attend the University of California, San Francisco (UCSF) Medical School closer to home. He shared that he’s interested in studying psychiatry due in part to the rise in mental health and substance abuse issues currently impacting Oakland. “After all is said and done, I aspire to be like Dr. Jamal Jefferson, and give back to the village that made me who I am,” said Zelaski.

For Dr. Jamal Jefferson, this shared dedication for serving our diverse community includes inspiring underrepresented minority youth to pursue careers in health care.

“All the time I take care of a Black patient in the emergency department (ED), there’s that moment when they recognize you’re one of their doctors,” he shared. “You can’t imagine how many people say to their kids, ‘Hey, look at him. He’s a Black doctor. He’s your doctor.’”

Dr. Jamal Jefferson who graduated residency in May 2023 has accepted a part-time position serving patients at San Leandro and Alameda Hospitals.

“Two of my favorite things about working at AHS are the diverse communities we are privileged to serve and being part of a dedicated, mission-driven staff that reflects that community,” said Dr. Jamal Jefferson. “As a mentor, I want to ensure there are more people like me coming through the pipeline because they will be able to bring others along behind them.”

To learn more about HealthPATH programs and how you can volunteer to be a mentor visit HealthPATH.

At Alameda Health System (AHS) our more than 220 active volunteers lend their time, talent and voice to make a difference in the lives of our patients and support our vision to be a world-class patient- and family-centered system of care.
### About Our Volunteers

<table>
<thead>
<tr>
<th>Total Volunteer Hours</th>
<th>Total Number of Volunteers</th>
<th>Several AHS volunteers have over 20 years of service, including our longest-serving volunteer with over 40 years.</th>
<th>Each year, AHS volunteers are accepted to medical and pharmacy schools, nursing, radiology, and other health-related programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>21,000</strong></td>
<td><strong>221</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

AHS Volunteers donate on average over 21,000 hours of service each year.

<table>
<thead>
<tr>
<th>Age Range of Volunteers</th>
<th>Gender Breakdown</th>
<th>Languages Spoken</th>
<th>Departments helped</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>18-91</strong></td>
<td></td>
<td><strong>34</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

AHS Volunteers range in age from 18 years old to 90-plus.


Each year, AHS volunteers are accepted to medical and pharmacy schools, nursing, radiology, and other health-related programs.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>153</td>
</tr>
<tr>
<td>Male</td>
<td>67</td>
</tr>
</tbody>
</table>

≥ Decline to State

Adult Medicine, Chaplain/Pastoral Care, Creedon Advanced Wound Care, Eastmont Wellness, Food & Nutrition Services, Education Program, Emergency Department, Infection Control, Materials Management, Maternal Child Health, Medical/Surgical Unit, Newark Wellness, Clerical Support, Occupational Therapy, Outpatient Behavioral Health, Palliative Care, Pharmacy, Physical Therapy, Public Spaces/Wayfinding, Step Down Unit, Telehealth Advocate, Telemetry.
AHS is a proud member of our local communities and is dedicated to facilitating open and meaningful engagement with the community and elected officials. The team supports and participates in activities throughout the year that align with AHS priorities and strategies.
Financials
### Statement of Audited Revenue and Expenses

AHS is a thoughtful steward of our finances on behalf of our employees, patients, and community. The table provides the fiscal year 2022-23 (July 1, 2022 to June 30, 2023) budget.

<table>
<thead>
<tr>
<th>OPERATING REVENUES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient service revenues, net</td>
<td>$ 787,679,000</td>
</tr>
<tr>
<td>Capitation revenues</td>
<td>100,432,000</td>
</tr>
<tr>
<td>Other government programs</td>
<td>499,020,000</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>44,132,000</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>1,431,263,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>1,017,362,000</td>
</tr>
<tr>
<td>Physician contract services and purchased services</td>
<td>147,371,000</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>132,592,000</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>38,717,000</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>76,550,000</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>1,412,592,000</td>
</tr>
<tr>
<td>Operating profit (loss)</td>
<td>18,671,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NON-OPERATING REVENUES, NET</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,509,000</td>
</tr>
</tbody>
</table>

| INCOME (LOSS) BEFORE OTHER REVENUES, EXPENSES, GAINS, LOSSES, AND TRANSFERS | 23,180,000 |

<table>
<thead>
<tr>
<th>CAPITAL CONTRIBUTIONS</th>
<th></th>
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<tr>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

| CAPITAL TRANSFERS           | (43,427,000)                        |
| (INCREASE) DECREASE IN NET DEFICIT | (20,247,000)               |

| NET DEFICIT, BEGINNING OF THE YEAR | (63,825,000) |
| NET DEFICIT, END OF THE YEAR      | $ (84,072,000) |

Note: AHS wrote off the receivable from Alameda County for capital cost improvements that are designated for County owned buildings, including various AHS buildings. AHS experienced an operating profit for FY 2023 of $18.7 million which helped to reduce the deficit.
The Alameda Health System Foundation advances health equity throughout Alameda County by securing funding and community support for AHS’s strategic priorities that reduce health disparities and inequities and improve health outcomes and well-being.
Advancing health equity through community support.

