



# STRATEGIC PLAN

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January 1, 2021 – June 30, 2023

**Orange County Health Care Agency**

STRATEGY AND SPECIAL PROJECTS

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January 1, 2021 – June 30, 2023

## MESSAGE FROM THE AGENCY DIRECTOR

The COVID-19 pandemic has highlighted the important work of the Orange County Health Care Agency (HCA), and I am grateful to all the staff and our community partners for demonstrating resilience during this unprecedented time. I am pleased to share HCA's 2021-2023 Strategic Plan that includes a new Agency-wide mission and vision that reflects HCA's goals, priorities, and commitment to the community of Orange County.

HCA's strategic plan focuses on the core goals of equity, sustainability, and relevance, and includes specific and measurable activities to achieve these objectives. The pandemic has demonstrated for all of us that we must be flexible, pro-active, and able to adjust our priorities to meet the needs of the community. With health equity and population health management at the center of all we do, we are working collaboratively with both public and private partners to drive positive change by identifying innovative solutions to address the systemic factors that underlie inequities and to improve health outcomes in our communities. By aligning HCA's work with our mission and vision, we can deliver on the promise of quality health care for all.

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# STRATEGIC PLAN EXECUTIVE SUMMARY

## OVERVIEW

With a population of 3.2 million, Orange County is the third largest county in California. Twenty-five departments make up the County government, and the Orange County Health Care Agency (HCA) falls under the Community Services Program. HCA is a large and multifaceted agency that coordinates and serves all of Orange County through its functional areas, with over 2,800 employees and a \$900 million budget comprised of a variety of funding sources. HCA provides a wide range of services that support the health and safety for all residents of, and visitors to, Orange County. While some of HCA's services impact everyone in the County (e.g., public health, emergency medical services, environmental health services), others are targeted more narrowly (e.g., behavioral health services for adults with serious mental illness (SMI) and children with serious emotional disturbance (SED); incarcerated adults and juveniles).

## MISSION AND VISION

**Mission:** In partnership with the community, deliver sustainable and responsive services that promote population health and equity.

**Vision:** Quality health for all.

## HCA GOALS

Following is a summary of HCA's goals that will be implemented during the strategic plan period (January 1, 2021-June 30, 2023).

### Promote Quality, Equity, and Value

- Achieve health equity through targeted population health management strategies
- Enhance cross-HCA coordination and strengthen partnerships with external partners and in the community
- Create flexible, outcome-focused approaches to support community health priorities
- Reduce COVID-19 transmission and its impacts

### Ensure HCA's Sustainability

- Implement process improvements that maximize current resources
  - Develop HCA-wide data analytic capacity
  - Design cross-functional and integrated workflows to leverage expertise of HCA staff and functional areas throughout the agency
- Invest in workforce development and retention
  - Create workplace culture that fosters collaboration
  - Support management by aligning goals across HCA

- Recognize employee contributions to HCA goals through identification of direct community impact
- Engage in proactive succession planning and talent recruitment
- Enhance private and public partnerships
  - Increase community support and investment through the promotion of data that demonstrates value

#### **Offer Relevant Services to the Community**

- Increase consumer awareness and engagement about our services
- Expand and strengthen public and private partnerships and collaborate to advance common goals
- Enhance active community engagement and seek input on needed services
- Proactively identify community needs to drive HCA’s work
- Use innovative funding strategies to effectively address health equity
- Leverage private resources to increase impact

## **POPULATION HEALTH MANAGEMENT & EQUITY**

According to the Centers for Disease Control (CDC), population health is “an interdisciplinary, customizable approach that allows health departments to connect practice to policy for change to happen locally.”<sup>1</sup> CDC highlights that this definition of population health requires non-traditional partnerships across the community to improve health outcomes through a more deliberate and cross-cutting use of resources. HCA’s strategic plan is built around a population health and equity framework. This will require coordination and collaboration across HCA as well as the continuum of care. The strategic plan leverages the work already underway to address social determinants of health and strengthen public and private partnerships.

## **HCA ACTION ITEMS**

Over the next 30 months, HCA will implement the strategic plan through the action items below and an HCA-wide strategy that incorporates both the broad vision and mission, as well as specific goals and objectives, to ensure the strategic plan results in organizational change and drives positive impacts on population health and equity in Orange County. These action items include:

- Analyze opportunities to restructure HCA’s functions and funding to be community-driven
- Focus on workforce development and proactive succession planning
- Utilize county-specific data and resources to establish population health strategies
- Enhance public/private partnerships
- Promote HCA’s role in statewide initiatives
- Assess the success of meeting HCA goals and objectives

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<sup>1</sup><https://www.cdc.gov/pophealthtraining/whatis.html>

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## HCA MISSION & VISION STATEMENTS



### Mission

In partnership with the community, deliver sustainable and responsive services that promote population health and equity.



