



# Aliados Health

## Aliados Health

### A VIABLE™ Strategic Plan

2023-2025



## Introducing Aliados Health

In 2022 Redwood Community Health Coalition (RCHC) and the Community Clinic Consortium (CCC) merged with the intent to create a sustainable, effective, efficient organization to meet the current and future needs of its member health centers. The new entity, Aliados Health, will maintain and expand the overarching purpose shared by its former organizations of improving health care access and quality for underserved populations by supporting member sites, and its impact and reach will be amplified. And RCHC's subsidiary organization, RCHN, will now be known as Aliados Health Network, again expanding the scope and reach of this business venture to a wider range of geographies and community health efforts.

Both RCHC and CCC bring incredible legacies of community support and a track record of service. Each has supported community clinics for over two decades across a growing service area, providing care for under-served and uninsured Californians. Critical to the success of these organizations has been robust community partnerships. We intend not to turn away from those histories and community commitments, but instead affirm and build on them in the months and years ahead.

## A Plan for the Future

Beginning in January 2022, our new organization used an inclusive and collaborative approach to develop a new strategic plan. We engaged each of our member health centers, our internal executive team, staff members, and a few key community partners. Each of these stakeholder groups helped define our new organization, including our governance, priorities, and brand. This document outlines Aliados Health's vision for the next three-year period from 2023 through 2025.

Integrated Work, a woman-owned, woman-led firm devoted to building the leaders working with mission-driven organizations, supported the development of this process. Integrated Work organizes strategic planning around their VIABLE Framework™ to guide discussions and help organizations, networks, and consortiums define themselves, identify priorities, and develop actionable implementation plans.





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What's in a name? Aliados, meaning "allies" in Spanish, rose to the top during our rebranding. It communicates to our stakeholders what they should expect from us: authentic partners dedicated to advancing well-being and health equity. In the months and years ahead, we intend for Aliados Health to become a respected, trusted and memorable brand clearly connected to our mission and vision.

As our organization has grown to serve a six-county area, our opportunity for impact is greater. Together with our member health centers, organization staff, and community partners, we will create more agreement, alignment, and clarity. We will increase our overall credibility with the communities we serve and harness our collective synergies as a larger collective while also supporting and improving the local systems we seek to serve.

In this plan, we set out to identify our priority areas for the next three years which, not surprisingly, include advocacy, equity and care transformation, member services, and staff and organizational well-being.

Before we dive into our priorities, it is important to note that we made a concerted effort to define who we are as an organization and the values we want to center for our organization, members and communities. Transparency, curiosity, commitment, and support emerged as the key ideals which will guide us and which we will strive to uphold as we implement our strategic plan over the next three years.

I am excited to share this plan with all of you (members, staff, patients, and community partners). We have much work ahead to translate our goals into reality and I am confident that we will find the way to make that happen as we continue to build our relationships.

**"Through collaboration and service alignment, we create more stability in turbulent times. Our partnerships are stronger through our increased ability to share best practices. Our collective action and voices are raised, creating more potential in our advocacy work." –Aliados Health Members**



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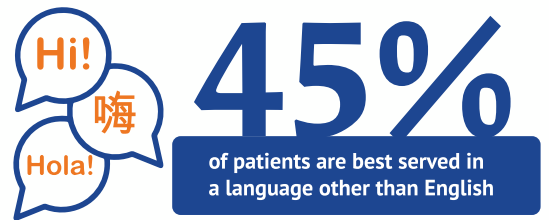
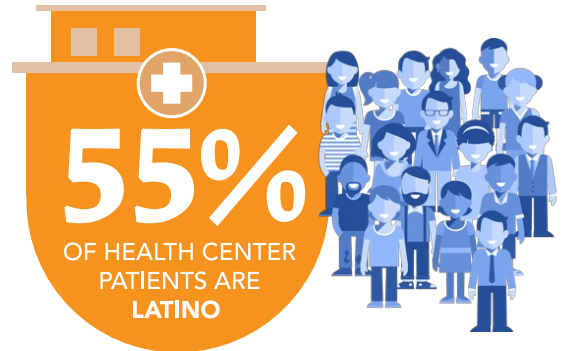


