2015-2020
STRATEGIC PLAN
CREATING OPTIMAL HEALTH FOR ALL
SETTING THE STAGE

The planning team examined existing operations and charted plans to address evolving realities.

In May of 2014, a planning team was assembled, drawing broadly from every sector of CCRMC and its stakeholders, including patients and families. Meeting in a series of high-level, daylong work sessions, the team reviewed CCRMC’s systems, practices and approaches. Special workgroups were created to further study specific areas and provide recommendations to the full planning team.

At the top of the planning team’s agenda were discussions around the rollout and implementation of the Patient Protection Affordable Care Act (ACA), which is fundamentally changing how CCRMC operates, provides services and is funded. Understanding this new health care landscape and planning for these emerging realities were foremost on the mind of the planning team.

Key issues considered included:

» Under ACA, the disproportionate-share hospital (DSH) payments, which currently help cover cost of uncompensated care and Medicaid shortfalls, is slated to be reduced starting in 2017.

» In California, health care reform mandates a switch from fee-for-service to managed care plans for Medi-Cal patients.

» Medi-Cal Managed Care enrollment in the Contra Costa Health Plan shot up by at an unprecedented rate in 2013 and 2014 and is anticipated to continue to grow.

» Better quality and more affordable care are needed to meet the increase in low-income coverage and address both social and health needs. When social needs are met, patient satisfaction is increased, fewer and less expensive medical interventions are needed and system access and health outcomes are improved.

» Developing a health system that can address social needs will yield a more competitive system and decrease costs.

Developing our strategic plan has been both challenging and demanding. However, the integrity and dedication of our staff, stakeholders, volunteers and patients to this planning process has allowed CCRMC to develop a far-reaching, responsive and appropriate plan. We are confident that we now have the map we need to successfully tackle the challenges and opportunities of the future as we strive for equitable and optimal health for all.
CCRM C PLAN AT A GLANCE

VISION
Contra Costa County will be the healthiest community in the nation.

PURPOSE
Creating optimal health for ALL through respectful relationships and high quality service.

PRIORITIES
• Patient and Family Centered
• Continuous Improvement
• Delivering Value

KEY INITIATIVES
• Access
• Capability Development
• Communications
• Integration
• Partnerships
• Population Health
• Safety
KEY INITIATIVES

Approaches to addressing the three priorities will be adopted as CCRM-wide initiatives and appropriately resourced.

The strategic plan is designed to provide a dynamic framework for action that supports CCRM’s mission, while delivering on its goal of optimal health for all. The initiative framework allows CCRM to be responsive to emerging issues and opportunities, while marshalling resources strategically.

New initiatives can be launched at any time due to a pressing need or opportunity, resource availability, need to address capacity or capability, or the risk of negative consequences of not taking action. CCRM will also continue to be prepared for and utilize the improvement initiatives defined in California’s 1115 Medicaid Waiver (DSRIP) to create better care and further expand into population health.

While it is envisioned that new initiatives will be introduced as opportunities and needs dictate, the planning team did surface several key initiatives to begin addressing. This plan is designed to direct the organization for the next five years, so action on all of the initiatives isn’t expected to occur at once. The teams implementing the strategic plan will need to consider opportunities, challenges, resources and needs to prioritize work on these different initiatives.

**ACCESS:**

CCRM will continue to expand efforts to ensure that patients receive the right care, at the right time, in the right place, and in a manner desired by the patient. CCRM will identify key high-level changes to reduce waits and delays for care, in order to provide greater continuity for patients and providers.

**CAPABILITY DEVELOPMENT:**

CCRM will develop core skills and facilitate learning networks throughout the organization to build consistent structures and innovative approaches for sustained performance improvement at all levels of the organization.

**COMMUNICATIONS:**

CCRM will develop and enhance all communications between staff, patients and stakeholders to ensure clarity, transparency and open, two-way dialogue. CCRM will proactively promote its efforts to improve the health of Contra Costa County.

**INTEGRATION:**

CCRM will work to integrate behavioral health into primary care settings and fully address the complete health needs of patients and their families at all points of interaction.

**PARTNERSHIPS:**

To leverage its resources and advance the goal of providing optimal health for all throughout Contra Costa County, CCRM will actively explore partnership opportunities with like-minded organizations.

