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# **Strategic Planning Committee Report**

**Tuesday, January 14, 2025  
12:00 pm to 1:00 pm**

**IN-PERSON AND VIDEO CONFERENCE**

**Alameda, CA 94502**

# AGENDA

## Strategic Planning Committee Meeting

January 14<sup>th</sup>, 2025  
12:00 PM – 1:00 PM

### In-Person and Video Conference Call

Oakland/Hayward Conference Room  
1240 S. Loop Road  
Alameda, CA 94502

368 28th Street  
Oakland, CA 94609

1405 Lakeside Drive, 11<sup>th</sup> Floor  
Oakland, CA 94612

55 Harrison Street  
Oakland, CA 94607

742 E 21<sup>st</sup> Apt 2  
Oakland, CA 94606

101 Callan Ave, Suite 107  
San Leandro, CA 94577

7830 MacArthur Blvd  
Oakland, CA 94605

**PUBLIC COMMENTS:** Public Comments can be submitted for any agenda item or for any item not listed on the agenda, by mailing your comment to: “Attn: Clerk of the Board,” 1240 S. Loop Road, Alameda, CA 94502 or by emailing the Clerk of the Board at [brmartinez@alamedaalliance.org](mailto:brmartinez@alamedaalliance.org). You may attend meetings in person or by computer by logging in to the following link: [Click here to join the meeting](#). You may also listen to the meeting by calling in to the following telephone number: [1-510-210-0967](tel:1-510-210-0967) [conference id 940678223#](#). If you use the link and participate via computer, you may use the chat function, and request an opportunity to speak on any agenda item, including general public comment. Your request to speak must be received before the item is called on the agenda. If you participate by telephone, please submit your comments to the Clerk of the Board at the email address listed above or by providing your comments during the meeting at the end of each agenda item. Oral comments to address the Board of Governors are limited to three (3) minutes per person. Whenever possible, the board would appreciate it if public comment communication was provided prior to the commencement of the meeting.

**PLEASE NOTE:** The Alameda Alliance for Health is making every effort to follow the spirit and intent of the Brown Act and other applicable laws regulating the conduct of public meetings.

**1. CALL TO ORDER**

*A regular meeting of the Alameda Alliance for Health Strategic Planning Committee will be called to order on January 14<sup>th</sup>, 2025, at 12:00 PM in Alameda County, California, by Dr. Marty Lynch, Presiding Officer. This meeting is to take place in person and by video conference call.*

**2. ROLL CALL**

**3. AGENDA APPROVAL OR MODIFICATIONS**

**4. INTRODUCTIONS**

**5. CONSENT CALENDAR**

*(All matters listed on the Consent Calendar are to be approved with one motion unless a member of the Strategic Planning Committee removes an item for separate action. Any consent calendar item for which separate action is requested shall be heard as the next Agenda item.)*

**6. COMMITTEE BUSINESS**

**a) MEDICAL MANAGEMENT**

**b) BOARD RETREAT PLANNING**

**7. UNFINISHED BUSINESS**

**8. PUBLIC COMMENT**

**9. ADJOURNMENT**

**NOTICE TO THE PUBLIC**

The foregoing does not constitute the final agenda. The final agenda will be posted no later than 24 hours prior to the meeting date.

The agenda may also be accessed through the Alameda Alliance For Health’s Web page at [www.alamedaalliance.org](http://www.alamedaalliance.org)

**NOTICE TO THE PUBLIC**

An agenda is provided for each Strategic Planning Committee meeting. Please call the Clerk of the Board at 510-995-1207 for assistance or any additional information. Meeting agendas and approved minutes are kept current on the Alameda Alliance for Health’s website at [www.alamedaalliance.org](http://www.alamedaalliance.org).

An agenda is provided for each Committee meeting, which list the items submitted for consideration. Prior to the listed agenda items, the Committee may hold a study session to receive information or meet with another committee. A study session is open to the public; however, no public testimony is taken and no decisions are made. Following a study session, the regular meeting will begin at 3:00 PM. At this time, the Committee allows oral communications from the public to address the Committee on items NOT listed on the agenda. Oral comments to address the Committee are limited to three minutes per person. Staff Reports are available. To obtain a document, please call the Clerk of the Board at 510-995-1207.

**Additions and Deletions to the Agenda:** Additions to the agenda are limited by California Government Code Section 54954.2 and confined to items that arise after the posting of the Agenda and must be acted upon prior to the next Strategic Planning Committee meeting. For special meeting agendas, only those items listed on the published agenda may be discussed. The items on the agenda are arranged in three categories. **Consent Calendar:** These are relatively minor in nature, do not have any outstanding issues or concerns, and do not require a public hearing. All consent calendar items are considered by the Committee as one item and a single vote is taken for their approval, unless an item is pulled from the consent calendar for individual discussion. There is no public discussion of consent calendar items unless requested by the Committee.

