3-Year Strategic Plan

The following is a roadmap showing distinctive goals for the improvement of the Alliance for Fiscal Year (FY) 2022, 2023, and 2024.

10-Year Strategic Roadmap

A 10-year Strategic Roadmap is a visual, often external facing depiction of an organization's long-term strategic thinking and positioning.

Alameda Alliance for Health

3-Year Strategic Plan

2022-2025 Strategic Priorities

Priority #1: Transition to a Single Plan Model

Priority #2: CalAIM Focus: Expand Aging and Long-Term Care Services and Supports

Priority #3: CalAIM Focus: Address Social Needs and Community Health

Priority #4: Engage All Members

Priority #5: Bring Mental Health Services Administration In-House

Priority #6: Implement Flexible Hybrid Work Environment

Directional Anchors (External)

Change Management	Health Equity	State Policy including CalAIM

Foundational Anchors (Internal)

Ensure robust provider network & community partners	Reduce health disparities & improve clinical quality	Develop workforce & increase employee engagement	Sustain financial strength & stability	Build strong technology & data infrastructure	Continue to meet accreditation, quality standards & regulatory compliance

Health care you can count on.
Service you can trust.

Priority #1: Transition to a Single Plan Model

Major Strategies	Anticipated Outcomes
1A. Understand non-Alliance Medi-Cal population in Alameda County	• Easier for members/providers to navigate the system • Anthem members well connected to Alliance
1B. Analyze difference between the two managed care plans' networks, operations and member engagement approaches; address any differences with providers and members	• Clinical quality alignment is promoted for Medi-Cal county-wide • Alliance conducts provider and member outreach and education about Alliance procedures
1C. Identify all Anthem providers not in Alliance network and reach out to them to see if they want to join the network	• Alliance is contracted with Anthem providers not in network or develops Continuity of Care arrangements with them so that members do not have a lapse in services
1D. Develop enrollment process with the County	• Seamless enrollment and AID code transition process
1E. Analyze and anticipate changes in Alliance staffing to accommodate new members from Anthem and Med-Cal FFS	• Alliance is appropriately staffed for member growth

Priority #2: CalAIM Focus: Expand Aging and Long-Term Care Services & Supports

Major Strategies	Anticipated Outcomes
2A. Assess, prioritize and launch LTC Community Supports designed to assist the aging population	• Relationships are built with community-based organizations serving older adults • Alliance understands who is serving older adults today and services being offered • Successful implementation of LTC Community Supports including Operations, IT and HCS
2B. Build strong SNF partnerships that address member needs and support transitions to lower levels of care	• Systems are in place for quality assurance/improvement, readmission prevention, ED to SNF transitions, physician rounding, etc. • Improved quality of care and cost reductions for SNF population • Decreased ratio of members in SNFs vs. community placements including ALFs, RCFEs and ARFs • Contracts are in place with CBOs to support successful community placement (e.g., Independent Living Centers)
2C. Integrate the LTC population from FFS Medi-Cal into the Alliance	• Successful transition of FFS Members into Alliance

Priority #2: CalAIM Focus: Expand Aging and Long-Term Care Services & Supports

Major Strategies	Anticipated Outcomes
2D. Develop and implement day habilitation, fall prevention, community transition services and other community-based programs that support aging in place	• Programs and services that support community transitions and aging in place are implemented • Fewer Medicare members reside in LTCFs
2E. Conduct a Medicare readiness risk assessment including financial pro forma, IT systems and staffing assessment	• Alliance understands the costs and risk associated with Medicare expansion and not expanding into Medicare
2F. Create and implement a new Medicare D-SNP product for dual eligible beneficiaries	• An organizational risk assessment is conducted in 2022-23 • Successful launch of Medicare DSNP structure internally at the Alliance in 2024 • New Medicare Advantage product is launched by 2026

Priority #3: CalAIM Focus: Address Social Needs and Community Health

Major Strategies	Anticipated Outcomes
3A. Determine/implement best practices to organize and deliver services addressing health-related social needs	• Alliance executes an action plan that addresses SDOH • Alliance has a clear internal structure and operational expertise, and reporting capabilities for addressing SDOH
3B. Develop and implement strong connections to CBOs that address health-related social needs	• Alliance has an interconnected, county-wide matrix of case management services
3C. Implement all approved Community Supports within the timeline set by DHCS	• Creation of viable alternatives to acute social admissions • Members are connected to online classes, community centers and other social activities/programs that positively impact health/mental health
3D. Evaluate, develop and implement a data collection system for SDOH	• Alliance has a data collection system that includes relevant SDOH • Engagement with local CBOs is stronger as a result of work on social needs
3E. Evaluate and understand the cost-effectiveness of SDOH services	• Creation of cost-effectiveness models to deliver SDOH services • Enhanced core systems to track health outcomes and incorporate into SDOH cost modeling

