



2024 – 2028

**Alameda Health Consortium
Community Health Center Network
5-Year Aligned Strategic Plan**

Overview



The 2024 – 2028 five-year strategic plan articulates an ambitious vision for the health of Alameda County’s most vulnerable residents and outlines an integrated strategy to leverage the community history, leadership and advocacy roles of the Alameda Health Consortium (“Consortium”) and the delivery system reach and capabilities of the Community Health Center Network (“Network”) to improve community health.

While the Consortium and Network operate as separate organizations, they play distinct roles and have complementary capabilities that can both elevate the performance and sustainability of member organizations, as well as impact the health outcomes of Alameda County’s most vulnerable residents. This strategic plan presents an aligned vision and approach to leverage both organizations’ capabilities and roles in a coordinated way to impact community health.

The Consortium/Network strategic plan was developed through intensive guidance and planning with the Consortium/Network board of directors, community health stakeholders and partners, and leadership staff. Planning activities included individual interviews with each board member, stakeholder interviews with community partners, external environmental and internal organizational assessment, a board planning retreat and follow up planning sessions, and staff planning meetings and analysis.

THE 2024 – 2028 FIVE-YEAR STRATEGIC PLAN INCLUDES THE FOLLOWING ELEMENTS:



Vision:

Articulates a future 5-year vision for the overall health and health equity outcomes for Alameda County.



Goals:

Outlines the specific goals that an aligned Consortium/Network strategic plan will seek to achieve the vision.



Strategies:

States three integrated strategies, or overarching approaches, that the Consortium/Network will pursue to achieve its stated goals.

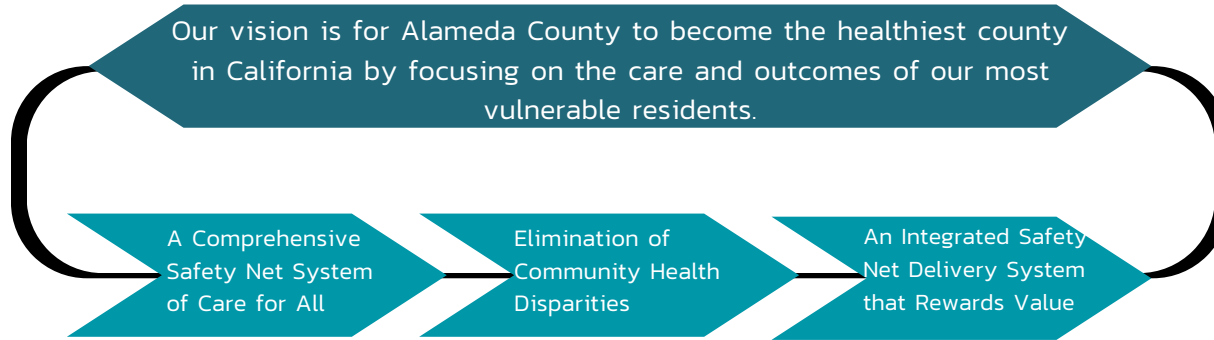


Objectives:

