DHCS

California Department of
HealthCareServices

California Department of Health Care Services

Strategic Plan 2013-2017

DHCS

California Department of
HealthCareServices

Mission

The Department's mission is to provide Californians with access to affordable, high-quality health care, including medical, dental, mental health, substance use treatment services, and long-term care.

Vision

Our vision is to preserve and improve the physical and mental health of all Californians.

Core Values

Integrity
Service
Accountability
Innovation

Message from the Director

The Department of Health Care Services is the backbone of California's health care safety net, helping millions of low-income and disabled Californians each and every day. We work hard to effectively use state and federal funds to operate the Medi-Cal program and ensure that high quality, efficient health care services are delivered to our members. Each day, our more than 3,000 employees work in pursuit of our top goal – to preserve and improve the health status of all Californians.

Our task is immense. We currently fund health care services for more than 8.5 million Medi-Cal members, a number that will approach 10 million with the full implementation of the Affordable Care Act (ACA). Our success is made possible only through collaboration and cooperation with dozens of partners. We work with a wide array of health care providers to supply the human touch for our Medi-Cal members. We communicate with county and federal officials to ensure that those without health coverage have access to vital health services. We collaborate with many other state agencies and organizations as we invest nearly $70 billion for the care of low-income families, children, pregnant women, seniors, and persons with disabilities.

DHCS is constantly seeking to improve its services. For example, to make our services easier to access as well as to become more efficient with precious state resources, we are transitioning many of our members to a more organized system of managed care, where services will be coordinated to serve the whole person with the right care at the right time, all combining to help secure better health outcomes. With managed care, we are working to ensure that Medi-Cal members have patient-centered, coordinated care and are keenly aware of their choices.

DHCS is also positioning itself to attain maximum benefit from the opportunities of the ACA. The Governor is leading California toward Medi-Cal expansion and our coverage of a significant number of newly eligible individuals. They will receive the comprehensive benefits currently provided by Medi-Cal, including medical and dental care, county-administered comprehensive specialty mental health services, county-supported substance use disorder services, and long-term care services.

Our new strategic plan is our guide to determine the appropriate strategies that will help us capitalize on upcoming changes to health care delivery, while allowing us to maximize our efficiency and our positive impact on the health care system. The strategic plan defines our strong commitments to our three main constituencies – the people we serve, the public, and our employees.

The commitments in our strategic plan support our dedication to enhancing the consumer experience, improving health outcomes, lowering the cost of care, fostering a positive work environment for DHCS employees, and adhering to our core values of integrity, service, accountability, and innovation.

We will periodically review and update our strategic plan based upon the changing health care environment. Comments and feedback on the plan are valued and will be taken into consideration as the Department moves forward with implementing the plan. Comments may be directly submitted to StrategicPlan@dhcs.ca.gov.

On behalf of all DHCS employees, we are pleased to serve the people of California and look forward to your partnership in advancing the health and well-being of residents of the Golden State.

Toby Douglas
Director
Department of Health Care Services

Introduction

The California Department of Health Care Services (DHCS) administers publicly financed health insurance and safety net programs. DHCS executive staff began its strategic plan development process in January 2012. Our efforts focused on fulfilling our mission to provide eligible Californians with access to affordable, high-quality health care, realizing our vision to preserve and improve the physical and mental health of all Californians, and sustaining our core values of integrity, service, accountability, and innovation.

From the beginning, we envisioned a strategic plan that would serve as a guide to determine the appropriate strategies that would help us capitalize on upcoming changes to health care delivery, purchasing, and innovation, while allowing us to maximize our efficiency and positive impact on the health care system. The strategic plan defines our strong commitments to our three main constituencies – the people we serve, the public, and our employees.

The commitments in our strategic plan support our dedication to enhancing the consumer experience, improving health outcomes, lowering the cost of care, fostering a positive work environment for DHCS employees, and adhering to our core values of integrity, service, accountability, and innovation.

The following pages describe DHCS' role in state government, the state's health care delivery system, and key trends that influence DHCS' programs. DHCS addresses these important issues through its mission, vision, core values, and goals.

DHCS' Role in California's Health Care Delivery System

DHCS' programs serve more than 8.5 million Californians. One in five Californians receive health care services financed or organized by DHCS, making the department the largest health care purchaser in the state. DHCS invests approximately $70 billion in public funds to provide low-income Californians with access to affordable, high-quality health care, including medical, dental, mental health, substance use disorder services, and long-term services and supports.

DHCS programs emphasize prevention-oriented health care that promotes health and well-being. This is done to: a) serve those with the greatest health care needs through the appropriate and effective expenditure of public resources, with a focus on improving the health of all Californians; b) enhance quality, including the patient care experience, in all DHCS programs; and c) reduce the Department's per capita health care program costs. DHCS programs provide members with medical, dental, mental health, substance use disorder services, and long-term services and supports. DHCS also administers programs for underserved Californians, including farm workers and American Indian communities.