Priority #4: Engage All Members

Major Strategies	Anticipated Outcomes
4A. Analyze utilization data identifying top areas of focus	• Alliance has quantitative data and defined targets for increasing utilization
4B. Consider ways to be more flexible and effective to connect with low and high utilizers	• Alliance has a clear plan to engage members with low utilization to increase utilization and to support high-utilizing members with complex case management services • Alliance adopts an outreach strategy for adults, children, and older adults using digital platforms, social media, and personalized customer service (e.g. live agents)
4C. Develop and implement processes to engage low utilizers with community-based providers and CBOs	• Utilization targets are met – e.g., members receive annual wellness visit; members receive at least one touchpoint per year • Decrease in members with 'no visit' each year

Priority #4: Engage All Members

Major Strategies	Anticipated Outcomes
4D. Develop capacity, plan and protocols to absorb and engage Anthem members through outreach, onboarding and education	• By 2024, 60,000 Anthem members are successfully transitioned to Alliance • Members' ability to participate with Alliance programs/services is improved
4E. Keep members engaged and involved through expanded platforms (e.g., social media, mobile app, care management)	• New platforms are developed and implemented • Members are more engaged with Alliance

Priority #5: Bring Mental Health Services Administration In-House

Major Strategies	Anticipated Outcomes
5A. Develop and execute transition plan to move mental health services from Beacon to Alliance	• Successful transition from Beacon • Mental health and physical health services are integrated
5B. Develop strategies to increase mental health access through an engaged mental health provider network including delegation and risk sharing	• Improved member access to mental health services • Increase in member utilization of mental health services • Engaged mental health provider network
5C. Develop processes to smoothly integrate and transition Alliance members to Alameda County Behavioral Health Services when appropriate	• Fewer barriers to transition members with SMI and ASD to specialty care • Improved integration and collaboration with County Behavioral Health, and positioned for future mental health (SMI) and substance use integration

Priority #5: Bring Mental Health Services Administration In-House

Major Strategies	Anticipated Outcomes
5D. Develop alternative value-based payment approaches for mental health services that reward providers with incentive payments for quality and target improvements to access	• Increased provider engagement with alternative payment programs • Increase in member utilization of mental health services
5E. Educate and engage members about mental health services	• Members understand new processes for accessing mental health services • Increase in member utilization of mental health services
5F. Increase technology and data reporting in mental health implementation	• Alliance has a clear plan for utilizing data and technology in mental health transition • Encourage use of tele-psychiatry services

Priority #6: Implement Flexible Hybrid Work Environment

Major Strategies	Anticipated Outcomes
6A. Create structured opportunities for teambuilding and employee connections in hybrid work environment	• Employee morale improves • Reduction in employee turnover • Effective collaboration between staff
6B. Continue to monitor COVID risks and COVID vaccinations for employees	• Successful implementation of vaccine monitoring strategy • Safety protocols are in place • Workplace is safe and employees feel safe at work
6C. Implement hybrid work plan addressing solo work, teamwork, meetings, tools and technology to support employees and monitoring	• Clear guidance and protocols are shared with all employees • Remote employees have ergonomically safe work stations • Employee productivity is monitored and sustained • Employee morale improves • Reduction in employee turnover • Performance metrics are maintained • Tools in place to support hybrid work

