

ALAMEDA  
**Alliance**  
FOR HEALTH

**Chief Executive Officer**

Leadership Profile

November 2022

*Prepared by: WittKieffer*

## The Opportunity

Alameda Alliance for Health (Alliance) seeks a dynamic, experienced executive to serve as its next Chief Executive Officer (CEO). The CEO will lead a successful, growing managed care plan that is committed to making high quality health care services accessible and affordable to Alameda County residents. This position is open due to the upcoming retirement of the Alliance's current CEO, Scott Coffin, who has served as CEO since 2015, providing countless contributions to the organization's mission of ensuring that all Alliance members receive timely access to quality health care and the highest levels of customer service.

Established in January 1996, the Alliance is a local, public, not-for-profit managed care health plan that provides health care coverage for two out of every ten Alameda County residents, and provides access to care and services to more than 330,000 people in the community. Alameda Alliance partners with a network of more than 8,000 access points, including primary care physicians and specialists, hospitals and pharmacies, and other caregivers to improve health outcomes and quality of life throughout an extremely diverse community.

The Alliance has committed to execute a number of strategic initiatives over the next five years including meeting the state's multiple initiatives with CalAIM, converting to a Single Plan model, expanding aging and long-term care services and supports, insourcing mental and behavioral health services administration, and implementing a flexible hybrid work environment for the employees. The Board wants the new CEO to successfully implement these and optimize the performance of each before moving forward with a new strategic plan.

To ensure success in the years ahead, the Alliance seeks a strategic, collaborative, creative, partnering, relationship-oriented leader with strong financial acumen and exceptional communication skills. The next CEO will be skilled in leading effectively in a Medicaid regulatory environment and able to comfortably engage with the community and various partners of the Alliance. They will be expert at guiding and managing a high-performing leadership team, creating a culture of performance and accountability across the organization and strengthening high-trust partnerships with key stakeholders to achieve results.

The Board seeks a dynamic healthcare leader to serve as its next Chief Executive Officer to build out the current strategic plan which calls for the implementation of numerous new programs and services. The ideal candidate is a seasoned, dynamic, mission-driven leader who possesses the energy, passion and experience to continue to grow the organization and increase efficiencies. Chief Executive Officer candidates will bring a track record of visionary strategic thinking that has enabled previous organizations under their leadership to thrive. The ability to direct myriad projects in an expedient and efficient manner, design effective collaborations, and clearly articulate the Alliance's goals and objectives internally and publicly will be expected. The next leader must demonstrate integrity, transparency, and vision in leading a diverse organization, with a commitment to diversity, equity and inclusion internally and externally. They must be an excellent speaker, approachable, active listener, have broad health care policy experience, and be able to collaboratively execute.

## Organization Overview

Established in January 1996, Alameda Alliance for Health (Alliance) is a local, public, not-for-profit managed care health plan committed to making high quality health care services accessible and affordable to Alameda County residents. With approximately 395 employees, the Alameda Alliance for Health staff and provider network reflect the county's cultural and linguistic diversity, and is actively recruiting to scale the operations with 80+ additional employees by June 2023. The Alliance is proud to offer their members an extensive network of doctors, specialists, hospitals, pharmacies, and other service providers.

The organization's roots are based in the decision by the California Department of Health Care Services (DHCS) to place a significant number of Medi-Cal beneficiaries into one of two Knox-Keene licensed HMOs. In Alameda County, this "Two Plan Model" is composed of the Alliance and, currently, a program operated by Anthem, a commercial HMO. This allows the Alliance to operate as the local initiative and Anthem to operate as a private HMO. Both plans are administered by DHCS and must comply with the same contract requirements. The State of California offered 13 counties the option to create these county-sponsored local initiative health plans, and the Alameda County Board of Supervisors has fully endorsed to change the Medi-Cal delivery model into a single plan model on January 1, 2024. Alameda County is preparing to transition into a single plan model and Anthem will no longer be an enrollment choice, but Kaiser Permanente will care for some residents through a statewide contract that includes Alameda County residents enrolled in the managed Medi-Cal program.

Today, the Alliance administers health care services for over 330,000 Alameda County Medi-Cal recipients, and during the last eight years, has established strong financial reserves equating to more than times over the regulatory requirements, in excess of \$200 million. The Alliance maintains a dominant market share with nearly 80 percent of eligible Medi-Cal enrollees selecting the Alliance option over the Anthem alternative.