DHCS' Role in California's Comprehensive Health Care Reform

DHCS will play a major role in helping Californians realize the benefits of the Affordable Care Act (ACA). Governor Brown has committed to implementing the ACA's optional Medi-Cal expansion for uninsured, childless adults. As a result, the Department will see a significant increase in Medi-Cal enrollment and responsibility for coverage. We are putting into place effective systems that will support this growth in ways that provide quality care and yield financial benefits to the state. We are also working closely with our county partners to share the responsibility of the costs associated with maintaining a vibrant safety net and caring for those who remain uninsured after the implementation of federal health care reform in January 2014.

DHCS' Role in the California Health and Human Services Agency

DHCS is one of 13 departments within the California Health and Human Services Agency (CHHS) that provide a range of health care services, social services, mental health services, alcohol and drug treatment services, income assistance, and public health services to Californians. The CHHS Action Plan contains the following five goals that help guide DHCS' work:

- *Every child will live in a safe, stable, and permanent home, nurtured by healthy families and strong communities.*
- *Every Californian will have access to high quality, affordable health care coverage.*
- *California will support and value healthy lifestyle behaviors, particularly physical activity and healthy eating, to improve health outcomes and reverse the upward obesity trend.*
- *Disabled and aged Californians will have the opportunity to live in their own homes and communities, rather than institutional settings, in the most integrated setting possible.*
- *California will be maximally prepared to prevent and respond to natural or intentional disasters, including acts of terrorism.*

DHCS plays a significant role in achieving these goals. DHCS' strategic plan reflects the unique policy and operational contributions DHCS can make in furthering CHHS' goals.

California Department of Health Care Services Strategic Plan 2013-2017

MISSION AND VISION

The Department's mission is to provide Californians with access to affordable, high-quality health care, including medical, dental, mental health, substance use treatment services, and long-term care. Our vision is to preserve and improve the physical and mental health of all Californians.

CORE VALUES

The Department's mission and vision are imbued by its core values of integrity, service, accountability, and innovation. These core values are linked to clear professional standards for all Department managers and employees.

COMMITMENTS

The Department makes the following commitments in this strategic plan:

To the People We Serve:

The Department will:

- Improve the consumer experience so individuals can easily access high quality health care when they need it, where they need it, at all stages of life.
- Treat the whole person by coordinating and integrating medical, dental, mental health, substance use treatment services, and long-term care.
- Improve and maintain health and well-being through effective prevention and intervention.
- Develop effective, efficient, and sustainable health care delivery systems.

To the Public:

The Department will:

- Ensure there is a viable health care safety net for people when they need it.
- Maintain effective, open communication and engagement with the public, our partners, and other stakeholders.
- Hold ourselves and our providers, plans, and partners accountable for performance.
- Be prudent, responsible fiscal stewards of public resources.

To Our Employees:

The Department will:

- Foster a healthy, positive, and respectful work environment.
- Focus on communication, collaboration, teamwork, and effective decision-making.
- Recognize and show appreciation for dedication, innovation, and excellence.
- Provide opportunities for professional learning and growth.

Through our mission, vision, core values, and commitments, we will contribute to a healthier California.

Commitments, Strategies and Actions

This section defines broadly how each commitment will be achieved (the strategies) as well as the specific Department initiatives necessary to achieve each strategy (actions).

To the People We Serve:

Commitments:	Strategies:	Actions:
1. Improve the consumer experience so individuals can easily access high quality health care when they need it, where they need it, at all stages of life.	1.1 Improve the enrollment experience	1. Streamline eligibility and health plan enrollment.
		2. Monitor eligibility and access.
		3. Establish a continuous quality improvement (CQI) process to identify and address problems.
	1.2 Enhance outreach and education	1. Educate members to make better decisions about their health care.
		2. Engage in culturally-appropriate outreach and education.
	1.3 Provide efficient and effective customer service	1. Expand options for consumers to contact and receive assistance from the Department.
		2. Provide easy-to-use, web-based vehicles to submit forms, applications, and payments.
2. Treat the whole person by coordinating and integrating medical, dental, mental health, substance use treatment services, and long-term care.	2.1 Support integrated linkages between systems of care	1. Encourage coordinated and integrated delivery of medical, dental, mental health, substance use treatment services, and long-term care.
		2. Ensure every member has a medical home.
		3. Strengthen electronic health record (EHR) use, content, and system integration.
3. Improve and maintain health and well-being through effective prevention and intervention.	3.1 Address quality, population health, and outcomes across systems of care	1. Implement the Department's Quality Strategy.
		2. Improve care management by enhancing attention to primary, secondary, and tertiary prevention.
		3. Improve the quality and timeliness of data collection and analysis to enable rapid-cycle quality improvement.