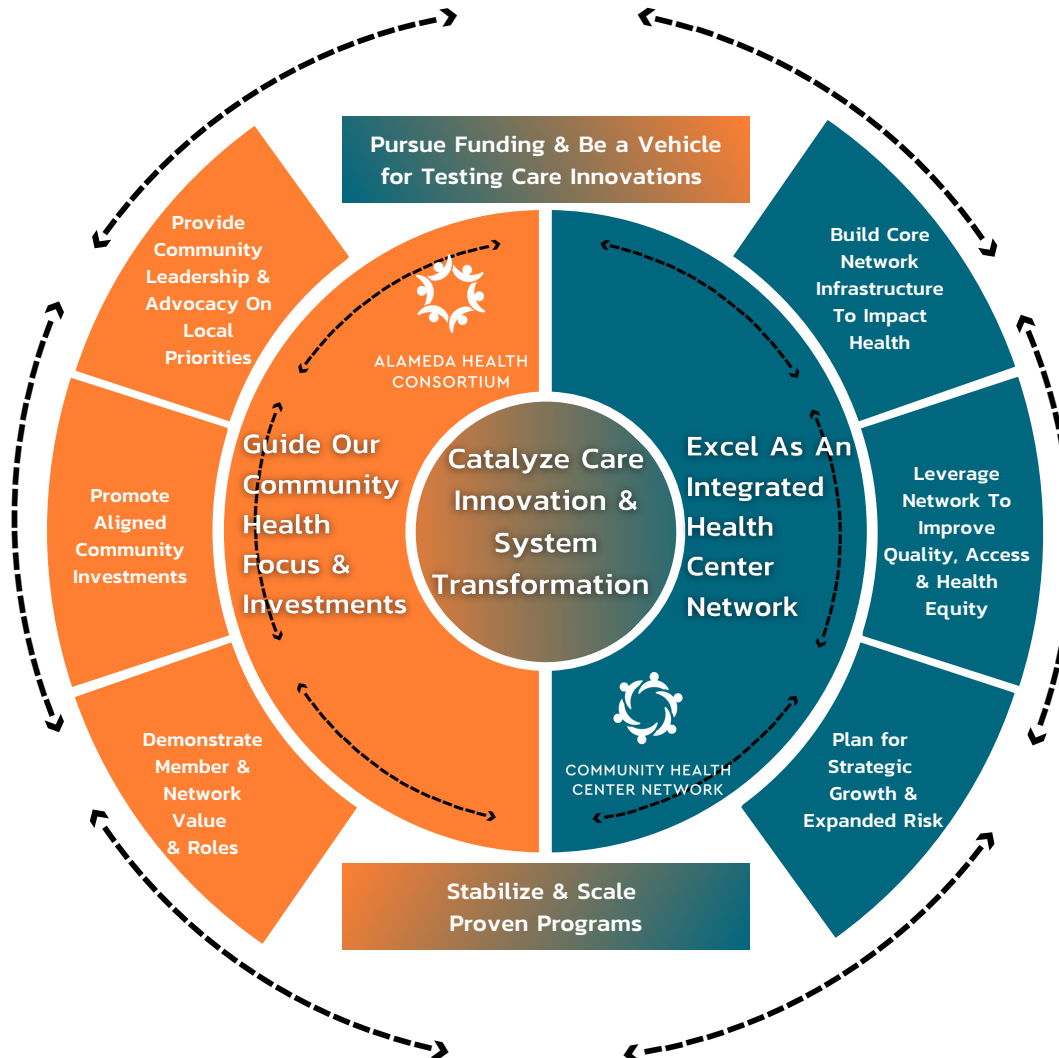
Within each overarching strategy, objectives describe the key elements or actions that will be taken within each strategy.



Alameda Health Consortium/Community Health Center Network 2024-2028 Strategic Vision and Goals



Aligned Strategies and Objectives





Goal 1.
**A Comprehensive
Safety Net System
of Care for All**

**Our vision is for Alameda
County to become the healthiest
County in California.
Alameda Health Consortium &
Community Health Center
Network will align efforts toward
achieving three goals in line
with that vision.**



Goal 2.
**Elimination of
Community
Health Disparities**



Goal 3.
**An Integrated
Safety Net System
that Rewards Value**





**Goal 1.
A Comprehensive
Safety Net System
of Care for All**

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of Care for All**

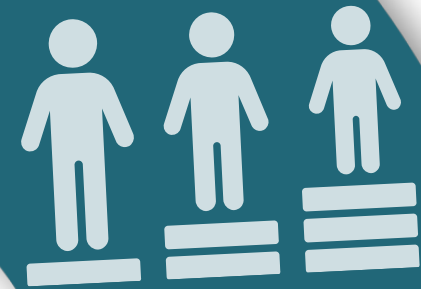
A comprehensive system of care for all means timely access to the full delivery system including primary, integrated behavioral health, specialty and inpatient care for Medi-Cal, Medicare, and Covered California enrollees as well as the uninsured. This system of care offers culturally and linguistically comprehensive services tailored to serve complex patient populations and holistic service models that address both health care needs and the social drivers of health. In order to advance this goal, the Consortium and Network will educate community leaders about gaps in access and services, advocate for state and local solutions and investments, pilot innovate programs and models of care, and pursue systematic and creative Network strategies to expand access and strengthen the Network delivery system.