Alameda Alliance contracts with the DHCS for the administration of Medi-Cal services for 324,000 adults and children, and is contracted with Alameda County to administer health services to 6,000 eligible workers in the In-Home Supportive Services program. The combined revenue, for both products, exceeds \$1.3 billion annually. The Alliance has contracted with various health care providers to provide or arrange hospital and medical services for its members. The Alliance both directly contracts with providers and contracts with IPA/medical groups to deliver care, and has maintained NCQA health plan accreditation for both lines of business. Alameda Alliance is planning to apply for NCQA's Health Equity accreditation in early 2023.

The Alliance currently provides health care coverage through two programs:

- Medi-Cal – Insurance for low-income families and children, persons with disabilities, and seniors. Medi-Cal represents 98% of revenue and membership.
- Alliance Group Care – Employer-sponsored group health plan with Alameda County Public Health, the local Public Authority, including In-Home Supportive Services (IHSS). Group Care represents 2% of revenue and membership.

## MISSION

Improving the health and well-being of our members by collaborating with our provider and community partners to deliver high quality and accessible services.

## VISION

All residents of Alameda County will achieve optimal health and well-being at every stage of life.

## VALUES

**TEAMWORK:** We actively participate, support each other, develop local talent, and interact as one team.

**RESPECT:** We put people first, embracing diversity and equity, striving to create a positive work environment, excellent customer service, and value all people's health and well-being.

**ACCOUNTABILITY:** We work to create and maintain efficient processes and systems that minimize barriers, maximize access and sustain high quality.

**COMMITMENT & COMPASSION:** We are empathetic and care for the communities we serve including our members, providers, community partners and staff.

**KNOWLEDGE & INNOVATION:** We collaborate to find better ways to address the needs of our members and providers by proactively focusing innovative resources on population health and clinical quality.

## **Providers**

The provider network throughout Alameda County includes:

- 17 hospitals with 3,800 beds
- 17 emergency rooms
- 68 health centers, and school-based & mobile clinics
- 200+ pharmacies
- 65 nursing facilities
- 690 Primary Care Physicians
- 7,100+ Specialists
- 424 mental health providers
- 380 transportation sources (emergency, non-emergent)
- 8 Enhanced Care Management and 8 Community Support Providers

## **Governance**

The Alameda County Board of Supervisors appoints and approves a governing board for the Alliance which is comprised of 15 members including major healthcare stakeholders including members, local physicians, hospital and clinic representatives and labor representatives. As part of the transition by Alameda County into a single plan model, the Alliance's Board of Governors is planning to add four new Board Members, for a total of 19 seats in early 2023. The Board reflects the diversity of both the provider and healthcare consumer communities. Board members are appointed

for terms of four years (consumer members are appointed for a term of two years). As Board vacancies occur and as the Board of Supervisors deems appropriate, they appoint new Board members who are responsible for directing and monitoring the activities of the Alliance. As a governmental entity, the Alliance organization is required to operate in compliance with the open meeting laws and "sunshine" requirements of California's Brown Act in all aspects of its operation.

## Major Initiatives

California Advancing and Innovating Medi-Cal (CalAIM) is a multi-year initiative by the California Department of Health Care Services (DHCS) to improve the quality of life and health outcomes of California's population by implementing broad delivery system, program and payment reform across the Medi-Cal program. The major components of CalAIM build upon successful outcomes of various pilots from the previous federal waivers and will result in better quality of life for Medi-Cal members as well as long-term cost savings/avoidance. CalAIM focuses on population health, which involves matching the right patients to the right services at the right time, increasing equity.

The Alliance is a leader statewide in the implementation of CalAIM. There are many initiatives that are subsets of the CalAIM initiative with milestone dates established in collaboration with DHCS. The Alliance has successfully rolled out Community Supports of Housing Navigation, Tenancy Sustaining Services, Housing Deposits, Asthma Remediation, Medically Supported Food/Medically Tailored Meals, and Behavioral Health Enhanced Care Management, with additional services planned for the future.

In January 2023, the Alliance will be responsible for integrated long term care services for Medi-Cal members as part of the Enhanced Care Management (ECM) benefit that went into effect January 1, 2022. ECM aims to provide a whole-person approach to care that addresses the clinical and social determinants of health needs of high-cost and high-need members enrolled in Medi-Cal managed care. ECM is a collaborative and interdisciplinary approach to providing intensive and comprehensive care management services.

