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Strategic Planning Committee Report

**Thursday, November 14, 2024
9:00 am to 10:00 am**

IN-PERSON AND VIDEO CONFERENCE

1240 South Loop Road, Alameda, CA 94502

AGENDA

Strategic Planning Committee Meeting

November 14th, 2024
9:00 AM – 10:00 AM

In-Person and Video Conference Call

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

1733 Channing Way
Berkeley, CA 94703

55 Harrison Street
Oakland, CA 94607

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. 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 [948261345#](#). 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 November 14th, 2024, at 9:00 AM 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) DISCUSS BOARD RETREAT PLANNING

b) DISCUSS 2025-2030 STRATEGIC PLAN PROCESS

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

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.

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. 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 by November 8th, 2024.



Clerk of the Board – Brenda Martinez

Alameda Alliance for Health
Board of Governors Annual Retreat

January 31, 2025

STRAWMAN DRAFT AGENDA FOR DISCUSSION

Retreat Goals

- Provide succinct updates on organizational progress and position
- Facilitate Board discussion and guidance on advancing health equity, quality and access to care for members
- Introduce the 2025 strategic planning process, timeline and activities
- Engage Board perspectives on critical strategic issues and factors to address in planning

Agenda

9:30 – 10:00	Breakfast
10:00 – 10:20	Welcome, Introductions and Review of Meeting Goals/Agenda
10:20 – 11:10	Leadership Update: Organizational Position/Progress in Quality, Health Equity, Access and Financial Position <ul style="list-style-type: none">• What have we achieved, where have we made progress?• Where have we struggled and what have we learned?• What directions and strategies are we exploring for the future?
11:10 – 12:30	Board Discussion: Advancing Quality, Health Equity and Access <ul style="list-style-type: none">• Board reflections on successes and challenges• Directions and strategies to consider for the future
12:30 – 1:15	LUNCH
1:15 – 1:45	Charting the Future: Overview of Strategic Planning Process and Reflections on the External Environment
1:45 – 2:45	Board Discussion: Factors in the External Environment and Strategic Issues to Address in Planning
2:45 – 3:00	Board Reflections and Adjourn

Alameda Alliance for Health
Strategic Planning Process
Prepared November 12, 2024

Overview

Enclosed is a proposed strategic planning scope of work, including project activities, timeline and description of the role of the Board and staff to be facilitated by Rafael Gomez of El Cambio Consulting. This draft scope of work will be reviewed and discussed with the Board Strategic Planning Committee before being finalized.

Scope of Work and Deliverables

The strategic planning process will engage contributions from the executive team, directors, Board of Governors and key community stakeholders. The goal of the planning process will be to develop a strategic plan that is rooted in a shared understanding of the environment and planning context, framed from a broader vision of the role and impact of the organization, informed by the perspectives of different levels of the organization, and adopted with shared ownership and understanding by staff and the governing board. The below description describes the activities that will be used to engage internal and external stakeholders in the strategic planning process:

- **Background Information Request.** Prior to the start of planning, Consultant will request and review background information summarizing prior strategic plan progress, organizational position, internal planning context and emerging strategic issues.
- **Board of Governors.** Board perspectives and guidance will be solicited throughout the planning process in a variety of manners, including:
 - Board of Governors Annual Retreat – Present on the environmental context, introduce the strategic planning process and solicit Board perspectives on key environmental factors and preliminary areas of strategic interest
 - Board Interviews – Conduct individual interviews with each Board member, synthesize themes and develop a written summary to inform Executive Team planning
 - Strategic Planning Committee (SPC) – Meet with the SPC at two points during the planning process, including in April 2025 to review emerging strategic directions and themes, and in May 2025, to review *and* recommend for Board approval the draft strategic plan framework (2.0 hours)
 - June Board Meeting – Set aside 45 minutes to review and recommend for approval the proposed strategic plan
- **Executive Team Planning.** Consultant will rely on the Executive Team as an ongoing strategic planning body to review/incorporate findings from varied strategic planning activities, develop and refine a strategic plan document. Executive Team activities will include a 2.0 hour virtual kick-off call in January and up to 3 in-person/virtual 2.0-3.0 hour planning sessions between February and May 2025.

- **Staff Director Session.** In coordination with the CEO/Executive Team, the Consultant will prepare an agenda/materials and facilitate a 3.0-4.0 hour planning session with the Executive Team and staff directors to develop a shared understanding of the external policy, delivery system and community health environment, describe strategic implications for the Plan, preliminarily define a strategic vision for the Plan and begin brainstorming strategic priorities for the next five years.
- **External Stakeholder Interviews.** Consultant will conduct up to 5 virtual interviews with external stakeholders selected by the CEO/Board Strategic Planning Committee to solicit perspectives on the external environment, health plan position and future opportunities/priorities. A written summary will be prepared to inform the development of the plan.
- **Strategic Plan Framework.** Consultant will develop multiple iterations of a strategic plan document, solicit feedback, refine and finalize an organizational strategic plan document that defines strategic vision, organizational priorities, major strategies and measures of success. NOTE: Client staff will provide support in formatting the document for publication.

Anticipated project deliverables include:

- Written Stakeholder Interview Summary
- Written Board Interview Summary
- Written Executive Team and Director Session Summary
- 5-Year Organizational Strategic Plan

The timeline and proposed hours for each activity will be as follows:

Activities	Timeline
Information Request	By 12/2/24
Executive Team Kick-Off Call	By 1/24/25
Board Introduction at Annual Retreat	1/31
Staff Leadership Session (Directors, Executive Team)	By 3/1
Board of Governor Interviews (19)	2/3 – 3/15
Stakeholder Interviews (5)	2/3 – 3/15
Executive Team Planning Sessions (3)	3/1 – 4/30
Board Strategic Planning Committee Check-Ins	Meeting #1 – by 4/15 Meeting #2 – Week of 5/19
Strategic Plan Frameworks	DRAFT #1 – 4/1 DRAFT #2 – 4/30 DRAFT #3 – 5/10 FINAL – 6/30
Governing Board Review/Approval	June 13 Board Meeting
CEO/Project Check-Ins	As Needed

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