



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.

The enclosed document outlines the overall strategic plan framework, describes plan elements and presents a preliminary phasing of key Consortium and Network activities.



Alameda Health Consortium/Community Health Center Network 2024-2028 strategic vision and Goals



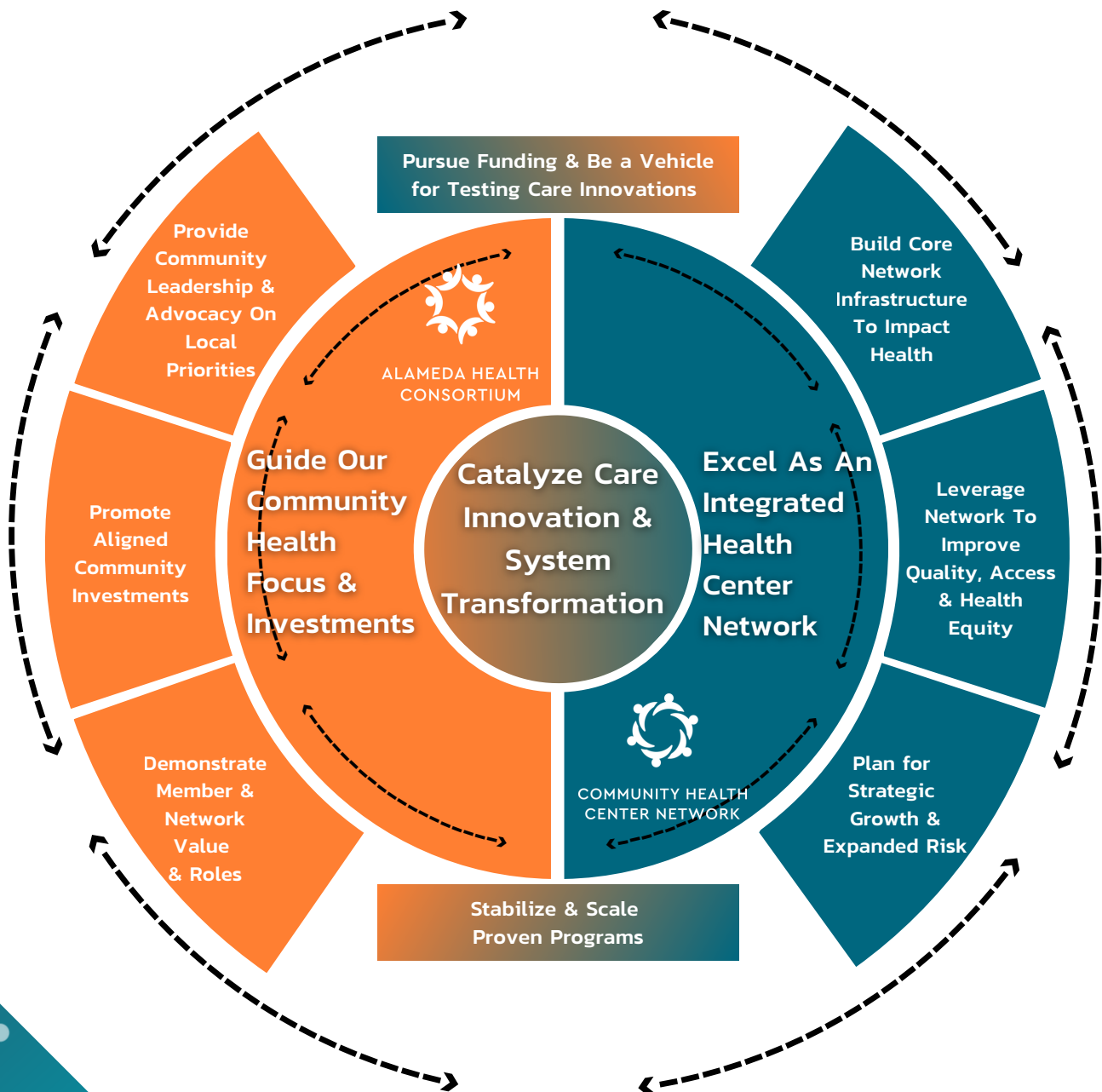
Our vision is for Alameda County to become the healthiest county in California by focusing on the care and outcomes of our most vulnerable residents.

A Comprehensive Safety Net System of Care for All

Elimination of Community Health Disparities

An Integrated Safety Net Delivery System that Rewards Value

Aligned Strategies and Objectives



Our Vision for the Future & Aligned Goals



The Alameda Health Consortium and Community Health Center Network's bold vision for the future is for Alameda County to become the healthiest county in California by focusing on the care and outcomes of our most vulnerable residents.

In order for our community to realize this Vision, the Consortium and Network will seek to achieve the following goals.

Goal 1. A Comprehensive Safety Net System 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 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.

Consortium/Network Strategies and Objectives

The following Strategies and Objectives represent an integrated Consortium and Network strategy that seeks to utilize the unique roles and capabilities of each organization, as well as aligning the efforts of each organization to advance the strategic plan goals to help realize the larger vision of health for Alameda County.





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.