### Vision

Quality health for all.

## HCA OVERVIEW

With a population of 3.2 million, Orange County is the third largest county in California. Twenty-five departments make up the County government, and the Orange County Health Care Agency (HCA) falls under the Community Services Program. HCA is a large and multifaceted agency that coordinates and serves all of Orange County through its functional areas, with over 2,800 employees and a \$900 million budget comprised of a variety of funding sources. HCA's functional areas provide broad and varied services to address community health in a variety of sectors throughout the County. (See Appendix A for HCA's organizational chart) This requires HCA to coordinate and collaborate across multiple other County departments and agencies.

HCA provides a wide range of services that support the health and safety for all residents of, and visitors to, Orange County. While some of HCA's services impact everyone in the County (e.g., public health, emergency medical services, environmental health services), others are targeted more narrowly (e.g., behavioral health services for adults with serious mental illness (SMI) and children with serious emotional disturbance (SED); incarcerated adults and juveniles).

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## **HCA FUNCTIONAL AREAS**

HCA is tasked with a wide range of health and related services. To provide these services, HCA currently is organized into the following functional areas:

### **Director's Office**

The Director's office is comprised of several functions that provide support to other functional areas across HCA. Public Affairs/Media and Communications promotes HCA's mission and vision through social media, employee newsletters, the development of collateral materials and reports. The Office of Care Coordination engages stakeholders across Orange County to strengthen regional capacity and multi-sector investments to prevent and address homelessness by integrating and coordinating with public and private resources. The Office of Compliance ensures HCA meets the statutory requirements and guidelines set forth by state and federal regulatory agencies. The newly formed Office of Population Health and Equity will ensure continued focus on the key components of HCA's health equity work as it implements its goals and objectives under the strategic plan.

### **Finance and Administrative Services**

Finance and Administrative Services provides oversight of contracts and Memorandums of Understanding with hospitals, clinics, physicians, educational institutions, and community-based organizations for services provided by HCA, coordinates between HCA programs and HCA administrative divisions, provides fiscal management (Accounting and Financial Services) across HCA, and has oversight responsibility for the Information Technology (IT) infrastructure. Through a satellite Human Resources Services team, this department also provides day-to-day Human Resource (HR) support in the areas of personnel transaction processing, performance management, return to work, recruiting, classification, new employee training, personnel investigations and discipline,

### **Strategy and Special Projects**

Strategy and Special Projects utilizes data to promote value for external HCA constituents, analyzes population health and community health indices, and develops reports and dashboards to inform HCA and external stakeholders. The Office of Project Management and Quality Improvement is charged with supporting on quality and process improvements related to organizational goals, such as sustaining our system, moving into new markets and increasing social responsibility. Additionally, this functional area also includes the Office of the Public Guardian, which provides investigative and fiduciary services to adults who have been placed under conservatorship after being determined to be unable to provide their own basic personal needs due to a severe mental disorder or disabling physical condition.

### **Behavioral Health Services**

Behavioral Health Services (BHS) assists the community in accessing needed behavioral health services and understanding the delivery system across the continuum of care, including providing help to all age groups during behavioral health emergencies and assisting individuals in crisis. This work includes managing county-operated outpatient clinics and residential treatment options for constituents with

serious mental illness and substance use disorder. BHS also provides intensive care in hospital and long-term care settings for constituents requiring psychiatric treatment in a secured setting. In addition, HCA coordinates housing options for constituents who need behavioral health care and are homeless or at risk of becoming homeless. This includes emergency housing, permanent supportive housing, and Residential Rehabilitation (also known as Board & Care).

### **Correctional Health Services**

Correctional Health Services (CHS) provides medical, mental health, dental, nursing, and pharmaceutical services to all inmates in Orange County's adult correctional facilities and in juvenile correctional facilities operated by the Orange County Probation Department and Social Services Agency. CHS also collaborates with various Orange County agencies to deliver enhanced services to address mental health and substance use disorder issues, including individual and group therapy, crisis intervention, medication management, comprehensive discharge planning and linkage to community services to assist in the successful integration of the individual back into the community.