**Public Hearings:** This category is for matters that require, by law, a hearing open to public comment because of the particular nature of the request. Public hearings are formally conducted and public input/testimony is requested at a specific time. This is your opportunity to speak on the item(s) that concern you. If, in the future, you wish to challenge in court any of the matters on this agenda for which a public hearing is to be conducted, you may be limited to raising only those issues which you (or someone else) raised orally at the public hearing or in written correspondence received by the Committee at or before the hearing. **Committee Business:** Items in this category are general in nature and may require Committee action. Public input will be received on each item of Committee Business.

**Public Input:** If you are interested in addressing the Committee, you may submit comments on any agenda item or on any item not on the agenda, in writing via mail to "Attn: Alliance Strategic Planning Committee," 1240 S. Loop Road, Alameda, CA 94502; or through e-comment at [brmartinez@alamedaalliance.org](mailto:brmartinez@alamedaalliance.org). You may also provide comments during the meeting at the end of each topic.

**Supplemental Material Received After The Posting Of The Agenda:** Any supplemental writings or documents distributed to a majority of the Committee regarding any item on this agenda after the posting of the agenda will be available for public review. To obtain a document, please call the Clerk of the Board at 510-995-1207.

**Submittal of Information by Members of the Public for Dissemination or Presentation at Public Meetings (Written Materials/handouts):** Any member of the public who desires to submit documentation in hard copy form may do so prior to the meeting by sending it to the Clerk of the Board 1240 S. Loop Road Alameda, CA 94502. This information will be disseminated to the Committee at the time testimony is given.

**Americans With Disabilities Act (ADA):** It is the intention of the Alameda Alliance for Health to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting, you will need special assistance beyond what is normally provided, the Alameda Alliance for Health will attempt to accommodate you in every reasonable manner. Please contact the Clerk of the Board, Brenda Martinez, at 510-995-1207 at least 48 hours prior to the meeting to inform us of your needs and to determine if accommodation is feasible. Please advise us at that time if you will need accommodations to attend or participate in meetings on a regular basis.

I hereby certify that the agenda for the Board of Governors was posted on the Alameda Alliance for Health's web page at [www.alamedaalliance.org](http://www.alamedaalliance.org) by January 10<sup>th</sup>, 2025.



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Clerk of the Board – Brenda Martinez

# Medical Management Strategic Planning Committee Meeting

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*Donna White Carey, Chief Medical Officer*

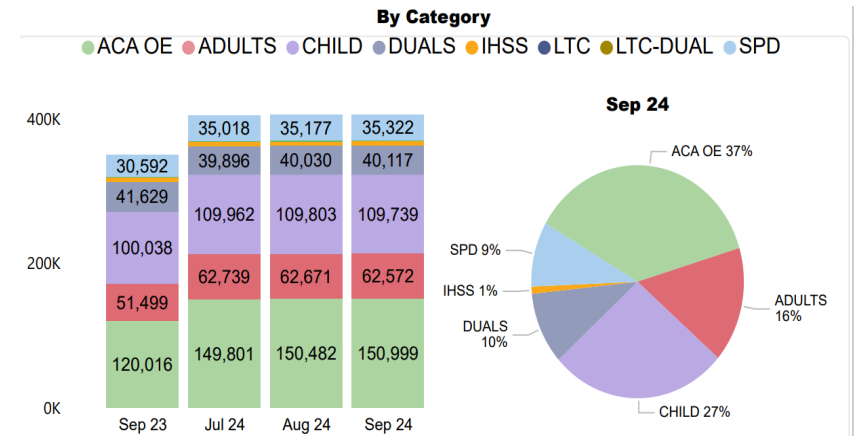
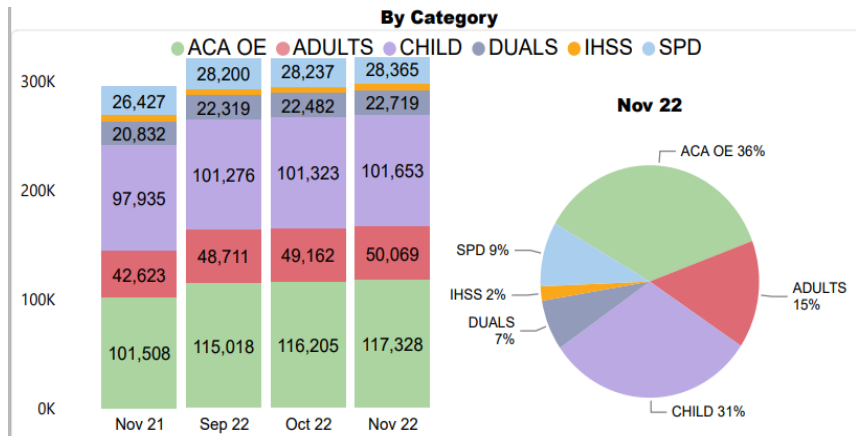
*January 14<sup>th</sup>, 2025*