Objectives

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

- Strengthen relationships: Expand relationships with allied public and private partners to advance solutions to community identified health disparities (county agency staff, community coalitions, community-based organizations with shared populations of interest)
- Facilitate community dialogue: Facilitate and lead community forums by bringing together a variety of stakeholders around priority issues to identify collaborative solutions that include the Consortium/Network
- Advance a policy platform: Build and advocate on a policy platform that advances solutions where community health centers can more deeply impact health outcomes

I.B. Promote Aligned Community Investments

- Sustain public funding: Advocate for new and continuing public funding that aligns with our most critical community health priorities (e.g. retain and redirect the Health Program of Alameda County [HealthPAC]; workforce funding; Integrated Behavioral Health funding; outreach/enrollment; and social determinants of health [SDOH])
- Expand the philanthropic investment in Alameda County: Develop and implement pro-active foundation/private fundraising strategies that align with our 5-year Goals and shared community priority issues (see issues above)
- Leverage state/federal funding: Identify and facilitate opportunities for member health centers to leverage state and federal funding opportunities

I.C. Demonstrate Member and CHCN Value and Roles

- Leverage data: Build reports and presentations that use grant outcomes and Network data to show system impact on access and member/patient health outcomes
- Capture stories: Acquire patient and provider stories and voices to help elevate the value of our members and the role they play in our communities
- Cultural and linguistic competence: Highlight member services and the care they provide to our diverse communities through a linguistically and culturally appropriate manner to better address critical health disparities
- Standardize communications: Build standard communication materials and talking points to help reinforce cohesive and digestible messages around CHCN and the value of our members (e.g. impact, high-quality care, innovation)
- Tell the story: Support members to effectively engage with and educate key stakeholders (e.g. stakeholder targets and meeting schedule, participation in select meetings, helping to bring the patient voice) and utilize various mediums to amplify the message





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.

Objectives

II.A. Be a Vehicle for Testing Care Innovation

- Enable innovation opportunities at health centers: Facilitate opportunities with funding for members to independently pilot innovative models and programs – and promote impact to community partners (through Strategy I)
- Identify Network value-add services: Secure funding for the Network to pilot value-added services and functions, such as those that strengthen care coordination / care management or address the social determinants of health (e.g. expand Enhanced Care Management role, increase participation in Community Supports by eligible members, explore Community Supports contracting role or other novel services, pilot other programs)
- Strengthen specialty network: Pursue expanded specialty network arrangements and creative specialty access strategies to expand specialty access for Network members
- Explore network-wide workforce opportunities: Pilot new community workforce development programs

II.B. Stabilize and Scale Proven Programs

- Mature grants pass-through administration: Provide administrative oversight and quality control for grant-funded projects secured by Consortium/Network and delivered by health centers to enable efficiencies and scale
- Expand workforce development: Scale and institutionalize workforce training programs
- Scale ECM: Standardize Enhanced Care Management program and scale infrastructure and training
- Scale OERU: Standardize Outreach, Enrollment, Retention and Utilization program beyond Alameda
- Institutionalize Quality and Care Transformation Support: Standardize quality technical assistance and care transformation support to member health centers





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.

Objectives

III.A. Build Core Network Infrastructure to Impact Health

- Upgrade systems infrastructure: Upgrade Network systems/data reporting infrastructure and adopt ongoing quality, access, operations and financial metrics and reports
- Develop governance structure: Standardize and expand committee structure to ensure board strategic oversight and guidance and wider engagement of health center staff
- Advance managed care sophistication: Prioritize education on managed care/IPA business drivers/best practices for board members, internal staff and health center staff
- Capture necessary resources: Update contract with Alameda Alliance for Health that clearly articulates Network delegated requirements, appropriately reimburses Network for such requirements and incentivizes growth towards greater risk in total cost of care

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

- Strengthen outreach and enrollment process for redeterminations: Maintain and strengthen Network enrollment and outreach functions
- Identify health disparities to target: Define targeted Network quality and health disparity goals and implement initiatives to achieve
- Refine quality improvement infrastructure: Establish standard practices/structures to effectively monitor and address Network quality outcomes and reduction in health disparities, including aligning Network and Consortium quality improvement programs
- Evolve quality incentive program: Update the risk share program to comply with delegated entity requirements and incentivize performance along quality/disparity goals
- Advance clinical and behavioral health best practice: Educate members, explore and potentially adopt strategies to increase practice alignment and clinical / behavioral health integration
- Develop, Maintain, and Integrate Specialty Services: Explore evolving specialty provider contracting strategy and integrate specialty providers into network efforts to improve quality, access and health equity





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Objectives

III.C. Plan for Strategic Growth and Expanded Risk

- Participate in a National Medicare Accountable Care Organization (ACO): Support health centers in the Medicare Shared Savings Program ACO with Community Care Collective by integrating data and supporting care transformation efforts
- Engage in Dual Eligible Special Needs (D-SNP): Partner with the Alameda Alliance to prepare and support a Dual Special Needs Plan (D-SNP)
- Explore growth and risk: Educate members and lead an exploration of options to expand risk arrangements, grow lines of business and increase scale/reach
- Prepare to expand into Contra Costa County: Establish relationships and facilitate efforts to expand into Contra Costa County that includes strong compliance infrastructure





ALAMEDA HEALTH
CONSORTIUM



COMMUNITY HEALTH
CENTER NETWORK

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