### **Public Health Services**

Public Health Services (PHS) provides services within specialized medical and dental clinics and its laboratory for the prevention, care, and treatment services for communicable diseases, monitors the incidence of reportable communicable diseases in the community, and registers Orange County births and deaths. PHS provides public health nursing and social services in the home and community to promote health and provide referral to appropriate services based on identified needs. PHS also ensures food and water safety and protects the public health of the community from harmful conditions in the environment.

### **Medical Health Services**

Medical Health Services (MHS) plans, implements, and regulates the County's emergency medical services (EMS) system in collaboration with local fire departments, private ambulance providers, base hospitals, emergency departments, trauma, cardiac, stroke, and pediatric specialty centers. Additionally, MHS provides access to urgent and emergent medical services for low-income adults, access to occupational health services for employees at all Orange County agencies, authorization for care to children who meet the California Children's Services eligibility criteria, and coordinates physical, behavioral health, and social services through more efficient and effective use of resources for Medi-Cal beneficiaries struggling with homelessness.

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## **FOCUS ON HEALTH EQUITY & POPULATION HEALTH MANAGEMENT**

HCA has already engaged in several initiatives to advance health equity and population health management in Orange County. Specifically, it has recently established the Office of Population Health and Equity, which is designed to increase its impact and action related to addressing health disparities.

With the support of the Board of Supervisors, HCA has also recently contracted with Advance OC to utilize the Social Progress Index to identify inequities by neighborhood in Orange County so that strategic and actionable solutions to improve health can be developed. The census tract level data that will be available to HCA and its partners starting in early 2021 will provide a roadmap for ways that



private and public partnerships can fund initiatives that improve social circumstances to make meaningful change for the community, positive impacts on health outcomes, and improved social wellbeing. Additionally, there are several other initiatives in Orange County that HCA will continue to use as tools for furthering its mission and vision related to health equity and population health management. These include Orange County's Healthier Together Partnership, which creates the Orange County Health Improvement Plan, and the Healthy Places Index, developed by the Public Health Alliance.

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### COMMITMENT TO TRANSPARENCY

HCA is committed to ensuring transparency about its work, including providing publicly available information on services provided and metrics demonstrating HCA's impacts on the community. This work will help to inform community members about HCA's programs and services as well as hold HCA publicly accountable for providing quality and relevant services that meet the needs of the community. As part of this commitment, HCA will utilize the new Office of Population Health and Equity to better identify needs and conduct targeted community outreach and awareness activities.

The COVID-19 pandemic required HCA to provide information to the public on its response efforts and vaccine distribution, which has resulted in the creation of an OC Community Vaccine Taskforce and publicly reported dashboard information. The Taskforce is comprised of members of at-risk groups (health care workers, essential workers, ethnic communities, and older adults) and relevant organizations (hospitals, clinics, medical specialties, educational institutions, businesses, and experts in ethics, faith-based issues, and veterans' issues) to provide a comprehensive community perspective. HCA intends to take the best practices from the pandemic response work to develop ongoing outreach and communications strategies to share information with providers and the public to increase transparency and access to information that the community needs to utilize HCA's services. This will include development of an interactive, publicly available dashboard tied to the goals and objectives in this Strategic Plan.

Additionally, HCA works collaboratively with its local partners and other government agencies to better inform all its work. HCA leadership is in ongoing communication with elected officials and community leaders from the cities within Orange County to identify community need and opportunities for partnership. It also has developed strong working relationships with the local school districts, fire departments, and law enforcement to address cross-cutting policy and financing issues that impact Orange County.



## HCA GOALS AND OBJECTIVES

In collaboration with HCA’s leadership, the following goals and objectives were developed during two virtual meetings and through an iterative feedback process. The division leadership also was engaged in a process to develop metrics and measurable milestones to demonstrate how each functional area will advance HCA’s goals and objectives.



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## STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

HCA's Executive Team and staff identified the key strengths, weaknesses, opportunities, and threats that will impact our work over the period of this strategic plan. The SWOT analysis (included below) informed the development of the specific HCA goals and objectives.