*“It is much more important to know what sort of patient has a disease than what sort of disease a patient has.”*

*- William Osler, MD*

# Membership



# Member Utilization

## September 2023

Medical Expense - Actual vs. Budget (In Dollars)						
Adjusted to Eliminate the Impact of Prior Period IBNP Estimates						
	Actual		Budget	Variance Actual vs. Budget Favorable/(Unfavorable)		
	Adjusted	Change in IBNP		Reported	\$	%
Capitated Medical Expense	\$77,504,232	\$0	\$77,504,232	\$78,953,770	\$1,449,538	1.8%
Primary Care FFS	\$16,731,723	\$31,469	\$16,763,192	\$15,564,319	(\$1,167,404)	-7.5%
Specialty Care FFS	\$15,666,342	(\$506,614)	\$15,159,728	\$16,717,671	\$1,051,329	6.3%
Outpatient FFS	\$23,717,397	\$781,842	\$24,499,239	\$25,135,739	\$1,418,342	5.6%
Ancillary FFS	\$30,986,839	\$1,945,058	\$32,931,897	\$36,315,646	\$5,328,807	14.7%
Pharmacy FFS	\$25,484,601	(\$419,576)	\$25,065,025	\$26,762,502	\$1,277,901	4.8%
ER Services FFS	\$16,676,729	\$328,538	\$17,005,266	\$18,122,800	\$1,446,072	8.0%
Inpatient Hospital & SNF FFS	\$92,606,790	\$6,168,620	\$98,775,409	\$105,449,967	\$12,843,177	12.2%
Long Term Care FFS	\$59,819,949	(\$675,597)	\$59,144,352	\$46,518,592	(\$13,301,357)	-28.6%
Other Benefits & Services	\$13,700,412	\$0	\$13,700,412	\$15,345,256	\$1,644,844	10.7%
Net Reinsurance	\$619,196	\$0	\$619,196	\$800,776	\$181,580	22.7%
Provider Incentive	\$1,000,000	\$0	\$1,000,000	\$0	(\$1,000,000)	-
	<b>\$374,514,211</b>	<b>\$7,653,740</b>	<b>\$382,167,951</b>	<b>\$385,687,039</b>	<b>\$11,172,829</b>	<b>2.9%</b>

## October 2024

Medical Expense - Actual vs. Budget (In Dollars)						
Adjusted to Eliminate the Impact of Prior Period IBNP Estimates						
	Actual		Budget	Variance Actual vs. Budget Favorable/(Unfavorable)		
	Adjusted	Change in IBNP		Reported	\$	%
Capitated Medical Expense	\$72,340,775	\$0	\$72,340,775	\$79,345,342	\$7,004,567	8.8%
Primary Care FFS	\$8,524,550	\$100,267	\$8,624,817	\$24,369,731	\$15,845,181	65.0%
Specialty Care FFS	\$31,925,503	\$1,251,545	\$33,177,048	\$31,889,871	(\$35,632)	-0.1%
Outpatient FFS	\$48,581,626	\$741,132	\$49,322,759	\$45,656,575	(\$2,925,052)	-6.4%
Ancillary FFS	\$71,513,814	\$3,044,387	\$74,558,201	\$67,599,332	(\$3,914,482)	-5.8%
Pharmacy FFS	\$55,156,320	\$1,526,119	\$56,682,439	\$48,198,887	(\$6,957,433)	-14.4%
ER Services FFS	\$41,122,546	\$809,700	\$41,932,246	\$34,889,170	(\$6,233,376)	-17.9%
Inpatient Hospital & SNF FFS	\$202,390,858	\$14,201,921	\$216,592,779	\$181,495,417	(\$20,895,441)	-11.5%
Long Term Care FFS	\$131,152,702	\$3,137,751	\$134,290,453	\$116,104,135	(\$15,048,568)	-13.0%
Other Benefits & Services	\$16,305,188	\$0	\$16,305,188	\$17,004,914	\$699,726	4.1%
Net Reinsurance	\$285,638	\$0	\$285,638	\$1,543,478	\$1,257,840	81.5%
Provider Incentive	\$0	\$0	\$0	\$0	\$0	-
	<b>\$679,299,520</b>	<b>\$24,812,823</b>	<b>\$704,112,343</b>	<b>\$648,096,852</b>	<b>(\$31,202,668)</b>	<b>-4.8%</b>



# UM Management

- **Reduce Unnecessary ED Visits**
  - ED Diversion
  - ED Navigators
  - Member Education Campaign
- **Community Supports**
  - Updated Criteria
- **Pharmacy**
  - High-Cost Mitigation
- **Long-Term Care**
  - Sitter Criteria
- **Over Utilization**
  - Enhanced Care Management
  - Over/Under Utilization Workgroup

# Questions?

[dcarey@alamedaalliance.org](mailto:dcarey@alamedaalliance.org)