Priority #6: Implement Flexible Hybrid Work Environment

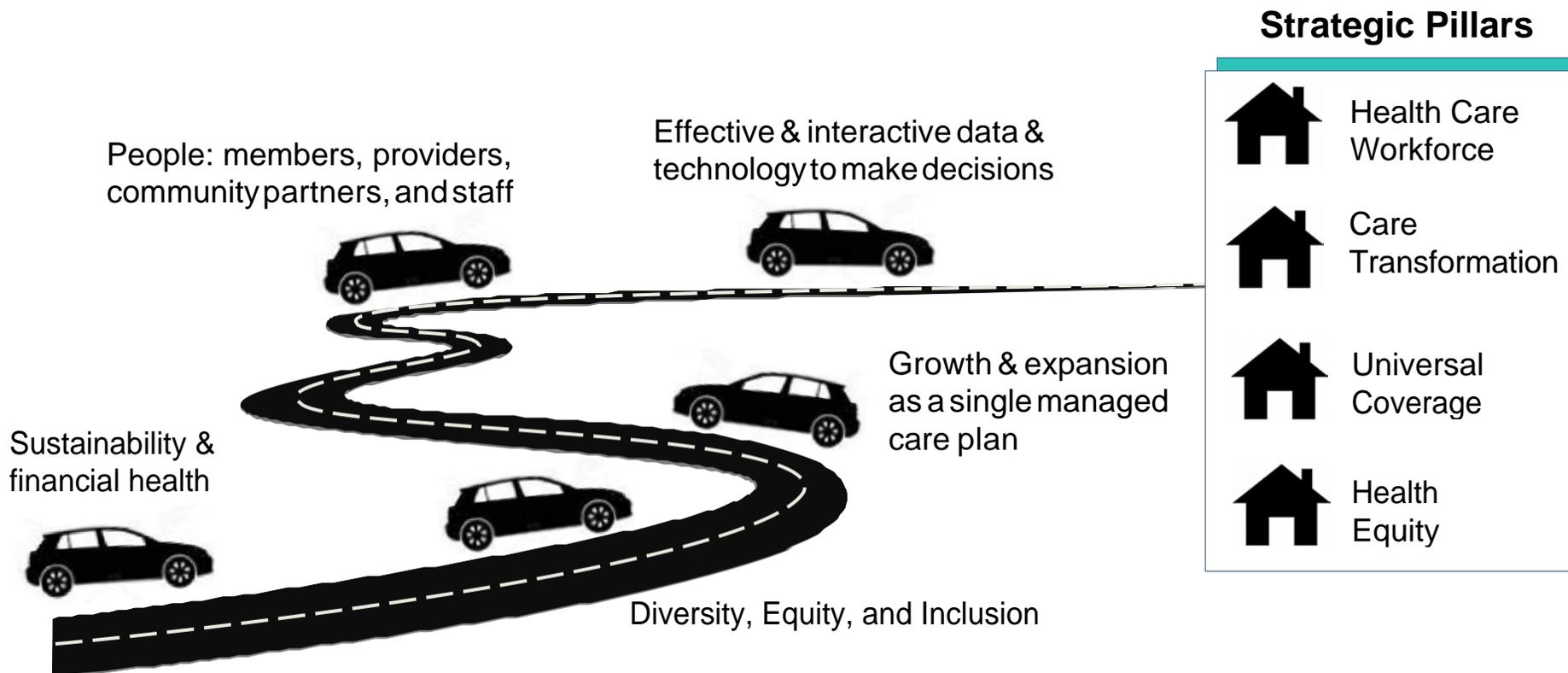| Major Strategies	Anticipated Outcomes
6D. Develop and Implement Business Continuity Plan in sync with current Disaster Recovery Plan	• Business Continuity Plan is completed, understood and implemented effectively • Alliance is prepared for the most common types of disruptions and disasters
6E. Develop policy and procedures regarding out-of-state employees	• Policy and procedures define exceptions for out-of-state employees and ratios for in-state vs. out of state • Workflows are Implemented for out-of-state employees to address home office ergonomics

Alameda Alliance for Health

The 10 Year Strategic Road Map

10 YEAR STRATEGIC ROADMAP

A 10-year Strategic Roadmap is a visual, often external facing depiction of an organization's long-term strategic thinking and positioning. A strong long-range framework is aspirational, designed to inspire stakeholders and demonstrate how the organization is working towards its vision, mission and values. The roadmap can help prioritize efforts and allocate resources and is executed via a cycle of shorter action-oriented strategic plans.

10-Year Strategic Roadmap 2022-2032

External facing depiction of organization's long term strategic thinking and positioning, designed to inspire and demonstrate how the organization is working towards its vision, mission and values.

ALAMEDA Alliance FOR HEALTH

Strategic Pillars

- Health Care Workforce
- Care Transformation
- Universal Coverage
- Health Equity

People: members, providers, community partners, and staff

Effective & interactive data & technology to make decisions

Growth & expansion as a single managed care plan

Sustainability & financial health

Diversity, Equity, and Inclusion

Future Assumptions

- Single Plan by 2024
- Aftermath of COVID-19
- Population aging
- Workforce shortages
- Housing and behavioral health crises

- Medicare by 2026
- Health disparities
- Value-based payment/performance metrics
- Telehealth continues
- Strong/effective community partnerships