To continue to improve services to Alliance beneficiaries, the Alliance will insource Mental Health and Autism services from Beacon Health Strategies in March 2023 to fully integrate mental health and physical health services for members. Safety Net partners in this collaboration include Alameda County Health Care Services Agency, Community Health Center Network (CHCN) and Alameda Health System.

Alameda County has decided to convert from the current Two-Plan delivery model to a County Organized Health System model – or Single Plan model – as of January 2024. At that time, the Alliance will absorb an additional 70,000 members from Anthem and, 47,000 members of the Alliance will leave the plan to become fully managed by Kaiser Permanente.

## Financial Performance Highlights

	<b>FY2022 (6/30/2022)</b>	<b>FY2021 (6/30/2021)</b>
Revenue	1,319,500,000	1,192,200,000
Medical Costs	1,101,300,000	1,025,100,000
Medical Loss Ratio	92.5%	95.2%
Administrative Costs	59,952,000	51,090,000
Administrative Cost Ratio	5.4%	5.0%
Total Expenses (Medical, Labor, Non-Labor)	1,294,300,000	1,193,600,000
Operating Surplus (Deficit)	25,200,000	(1,352,000)
Other Income/(Expenses)	12,000	587,000
Net Surplus	25,200,000	(764,000)
Cash on Hand	342,000,000	300,000,000
Receivables	189,000,000	123,000,000
Current Assets	548,000,000	444,000,000
Current Liabilities	328,000,000	247,000,000
Tangible Net Equity/Capital Reserves	231,000,000	205,000,000
TNE/Reserves Minimum Required	38,000,000	36,000,000
Current Ratio	172%	180%

For more information, please see <https://en.alaemdaalliance.org>.

## Goals and Objectives

There are many critical initiatives underway that link to the current strategic plan that must be successfully implemented with defined timelines including CalAIM, long term care including repatriating skilled and intermediate care members (2023), bringing in the full gamut of mental and behavioral health (2023), converting to a Single Plan Model (January 2024), and considering the expansion into Medicare for 22,000 dual eligibles with a D-SNP (by 2026). Therefore, the new CEO will be asked to complete the successful implementation of those initiatives within the proscribed timeline by delegating to the chiefs and holding them accountable for performance. The Board would like the new CEO to:

- Establish a Visible External Role of Leadership and Collaboration:** Be the face of the Alliance within the community and build personal and professional credibility by developing collaborative, positive and trustworthy relationships external to the organization. Continue to build strong partnering and successful working relationships with the board, county representatives, providers, hospital and community partners, the county Health Care Services Agency, Alameda Health System, CHCN (a network of eight FQs and the largest delegated provider), and regulatory agencies in advocating for care of Alliance's members. Board members are accustomed to the CEO having individual meetings with each of them before the monthly board meeting to review items, answer questions, be transparent and share information with them.

- **Successfully implement and operationalize CalAIM, insourcing of behavioral/mental health, and conversion to a Single Plan model:** This will entail building out appropriate infrastructure and hiring experienced staff to support the new lines of business and successfully serve additional enrollees.
- **Continue to foster the development and success of the leadership team and staff:** Keep everyone moving forward in achieving and operationalizing the new programs while ensuring implementation goes smoothly. Develop strong working relationships with the senior leadership team. Be viewed as a trustworthy, caring, respectful and effective leader who listens, is accessible, visible, engaged and effectively communicates at all levels. Foster an environment where people thrive while understanding the demands of today's fast-paced health care system.
- **Maintain effectiveness in a hybrid work environment:** Working through the CHRO, ensure team members are satisfied and connected, employees are retained, turnover is minimized and vacancies are filled quickly with high quality staff. (Presently the majority of staff are working hybrid or remote.)
- **Champion a Culture of Performance within a highly regulated environment:** Ensure the team demonstrates responsiveness, accountability, outstanding performance, collaboration and the ability to implement change while maintaining compliance at the highest standards. Continue to strive for the highest quality scores possible. Build out additional compliance infrastructure as needed.
- **Ensure Financial Stability and Operational Performance:** Safeguard continued high quality for members, physician satisfaction and financial performance of the organization. Ensure IT systems remain secure, call center metrics are met, and infrastructure departments are high performing. Consider implementing a formal performance improvement system in the future.
- **Diversity, Equity, Inclusion and Belonging** is a top priority for the organization. The new Chief Executive Officer should manifest an ongoing focus on diversity, equity and inclusion to continue to foster the rich and dynamic workplace and engagement platform for one of the most diverse counties in the state of California. Ensure products and services of Alameda Alliance for Health address health equity and access. The new CEO must be comfortable working and living in a very socially progressive and diverse county: socioeconomically, ethnically, and politically.
- **Learn and preserve the mission, values and culture of the Alliance.** Understand what makes the Alliance unique and its ability to mold state-wide initiatives to better serve Alameda County residents.