To the People We Serve (continued)

Commitments:	Strategies:	Actions:
	3.2 Identify and eliminate disparities in health outcomes	1. Perform ongoing assessment of health disparities.
		2. Address disparities through policies and programs.
	3.3 Base clinical policies on principles of effectiveness and value	1. Foster the use of evidence-based medicine throughout the care delivery system, including medical, dental, mental health, substance use treatment services, and long- term care.
		2. Advance the use of methods, such as value-based purchasing, which take into account effectiveness and cost.
4. Develop effective, efficient, and sustainable health care delivery systems.	4.1 Design delivery systems and payment strategies to drive improved quality and outcomes	1. Adopt and utilize evidence-based health care policies and utilization management criteria.
		2. Provide effective incentives and disincentives to improve quality of care.
		3. Explore and implement new models of care, including medical, dental, mental health, substance use treatment services, and long-term care.
	4.2 Through effective oversight, ensure program integrity and compliance	1. Measure the health status of members to better assess successes and areas for improvement.
		2. Enhance education and training for providers to improve efficiency and reduce waste.
		3. Develop and utilize streamlined and, when possible, automated utilization management and oversight methods.

To the Public:

Commitments:	Strategies:	Actions:
5. Ensure there is a viable health care safety net for people when they need it.	5.1 Continuously measure access and address sufficiency of providers	1. Make it easier for providers to participate in Medi-Cal.
		2. Develop payment and programmatic policies that ensure access to services.
	5.2 Manage financing to support adequate network of safety net providers	1. Ensure reimbursement and payment policies consider needs of providers serving underserved populations.
		2. Improve coordination of care to increase cost effectiveness.
		3. Maximize federal funding.
6. Maintain effective, open communication and engagement with the public, our partners, and other stakeholders.	6.1 Engage and communicate effectively with stakeholders	1. Implement processes to better manage stakeholder communication and message coordination, in advance of and during the Department's initiatives.
	6.2 Make information readily available to people who need it	1. Improve communication with stakeholders, including through various technologies and other outreach formats.
		2. Proactively communicate the value our programs provide to Californians.
7. Hold ourselves and our providers, plans, and partners accountable for performance.	7.1 Use metrics tied to performance for providers, health plans and partners	1. Ensure all contracts contain metrics of accountability.
		2. Use metrics tied to payment to drive value and quality.
		3. Strengthen contracts with managed care plans to raise their role in oversight and monitoring of their contractors.
		4. Assess the patient experience across the full range of health care services.
	7.2 Hold ourselves accountable to our core values, professional standards and commitments.	1. Define performance measures for DHCS and use them to drive continuous improvement in performance.
		2. Report publically on our performance as a Department.

To the Public: (cont.)

Commitments:	Strategies:	Actions:
8. Be prudent, responsible fiscal stewards of public resources.	8.1 Leverage our role to drive improvements in quality and efficiency of a broader health care system	1. Maximize the use of project management tools to encourage improvements in quality and efficiency.
		2. Implement payment structures that support efficient health care delivery systems.
	8.2 Through effective oversight, ensure program integrity and compliance	1. Identify and prioritize areas to reduce waste, fraud, and abuse.
		2. Ensure that our policies and procedures support provider efficiency.
		3. Identify and improve high priority business practices.
		4. Ensure oversight and compliance in: 1) state and federal laws and regulations 2) program standards 3) contractual requirements

To Our Employees:

Commitments:	Strategies:	Actions:
9. Foster a healthy, positive, and respectful work environment.	9.1 Embrace our core values and professional standards, and hold people accountable to them	1. Promote our core values and professional standards throughout the organization.
		2. Provide training and coaching on core values.
		3. Provide opportunities for regular feedback on core values throughout the organization.
	9.2 Promote workplace wellness	1. Actively engage and support state employee workplace wellness efforts.
10. Focus on communication, collaboration, teamwork, and effective decision-making.	10.1 Strengthen collaboration across the organization	1. Set clear expectations by upper management on the importance of collaboration.
		2. Create a thriving culture and adopt a continuous learning model throughout the organization.
		3. Improve communication throughout the organization, using various technologies and tools.
	10.2 Build trust by empowering people with responsibility	1. Clarify decision making roles and delegated authority throughout the organization. 2. Provide training opportunities to support effective facilitation, collaboration, teamwork, delegation, and decision making.
	10.3 Improve performance management	1. Establish clear performance expectations at all levels.
		2. Provide timely, fair, and accurate performance feedback.
11. Recognize and show appreciation for dedication, innovation, and excellence.	11.1 Provide meaningful and specific recognition of individual and team accomplishments	1. Provide opportunities to recognize employees both formally and informally.
		2. Report publically on our performance as a Department.
12. Provide opportunities for professional learning and growth.	12.1 Encourage and create opportunities for employees to lead projects.	1. Encourage and create opportunities for employees to lead projects.
		2. Report publically on our performance as a Department.
	12.2 Invest in professional training and development	1. Use annual Individual Development Plans to help employees grow and develop professionally.

Commitments

Strategic Plan