Alameda Health System (AHS), like many public hospitals and health systems across the state, operates under challenging financial circumstances and is faced with the herculean task of providing comprehensive care to historically marginalized communities. Nearly 90% of AHS patients are on public insurance or uninsured and many have multiple complex health problems compounded by homelessness, poverty, substance abuse, mental illness, or incarceration. AHS is the home of the only Level 1 trauma center in the East Bay. We serve all.

Alameda Health System Foundation secures funding and community support for AHS’s strategic priorities that reduce health disparities and inequities and improve health outcomes and well-being. The AHS Foundation works to support the patients, providers, and innovations that make AHS an anchor institution in Alameda County.

Contributions and support of donors serve as a bridge to advance health equity and support programs that impact the health and well-being of our community. AHS Foundation is a committed partner with AHS to increase access to quality care, address patients’ unmet social needs, build a community-centered workforce, and so much more.

AHS is indebted to the Alameda County residents, communities, partners and philanthropic organizations for supporting its mission and vision.

To find out more about how you can support Alameda Health System, visit the

www.foundationahs.org/giving

Generous donations to the Alameda Health System Foundation support AHS programs and initiatives that include:

- Increased staffing for Palliative Care and program expansion from inpatient to systemwide.
- Expanded HealthPATH program from middle school only to include students from high school, community college, and four-year college. In addition, HealthPATH grew from serving an average of 90 students to 400 students.
- Secured grants to grow Centering programs including Beloved Birth Black Centering and Spanish Language Centering.
- Secured grant to enhance the proficiency of bilingual interpreters.

Alameda Health System Foundation is grateful for the California Healthcare Foundation, the Stupski Foundation, Oakland Fund for Children and Youth, the AHS Government Grants team, the Atlantic Philanthropies Grant, March of Dimes, Kaiser Permanente and other generous donors for their support in making these improvements possible.
Awards

California Association of Public Hospitals and Health Systems and the California Health Care Safety Net Institute
2022 Quality Leader Award
Top Honor, Beloved Birth Black Centering Program

California Maternal Quality Care Collaborative
2022 CMQCC Quality and Sustainability Award

Beta Healthcare Group
2023 “Quest for Zero” Award, Excellence in Emergency Department
Highland, Alameda, and San Leandro Emergency Departments

American Heart Association
2023 Mission Lifeline Silver STEMI
2023 Mission Lifeline Silver NSTEMI
Highland Hospital

American College of Surgeons
Level 1 Adult Trauma Center Designation
Highland Hospital

World Health Organization and UNICEF
Baby-Friendly Designation
Highland Hospital

American Heart Association, American Stroke Association, The Joint Commission
Certified Primary Stroke Center
Alameda Hospital

American Heart Association
Get With The Guidelines Stroke Gold Plus Quality Award
Get With The Guidelines Heart Failure Gold Plus Quality Award
Alameda Hospital

American Heart Association, American Stroke Association
Target: Stroke Honor Roll
Elite Plus
Alameda Hospital

Centers for Medicare & Medicaid Services
Five-Star Quality Rating for Nursing Homes
Fairmont Hospital/Alameda Hospital

Collaborative Alliance for Nursing Outcomes
Performance Excellence Awards
Highland Hospital/Alameda Hospital

California Health and Human Services and Smart Care California
C-Section Honor Roll
Highland Hospital

Commission on Accreditation of Rehabilitation Facilities
Rehabilitation Facility Accreditation
San Leandro Hospital Acute Rehabilitation Unit

Healthcare Information and Management Systems
Stage 7 Outpatient Ambulatory Care

The College of Healthcare Information Management Executives
Digital Health Most Wired Level 8
Acute, Post acute, and Ambulatory Care

Epic
Gold Stars Level 9
Alameda Health System

Image: Resident red-tailed hawk, Stormy (or is it Sunny?), at the Wilma Chan Highland Hospital Campus