## Position Summary

### Reporting Relationships

Reporting to the Board, the CEO will oversee nine chiefs including the Chief Financial Officer, Chief Medical Officer, Chief Operations Officer, Chief of Integrated Planning, Chief of Human Resources, Chief of Performance & Analytics, Chief of Information Technology, Chief of Compliance and Chief of Health Equity. See attached organization chart.

### Responsibilities

The Chief Executive Officer is responsible for the ongoing operation of Alliance services and products to ensure financial integrity and viability and that its goals and objectives are achieved. This position is accountable to the Alliance and Board for the implementation of Corporate and Board policies and

directives and recommends any changes needed in administration, operation or policy. Other principal responsibilities include:

- Acting as the Governing Board's duly authorized representative in any manner deemed appropriate.
- Managing the Executive Management staff of the Alliance including hiring and termination of key management personnel.
- Acting as a liaison with all community groups and public agencies as deemed appropriate.
- Coordinating the activities of major consultants for the development of specific activities.
- Maintaining positive corporate relationships within the county agencies, community-based organizations, and within the contracted provider networks.
- Advocating legislative actions that correspond to Alliance objectives.
- Developing long- and short-range business plans for the Alliance in accordance with Governing Board objectives.
- Assisting and directing each key division (Health Care Services, Finance, Information Technology, Operations, Analytics, Compliance, Health Equity, Integrated Planning, and Human Resources) toward the achievement of their respective goals.
- Working closely with the senior staff of the Alliance to carry-out all corporate objectives and goals.
- Presiding as Chairperson, at the request of the Chairperson of the Board, when the Chairperson and Vice Chairperson are absent.
- Serving as an ex-officio, voting member of the Board and its standing committees.
- Executing legal instruments on behalf of the Alliance which are consistent with the policies and decisions of the Board.
- Monitoring developments in health care reform and financing at the state and federal level and ensure that the policies, programs, and strategies of the Alliance comply with federal, state, and local statutes, regulations and ordinances.
- Advocating policies, programs and strategies that are consistent with those of the Alliance.
- Managing and supervising senior personnel of each Alliance division toward the achievement of their respective goals.
- Developing long and short range strategic business plans for the Alliance.
- Legislative monitoring and advocating ensuring consistency with Alliance objectives.
- Public relation activities: presentations, speeches and senior management level briefings.
- Analysis and upgrading of annual budgets for Governing Board approval.
- Implementing all Governing Board objectives/policies.
- Recruiting senior staff.
- Coordinating the activities of consultants and other key personnel for specific objectives.
- Complying with the organization's Code of Conduct, all regulatory and contractual requirements, organizational policies, procedures, and internal controls.



## Candidate Qualifications

### Education/Certification

- A Master's degree in health, business, public administration or public health from an accredited university or equivalent work experience is required.

### Knowledge and Work Experience

- Ten years of progressive leadership experience in a complex managed care organization, government payer, community health or health policy, Medicaid, or insurance market setting.
- Executive level experience (CEO or other senior leadership role) in a well-regarded health care organization with exemplary quality, growth and sustained financial strength.
- Familiarity with the California market is highly desired, but not required. Experience working with the Medi-Cal populations served by the Alliance highly desired.
- Three years' experience reporting directly to a board preferred.
- Demonstrated experience interfacing effectively with community representatives as well as government officials and regulators.
- Experience with and knowledge of government relations strategies and tactics. Fluency in healthcare issues, policies and politics is highly preferred.
- Experience with and a commitment to improving access to health care services for vulnerable populations is important in order to continue the Alliance's role as a recognized leader and advocate for improvements in public programs and public policy.

### Leadership Skills and Competencies

- Must have a strong connection to the social mission of the organization of serving the vulnerable populations of Alameda County. Comfortable looking at initiatives through a healthcare equity lens and making changes as needed.
- Demonstrated record of success working collaboratively with boards and senior leadership teams to develop and implement strategic initiatives.
- Excellent financial and analytical skills and strong business acumen; experience carrying out growth strategies while maintaining the highest levels of quality and customer service.
- Excellent written and verbal communication skills with excellent public speaking skills to present management and financial information to internal and external stakeholders.
- A track record that demonstrates organizational leadership and ability to foster a good working environment, including an active commitment to Diversity, Equity and Inclusion.