Goal 2. Elimination of Community Health Disparities

Alameda County and the safety net delivery system cannot improve overall community health without targeting the health disparities that disproportionately impact communities with low incomes, communities of color and select geographic areas. The Consortium and Network will be vehicles for understanding and reducing community health disparities by utilizing Network data and member health center experience to describe critical health disparities, providing leadership and convening stakeholders within Alameda County to collaboratively address health disparities, and directing Network capabilities and coordination to reduce targeted disparities.



**Goal 2.
Elimination of
Community
Health Disparities**





Goal 3. An Integrated Safety Net System that Rewards Value

The Community Health Center Network strives to develop a sophisticated and high functioning managed care organization that supports and elevates the performance of individual member health centers, facilitates coordinated care delivery and health improvement strategies across Network providers, and leverages the unique capabilities of a health center led managed care organization to deliver value in terms of improved health outcomes, expanded access and more efficient use of resources. In addition to supporting member health centers around aligned practices and strategic efforts to reduce disparities and improve quality, the Network will continue to explore with members different opportunities to develop a value-based reimbursement model that both incentivizes and rewards quality. The Consortium, for its part, will continue to monitor, advocate for and support member health centers in the implementation of value-based payment methodologies in California and play a leadership role in the local community in identifying opportunities to better integrate and coordinate care both among member health centers and across the delivery system.



**Goal 3.
An Integrated
Safety Net System
that Rewards Value**



Guide Our Community Health Focus & Investments



In addition to supporting and communicating about the essential delivery system role of member health centers and the Network in Alameda County, the Consortium will play a proactive role in elevating patient voices, highlighting key community health disparities and delivery system gaps, and providing community leadership and partnership to collaboratively address local community health priorities.

Objective

I.A. Provide Community Leadership and Advocacy on Local Priorities

- Strengthen relationships
- Facilitate community dialogue
- Advance a policy platform

Objective

I.B. Promote Aligned Community Investments

- Sustain public funding
- Expand the philanthropic investment in Alameda County
- Leverage state/federal funding