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## Our Why

### Who our patients are:

Aliados Health's community health centers serve as the patient-centered primary care health homes for 295,016 patients across the six county region of Contra Costa, Napa, Marin, Solano, Sonoma and Yolo counties. Aliados Health centers see over 175,587 Medi-Cal patients, as well as over 55,219 uninsured individuals. Fifty-five percent of health center patients are Latino, 45% are best served in a language other than English, 45% are best served in a language other than English, 51% of patients have incomes under 100% FPL and less than 11% of patients have incomes over the 200% FPL. Of the individuals served by Aliados community health centers in 2021, about 39% were living in Sonoma County, 15% in Marin County, 17% in Contra Costa County, 14% in Solano County, 7% in Napa County and 8% in Yolo County.



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## Vision

Vibrant community health centers working in partnership to advance well-being and health equity for all.

## Mission

Aliados Health strengthens the capacity of member health centers to provide comprehensive, integrated care that improves health and health equity in their communities. Through leadership in advocacy, informatics, outreach, enrollment and population health, our work ensures that members have the support and resources they need to offer consistently high-quality clinical care and effective care coordination.

## Strategic Priorities

### Advocate and Influence



Aliados Health will be a best-in-class community health consortium, using our regional leadership to shape policies and Medi-Cal reforms that improve health and wellbeing across our service area, develop a strong workforce, and pay community health centers well for their pivotal contributions.

### Transform Care and Build Equity



Aliados Health will be recognized as a leading innovator in care transformation and health equity. Our clinics will implement cutting edge strategies to transform care delivery that result in improved health outcomes, decreased health disparities, and a strong engaged workforce.

### Maximize the Value of the Collective



Aliados Health will leverage its size and reach, and the strengths of its members, to expand opportunities for shared value, joint contracting, and new business lines. Aliados Health members will continue to lead the state in quality and population health excellence.

### Strengthen the Organization



Aliados Health will optimize its staffing, systems and processes and diversify its financial base. Staff will enjoy an organizational culture rooted in diversity, equity, inclusion and belonging.



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How we engage with one another is at the heart of our culture. We aspire to create an environment that is collegial, respectful, and kind. We continually seek to innovate by being open to change. Our innovation comes from our willingness to engage in healthy, honest, and transparent debate. We need all voices to speak our truth. We hold space for dissent and healthy disagreement to move the needle on what lies ahead for us.

## Transparency

We trust each other because we are transparent; our trust for one another is our anchor.

## Curiosity

We ask questions, intentionally seek to understand what is below the surface, listen actively without judgment, and invite perspectives other than our own.

## Commitment

Committing to our work and each other is how we earn trust and achieve our potential.

## Support

We share the lift and intentionally support our colleagues.



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## Strategic Priorities

As we set out to achieve our strategic priorities, our work starts with the understanding that our capability and capacity to achieve success rests on the strength of our staff and community partnerships, and that meaningful member engagement catalyzes and authorizes that work. The following four priorities will guide our work for the next three years:

### Advocate and Influence

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### Initiatives

- **Partner for community health.** In alliance with CPCA, RAC, members and partners, advocate for federal, state, and local policies that advance care and coverage for patients and strengthen health centers.
- **Informing policies supportive of community well-being.** Lead on the development of a defined policy priority document and advocacy base in all six counties.
- **Advancing population health.** Lead on the development and advocacy for policies that improve CHC workforce, transform care and payment, support data sharing, and address social drivers of health, including but not limited to immigration, nutrition, housing, economic sufficiency, environmental justice, and climate change.

## BARRIERS and LESSONS

Potential barriers to our success and what we plan to learn and do to achieve our goals.