## The Community



Founded in 1852, Oakland, California is situated at the geographical center of the San Francisco Bay Area and is the largest and most established of the East Bay cities. As the eighth largest city in California with a population of almost 400,000, Oakland encompasses 52 square miles and offers 19 miles of coastline to the west and magnificent rolling hills to the east that afford one of the most beautiful views of the world – a crystal clear bay, the Golden Gate and Oakland Bay Bridges, and the majestic Pacific Ocean. Oakland's stunning bay views, parkland and open space, and proximity to the Pacific Ocean make it one of the most beautiful urban areas in the nation. Oakland is known for its diversity and is one of the nation's most ethnically integrated cities in the nation.

Oakland has emerged as a major economic force in the region. Its leading industry sectors include business services, healthcare services, transportation, food processing, light manufacturing, government, arts, culture and entertainment. Many major corporations such as Kaiser Permanente are headquartered in Oakland and the East Bay with significant growth in the high technology and biotechnology sectors. A center for international trade, the Port of Oakland is the nation's fourth busiest container facility. The Oakland International Airport is served by 12 major domestic and international airlines and has grown to be a major air transportation hub for the entire Bay Area. Residents have transportation choices and commute to work locations in the East Bay and greater Bay Area by automobile, BART, bus, train, and ferry.



The Bay Area economy is booming and there has been significant economic development in the past few years. Several market rate condos and apartments have been developed in areas of downtown Oakland and additional development projects are planned or being built throughout the city. Oakland has become a residential, business, and cultural destination and is being referred to as the "Brooklyn" of the Bay Area.

The labor pool in the Oakland Metropolitan Area is one of the most educated in the nation, ranking sixth in the United States in educational achievement. Nearly one-third of the area's residents have a college degree. Oakland has more than 81 public and 53 private schools. The post-secondary school system in the East Bay is considered among the finest in the country including the University of California-Berkeley, Mills College, California State University, East Bay, and others.

The East Bay provides a wide variety of housing and there is tremendous choice in determining the type of community one lives in. The regional housing market is strong and homes prices are significantly higher than the national median. The East Bay has a unique range of housing from elegantly restored turn-of-the-century Victorians and craftsman bungalows to modern multi-million dollar estates perched in the hills. There are many vibrant and desirable neighborhoods in Oakland and throughout the East Bay in terms of housing choices within reasonable commuting distance to the Alliance. Adjacent to Oakland is the city of Piedmont and to the North is the city of Berkeley and

communities such as Albany and El Cerrito. Across the Caldecott Tunnel going inland are suburban towns such as Orinda, Moraga, Lafayette, and Walnut Creek.

The Mediterranean and temperate climates in Oakland and the East Bay are among the best in the United States; temperatures range from the fifties and sixties during the winter months to the seventies and low eighties during the summer.

Oakland is at the heart of the East Bay Regional Park District, a splendid system of over 50 parks and 20 regional hiking trails covering more than 75,000 acres which offer an extraordinary variety of recreational activities. Along Oakland's waterfront and Lake Merritt, there is easy access to yachting, sailing, windsurfing, rowing, canoeing, kayaking and more. As the cultural center of San Francisco's East Bay, Oakland is also home to the Oakland East Bay Symphony, the Oakland Ballet, the Oakland Civic Theater, the Oakland Zoo, the Paramount Theater of the Arts, the Alice Arts Center, Oakland Museum of California, as well as professional sports teams. For more information, go to:

<http://www2.oaklandnet.com/> [http://en.wikipedia.org/wiki/Oakland, California](http://en.wikipedia.org/wiki/Oakland,_California)  
[http://en.wikipedia.org/wiki/East Bay \(San Francisco Bay Area\)](http://en.wikipedia.org/wiki/East_Bay_(San_Francisco_Bay_Area))  
[http://en.wikipedia.org/wiki/San Francisco Bay Area](http://en.wikipedia.org/wiki/San_Francisco_Bay_Area)

## Timeline

Potential interview dates for this position have been outlined as follows:

- Paper presentation of qualified candidates to Search Committee: December 15, 2022
- Preliminary interview dates via video: January 13, 2023
- Finalist interview dates in person: Week of January 23, 2023, dates to be determined