**POPULATION HEALTH:**

CCRM will investigate and apply integrated approaches that simultaneously improve care and population health while optimizing community investment. This effort to improve population health outcomes for all will focus on meeting social resource needs and reducing disparities.

**SAFETY:**

Whole system safety will integrate safe care through all levels of the CCRM system (community, primary care, hospital and clinics) and develop methods of leadership to anticipate safety issues.
PUTTING THE PLAN TO WORK:

WORKING TOGETHER

In every situation, sustainability, efficiency and the delivery of value require individuals and groups to unite.

The plan’s ambitious goal of creating optimal health for all emphasizes working together—patients and their families with staff, community groups with CCRM, health plans with doctors, etc. The bold priorities envisioned in the plan can only be achieved by fundamentally transforming how we work, and recognizing that an interdependent approach is essential to make the best use of our collective skills, knowledge and experience.

The plan will be operationalized using a cross-functional team framework. Three teams will work together to ensure progress toward the plan’s priorities via initiatives. Team responsibilities are clearly defined:

» **EXECUTIVE LEADERSHIP TEAM**
  sets initiatives, provides oversight and accountability, and distributes resources.

» **OPERATIONS TEAM**
  develops specific plans and an associated portfolio of projects tied to initiatives and ensures efficient cross-team collaboration.

» **FRONTLINE TEAMS**
  deliver services and fulfill the plan.

The interplay between these teams to distribute resources, strengthen staff capabilities and communicate progress is essential to the successful implementation of the plan. Movement toward the plan’s three priorities is at the core of all decision making.

The use of cross-functional teams is a fundamental and transformative shift for CCRM. It will require a different way of thinking, operating and leading. The investment in that shift, however, allows CCRM to more efficiently utilize the knowledge, passion, and skills of CCRM staff, while providing greater avenues for input and feedback from every employee in the organization. As the plan is implemented, all teams will receive instruction, support and training on this approach to facilitate a smooth adoption.
WORK TEAMS
The teams will work together to ensure progress toward the plan’s priorities via initiatives.

FRONLINE TEAMS
- Delivery of services
- Plan fulfillment

OPERATIONS TEAM
- Develops plans
- Portfolio of projects
- Cross-team collaboration

EXECUTIVE LEADERSHIP TEAM
- Sets initiatives
- Oversight & accountability
- Distribution of resources
CCRMC’s brain trust of employees, patients and families was critical in developing the framework priorities for the plan. In implementing the plan, CCRMC will continue to tap into that collective wisdom and experience.

Key elements of this approach include:

**GOAL SETTING:** Through the act of reviewing and sponsoring key initiatives, the Executive Leadership Team establishes specific goal directions for CCRMC. Based on those initiatives, the three teams will collaboratively develop strategies and approaches.

**PORTFOLIO OF PROJECTS:** The Operations Team will be responsible for working with both the Executive Leadership Team and Frontline Teams to create a planned approach to realizing an initiative. The Operations Team will then establish and oversee a portfolio of projects aimed at concrete movement toward established initiatives. In many cases, these may be pilots to allow the teams to test and fine tune programs before full-scale implementation.

**COORDINATION AND COMMUNICATION:** Because several initiatives will be in action at the same time, each with their own portfolio of projects, coordination of activities is essential. The Operations Team is responsible for overseeing all activities, with an eye to avoiding duplication and ensuring efficiency. For this reason, constant communications across teams is essential to share successes, discuss progress and facilitate activities. Effective cross-team communications will ensure the most efficient use of skills, resources and knowledge.

**DEPLOY RESOURCES:** Appropriate deployment of resources, including staffing, equipment and services, is essential to ensure the successful completion of projects. Prior to undertaking any work, each team will create a proposed budget that outlines anticipated resource needs and how those resources will be deployed. The Executive Leadership Team will be responsible for reviewing and approving resource budgets. Successful implementation will often require special training, skill development and mentoring. These too should be identified by the team as part of the planning phase and presented to the Executive Leadership Team for review and approval.

**OVERSIGHT AND MEASUREMENT:** Recognizing the need to be efficient, the plan requires each team to develop logical metrics to measure the success of their specific action plans. Teams are required to report regularly on progress toward those metrics and share that information with their team members, as well as the other integrated teams working on the initiative. This feedback loop is essential to assess the value of specific action plans and make necessary changes to accelerate success or redirect efforts.