### BARRIERS

As we implement an advocacy agenda, we will need to navigate the tension between thinking too big and not thinking audaciously and expansively enough. Our advocacy efforts should be centered around what is important to our patients and community members, a high value and worthwhile commitment for member health centers, being clear with our members about what positions they want to take together as a group, and consolidating resources and efforts around those core priorities. It is also critical that our efforts set us up to respond to new, unforeseen challenges. Political changes and upheaval and emergency events such as pandemics, fires and gun violence have impacted operations for Aliados Health and our members. We need to take stock of our successes, pain points and blind spots to succeed into the future.



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## LESSONS

- How can we identify and prioritize high value conversations for CEOs?
- What are the best practices in crisis responses?
- What is in-scope and out-of-scope as we plan for emergency response and assisting our members?
- What have we learned after responding to significant challenges and emergency events over the last two years?

## EVALUATION

We will have led and partnered on advocacy projects to create a more favorable environment for our health centers and their patients. We will have established a local presence and engaged with County Supervisors/Health Departments in all six counties. We will have established consortium documents shaping policy positions on health, health care, social determinants of health, and climate change.



## Transform Care and Build Equity

Aliados Health will be recognized as a leading innovator in care transformation and health equity. Our health centers will implement cutting edge strategies to transform care delivery that result in improved health outcomes, decreased health disparities, and a strong engaged workforce.

### Initiatives

- **Advancing Population Health.** Support members with designing and implementing care team transformation and other systems changes based on Medi-Cal reforms and value-based care. Support behavioral health integration and the development of Community Health Workers. Expand the scope of population health activities to align with state and federal programs, adopting consortium and network-wide clinical guidelines and quality measures and supporting their full implementation into EHRs and population health management platform(s).
- **Mobilizing Health Care Information Technology.** Implement the full scope of the HCCN, using health IT to improve clinical quality, patient centered care, and provider and staff well-being. Increase functionality and utilization of our population health management platform



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- **Developing Health Equity Best Practices.** Re-launch and expand Health Equity Leadership Council (HELC) to identify and implement shared strategies for increasing health equity across member health centers. Expand outreach, enrollment and community education activities to address more populations and social determinants of health. Build Community Information Exchange (CIE) inspired models with community members and partners across region.

## BARRIERS

As we support our members in improving health outcomes and reducing disparities, we must ensure our consortium navigates the tension of supporting versus leading with member services and initiatives. Our members require different levels of engagement, and it can be challenging to meet all member needs. At times, this will mean supporting members to lead on critical changes and initiatives and at other times with Aliados Health leading through change. If we fail to establish structures to communicate and vet ideas with our members, we will likely lose sight of what members need.

## LESSONS

- How do consortia move through change in a way that engages health centers and CEOs? What processes are established? What mechanisms and agreements?
- Identify what health center CEOs see as the highest value structures and processes for supporting care transformation and advancing health equity.

## EVALUATION

Member health centers will show improvement in key population health measures identified by DHCS. There will be robust participation in CalAIM ECM and Community Supports across Aliados counties. Care will be delivered in more settings and by more care team members, addressing social drivers of health in alignment with other community agencies. We will have developed a network-wide QI plan. We will have launched an equity dashboard in Relevant and shared it with members. Strategies will be in place to advance health equity at Aliados and all member health centers.



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## Maximize the Value of the Collective

Aliados Health will leverage its size and reach, and the strengths of its members, to expand opportunities for shared value, joint contracting, and new business lines. Aliados Health members will continue to lead the state in quality and population health excellence.