Objective

I.C. Demonstrate Member and CHCN Value & Roles

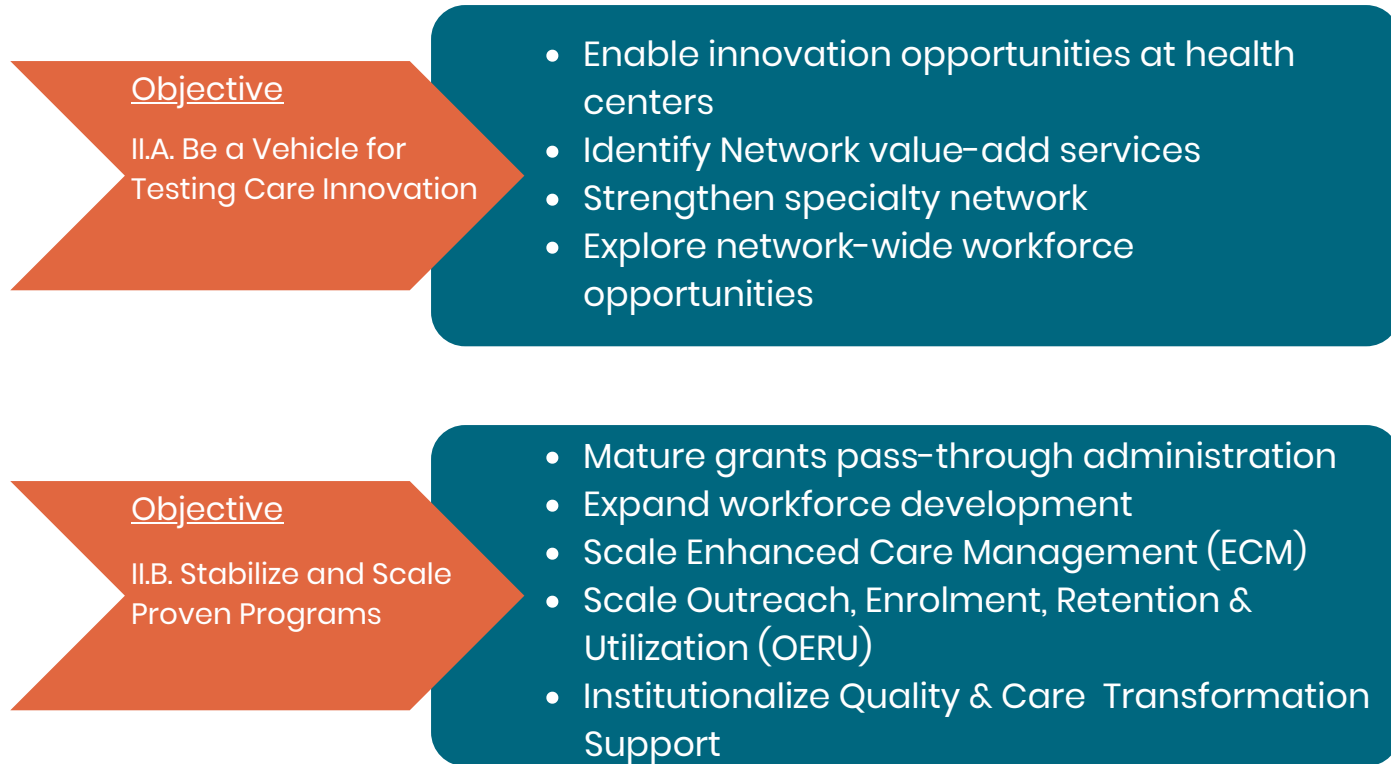
- Leverage data
- Capture patient & provider voices
- Highlight cultural & linguistic competence
- Build standardize communications
- Tell the story



Catalyze Care Innovation and System Transformation



Moving forward, the Consortium will serve as a catalyst and testing ground for innovative programs by advocating for, securing resources, and facilitating initiatives to pilot transformative ideas. The Network will offer the organizational infrastructure to explore integrated strategies and when merited, scale and institutionalize proven programs and services.





Excel as an Integrated Health Center Network

Over the next five years, the Network will take deliberate steps and make investments to leverage the Network's unique capabilities and position to improve Medi-Cal member health outcomes, target and reduce critical health disparities, and facilitate increased coordination and integration in the delivery of care by Network member health centers. The Network will additionally explore with members different opportunities to develop a value-based reimbursement model that both incentivizes and rewards quality.

Objective

III.A. Build Core Network Infrastructure to Impact Health

- Upgrade systems infrastructure
- Develop governance structure
- Advance managed care sophistication
- Capture necessary resources

Objective

III.B. Leverage Network to Improve Quality, Access & Health Equity

- Strengthen outreach & enrollment process for redeterminations
- Identify health disparities to target
- Refine quality improvement infrastructure
- Evolve quality incentive program
- Advance clinical & behavioral health best practice
- Develop, maintain, and integrate Specialty Services

Objective

III.C. Plan for Strategic Growth and Expanded Risk

- Participate in a national Medicare Accountable Care Organization (ACO)
- Engage in Dual Eligible Special Needs (D-SNP)
- Explore growth and risk
- Prepare to expand into Contra Costa County