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

## Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest and résumés should be submitted electronically to the WittKieffer executive search consultants supporting this search via email, or inquire via the WittKieffer [Candidate Portal](#). The WittKieffer consultants supporting this search include:

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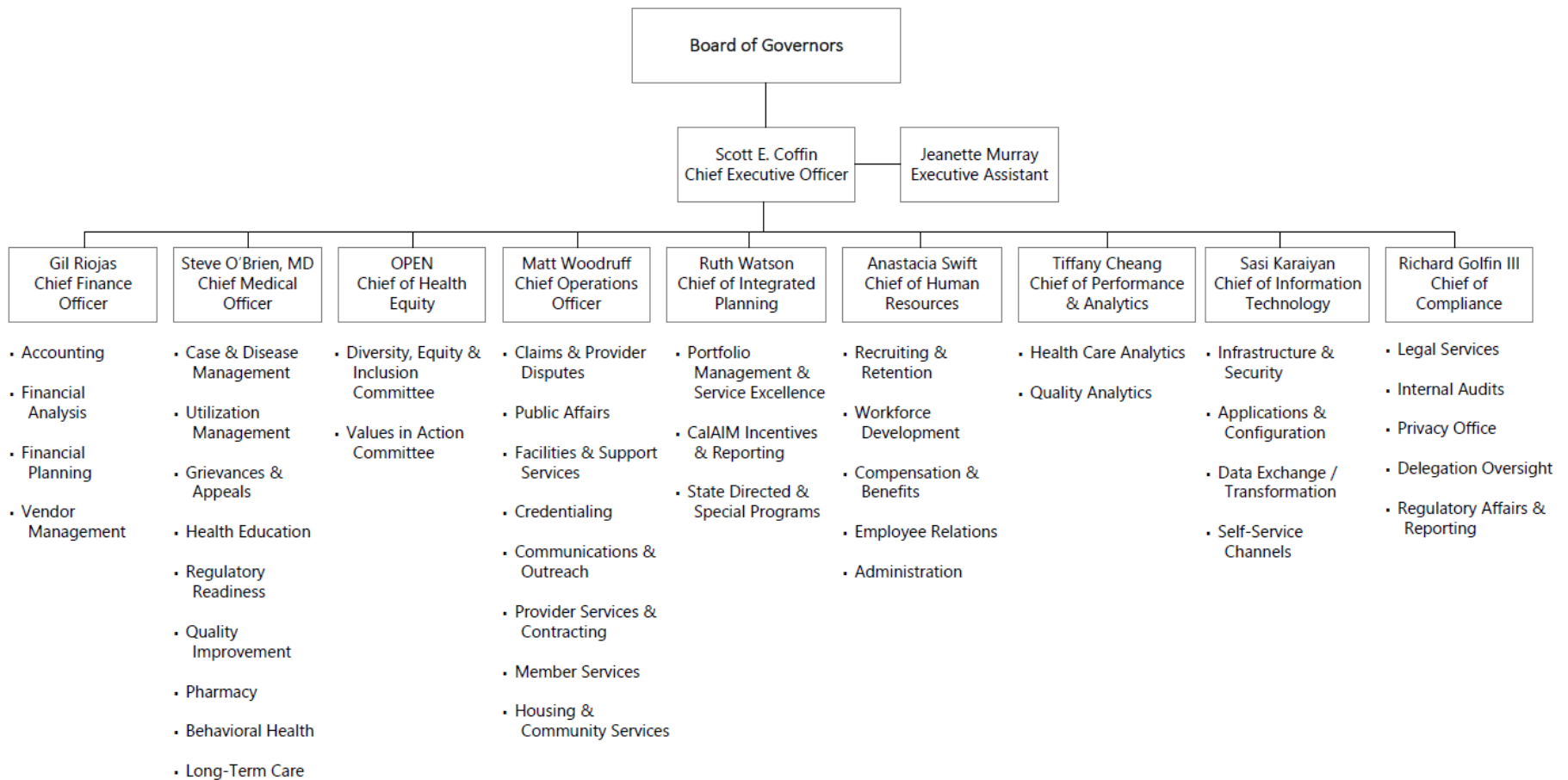
*Alameda Alliance for Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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## Appendix A: Organization Chart

### ALAMEDA ALLIANCE FOR HEALTH ORGANIZATION CHART



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, DEI, Interim Leadership, Board Services and Leadership Advisory solutions, we strengthen organizations that make the world better.

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