



## Scott Coffin, CEO Alameda Alliance, to Retire

*Alameda Alliance*

**A**lameda Alliance for Health (the Alliance) is proud to serve over 350,000 children and adults in Alameda County. The Alliance's Senior Leadership Team wanted to share their reflections on our Chief Executive Officer and leader, Mr. Scott Coffin who will be retiring this Spring. We hope that you enjoy reading about his many contributions to the Alliance, the local safety net system, and the entire Alameda County community.

Since the announcement was made that our steadfast leader and Alliance Chief Executive Officer, Scott Coffin, will be retiring at the end of May, our Senior Leadership Team and staff at the Alliance have been reflecting on Scott's service to the organization and the entire Alameda County safety net community during the last decade. When Scott first started at the Alliance in 2015, the organization was under state conservatorship due to financial solvency issues and had been dealing with significant claims payment issues that were affecting our provider community. At the time, the Alliance served 200,000 Alameda County residents and Scott's priority was to lead the organization out of state conservatorship while ensuring that members had the best care possible. Under his leadership, Scott rapidly transformed the operations of the Alliance and led us out of state conservatorship – a full six months early. Today, the Alliance employs over 430 individuals and reports \$1.5 billion in revenues annually while serving over 350,000 members. Matt Woodruff, our Chief Operations Officer, recalls, "When Scott arrived at the Alliance in 2015, the company had been through a number of difficult years. Scott provided a steady influence with open and honest communication that the company and our County needed. In the 8 years since, that communication has transformed the Alliance into a well-respected managed care plan with high quality scores. Scott will be missed as a leader and a friend."

Under Scott's leadership, the Alliance has been recognized by the state and federal government for the organization's efficient operations and the huge strides taken by the Plan in improving the quality of care that Alliance members receive. In 2015, the Alliance had the third lowest quality scores of all Medi-Cal managed care health plans in California, and in just a few years,

thanks to strong partnerships with our community physicians, the organization now has the fourth highest quality scores in the state. Richard Golfin III, our Chief Compliance and Privacy Officer shared, "Scott's dedication to improving our community safety net has been unmatched. Over the years, Scott has built an organization on service excellence that is patient-centered and has become a top-rated California Health Plan. Scott's commitment to the Alameda County community remains a critical factor in the success the Alliance has had in providing safety net services."

During Scott's tenure at the Alliance, the organization has developed and implemented a series of primary care incentive programs and pilots for complex case management, where over \$84 million dollars have been allocated to local providers to improve the quality of care received by children and families served through our Medi-Cal program. Gil Riojas, Alliance Chief

Financial Officer, shared "Scott has been a trusted leader in the healthcare arena in Alameda County for many years. I am grateful for his dedication to serve our community." Scott's ability to forge new relationships and innovative collaborations with the Alameda County Board of Supervisors,

Alameda County Agency leaders, and with leaders of community-based organizations has helped expand access to health services for older adults, children, and families. Dr. Steve O'Brien, Alliance Chief Medical Officer, reflected that he "effectively guided the member-centric rebuilding of the Alliance's core functions after conservatorship into a competent, compliant managed care plan. By partnering with safety-net medical providers, Alameda County and community partners, Scott created a safety net coalition that has elevated the state of community health in Alameda County."

Over his time at the Alliance, Scott has been committed to addressing health disparities and social drivers of health for Alameda County's most marginalized people and with community partners, has driven the Alliance to innovate population health programs. Thanks to Scott's leadership, the Alliance successfully implemented a series of major phases as part of Medi-Cal's CalAIM program, including enhanced care management,

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community supports, and major organ transplants. As the Alliance continues to implement key components of the CalAIM program over the next few years, we are grateful for the roadmap that he has built that will inevitably improve health equity and quality of care for our members.

We are forever thankful for his strong leadership at the Alliance and want to acknowledge him as a mentor and friend to many at the organization. Sasi Karaiyan, Chief Information and Information Security Officer, expressed his gratitude to Scott for believing in him and for providing opportunities for his team. Sasi reflects that “he has been an excellent coach, leader, teacher, mentor, and a great inspiration. Scott inspired me to pursue my goals with trust, hard work and dedication. During his time at the Alliance, he made it a safer and better place to work for all.” Scott touched the lives of many throughout his time at the Alliance. Ruth Watson, Alliance Chief of Integrated Planning, reflects on all that she has learned from Scott, particularly about the importance of building relationships with staff and the Alameda County community. Ruth shared, “Scott exemplifies our TRACK values; supporting the team at all levels showing that every voice matters. He holds himself and his team accountable by working tirelessly on behalf of the Alameda County community. His commitment and

compassion are evident as he continuously challenges all of us to stay informed, keep learning, and innovate whenever possible to get to that next level of performance. Scott’s leadership has been transformational for the Alliance, and he will be missed.”

On behalf of the Senior Leadership Team and all Alliance employees, we want to express our gratitude to Mr. Scott Coffin for all he has done for so many people. And while we will miss him at the Alliance, we are certain that he has plans to do even more great work in the years to come!

#### **ABOUT ALAMEDA ALLIANCE FOR HEALTH**

Alameda Alliance for Health (Alliance) is a local, public, not-for-profit managed care health plan committed to making high-quality health care services accessible and affordable to Alameda County residents. Established in 1996, the Alliance was created by and for Alameda County residents. The Alliance Board of Governors, leadership, staff, and provider network reflect the county’s cultural and linguistic diversity. The Alliance provides health care coverage to over 350,000 low-income children and adults through National Committee for Quality Assurance (NCQA) accredited Medi-Cal and Alliance Group Care products. ●

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