### Initiatives

- **Evolving Systems to Meet Statewide Changes.** Help members proactively adapt to significant systems changes such as Medi-Cal expansion and implementation of OCHIN Epic through shared staffing for training, implementation, and ongoing governance for customization and reporting.
- **Shaping the Workforce of the Future.** Lead a regional health center workforce development strategy, working with other regional consortia that includes a member-driven combination of recruitment, training, placements, CMEs, coordination, and other key strategies.
- **Learning from Each Other.** Continue convening peer network groups, document and share promising practices. Launch new peer groups to address the most important issues facing health centers and host county-level meetings as needed to ensure consistent sharing and strategizing across membership.
- **Considering New Joint Efforts.** Evaluate and launch new business/service lines, shared purchasing/contracting, and central functions for member health centers. Consider economies of scale in specialized areas such as billing, credentialing, medical records, referrals, call center or member software. Explore mergers as ways to strengthen health centers and better serve patients.

### BARRIERS

Our systems and operational work are where we dedicate significant resources for our members. Without transparency and creativity, we risk inefficient and ineffective support and growth. Transparency in decision making as an organization, such as a rubric that reflects the guiding



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values, will ensure members understand when and how decisions are made. Creativity in how we organize the work and intentionally bring members together will help to expand the promise of this strategy and illuminate Aliados Health's value for individual members.

## LESSONS

- What other consortiums can we learn from, especially those with a large geographic footprint?
- What are other decision-making models do consortia use? (Is all for one the right way? Common way?)
- What is missing for individual member health centers that might keep them from engaging?

## EVALUATION

Members will successfully launch a shared instance of OCHIN Epic with Aliados support. We will have partnered to outline regional solutions for improved pipelines for health workforces at member clinics. Members will benefit from practice sharing at clinical, operational, technological and other levels. At least one new joint venture will be launched.



## Strengthen the Organization

Aliados Health will optimize its staffing, systems and processes and diversify its financial base. Staff will help shape and participate in an organizational culture rooted in diversity, equity, inclusion and belonging.

### Initiatives

- **Defining Our Culture.** Develop and maintain a successful organizational culture that includes a clear commitment to diversity, equity, inclusion, mentorship and staff development, and where all staff feel a part of achieving the success of our organization.
- **Funding the Future.** Ensure financial sustainability through diversified funding streams including opportunities for members and non-members to purchase additional and/or supplemental consulting or other services.



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- **Expanding Opportunity and Value.** Articulate, quantify and demonstrate the value proposition of Aliados Health and Aliados Health Network to members. Expand opportunities for all members to receive pass-through funding, outreach/enrollment support, participation in peer groups/initiatives, and utilize Relevant-generated data.
- **Defining Organizational Infrastructure.** Become a nimble and well-structured organization with defined processes, systems, communications platforms, meeting structures, agreements, and organizational charts.

## BARRIERS

If our organizational culture cannot live up to the promise of our work, then we risk underperforming and underachieving for our members. Additionally, if we fail to establish formal systems and organizational infrastructure to support that culture, we will likely fail to retain and attract a talented workforce to meet member needs. We must ensure that adequate planning time and space to address culture and inclusion and adopt systems is present, and that there are intentional opportunities for staff input followed by a tendency to overcommunicate changes and priorities.

## LESSONS

- How do organizations that do out-facing equity work also center equity internally?
- What roles do power and privilege play in the work that is already in motion?
- What do members think we can realistically impact with workforce initiatives? To what extent can we make an impact given the competitive space?
- Given that every organization has vulnerabilities, what are our potential vulnerabilities? What can we do intentionally to solve for those (training, systems, checkpoints, etc.)?

## EVALUATION

We will improve employee diversity, engagement and retention through positive culture, inclusion, wellness, and other employee programs. Staff will report feeling valued, supported and having a sense of belonging. We will have diversified and added new business lines to our organization. AHCN will be positioned to address strategic opportunities. We will have adopted and shared measures of organizational value with our members. Staff will contribute to improved organizational systems, stability, and clarity.



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## Conclusion

Aliados Health is grateful for the support and participation of all our members, the leadership team, and the team at Integrated Work. We are proud to present this strategic plan to our Board and begin the exciting work of implementing our new goals.