### Strengths

- High quality, high impact services
- Ability to shift quickly in response to COVID
  - Tele-health, remote work
  - Expansion of key capabilities (testing, Warmline, resource line)
- Dedicated and knowledgeable staff and leadership
- Good relationships with local leaders and stakeholders
  - Strengthened in COVID response
  - Crucial for population health
- Wide variety of constituents served
  - Responsiveness to surrounding community



### Weaknesses

- Need better technology (IT)
- Staff training
  - On technology, processes, and systems
  - Management & leadership training & development
- Quality of "customer service"
  - Access challenges and barriers
  - Lack of equity access and navigation supports
  - No centralization of the customer call center
- Hiring process
  - Slow/bureaucratic
  - Recruiting and retaining qualified staff
  - Succession planning
- No clear milestones to measure progress and be accountable
- Staff burnout/exhaustion
  - Especially now with COVID workload
- Silos - not enough sharing and collaboration across functional areas
  - Data integration, communication, and pooling resources including staff and funding



### Opportunities

- County/stakeholders focused on the work of the Agency and open to new ideas
  - Increased visibility of the agency
  - Greater promotion of what HCA does
- Create equity within the Agency
  - Workforce development
  - Increase access to resources across functional areas
- New initiatives - CalAIM, SB106, etc.
- Data and technology - continuing to build on what COVID has allowed
- Behavioral Health integration
- Increase consumer/community awareness of available services
  - Communication campaigns (reducing stigma for BH)
- Office of Population Health and Equity
- Public/private partnerships
- Othena enrolles
- Leadership that is meeting regularly and listening to staff
  - More time for team and cross-agency collaboration



### Threats

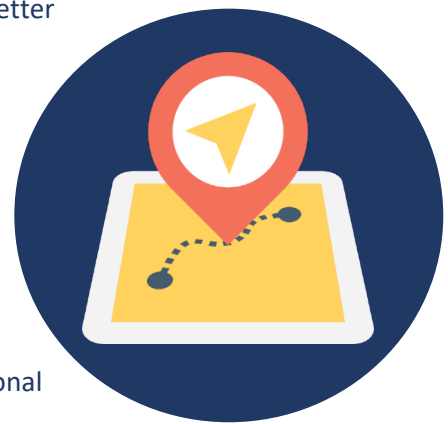
- Budget and loss of CARES Act funding
  - Lack of external partner input re use of new funds
- Digital divide - serving patients via tele-health
- Lack of succession planning
- Public health's work not always valued across the county
- Staff being re-directed post-COVID response that have been helping with HCA workload
- Public opinion
  - Vaccine potentially not being trusted makes public health more difficult
  - Not responsive to community needs
- Mental health and SUD needs
- CalAIM requirements
- Failure to address health equity
- Returning to pre-COVID "normal"
  - Need to effectively capitalize on the learnings, identified gaps, streamlined processes and efficiencies

## RECOMMENDED ACTIONS

The following recommended actions are based on interviews with HCA key informants and informed by issues identified in the landscape scan. The milestone assessment process is designed to ensure that HCA will be able to adjust its work and strategies to achieve its stated goals as it moves into implementation of the strategic plan. Additionally, HCA can use these recommended actions to help address both internal and external issues identified through the SWOT analysis that may otherwise prevent HCA from meeting its stated goals and objectives.

Key takeaways from the strategic plan development process include:

- HCA has a committed and knowledgeable workforce that is prepared to work collaboratively to implement organizational changes to improve their services and better serve the community.
- Key informants agreed that HCA promotes equity, and it is a clear objective of the HCA-wide goals. However, staff needs a clear vision and actionable roadmap to ensure everyone is working toward the same goals and understands how their work directly impacts the community and promotes HCA's mission.
- Designing a strategic plan under the constraints of the current budget and the impacts of COVID-19 requires thoughtful planning on how to effectively utilize and potentially restructure organizational resources to meet the needs of the community.



The recommended actions listed below identify and acknowledge weaknesses and threats and provide a pathway for the deliberate incorporation of opportunities and strengths to drive HCA's mission and vision. PMQI will integrate the recommended actions below with the functional area action items. PMQI will lead and execute a collaborative, HCA-wide strategy that incorporates the broad vision and mission, as well as specific goals and objectives, to ensure the strategic plan results in organizational change and drives positive impacts on population health and equity in Orange County.

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### **ACTION #1:**

**ANALYZE OPPORTUNITIES TO RESTRUCTURE HCA'S FUNCTIONS AND FUNDING TO BE COMMUNITY-DRIVEN**

### **ACTION #2:**

**FOCUS ON WORKFORCE DEVELOPMENT AND PROACTIVE SUCCESSION PLANNING**

### **ACTION #3:**

**UTILIZE COUNTY-SPECIFIC DATA AND RESOURCES TO ESTABLISH POPULATION HEALTH STRATEGIES**

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### **ACTION #4:**

**ENHANCE PUBLIC/PRIVATE PARTNERSHIPS**

### **ACTION #5:**

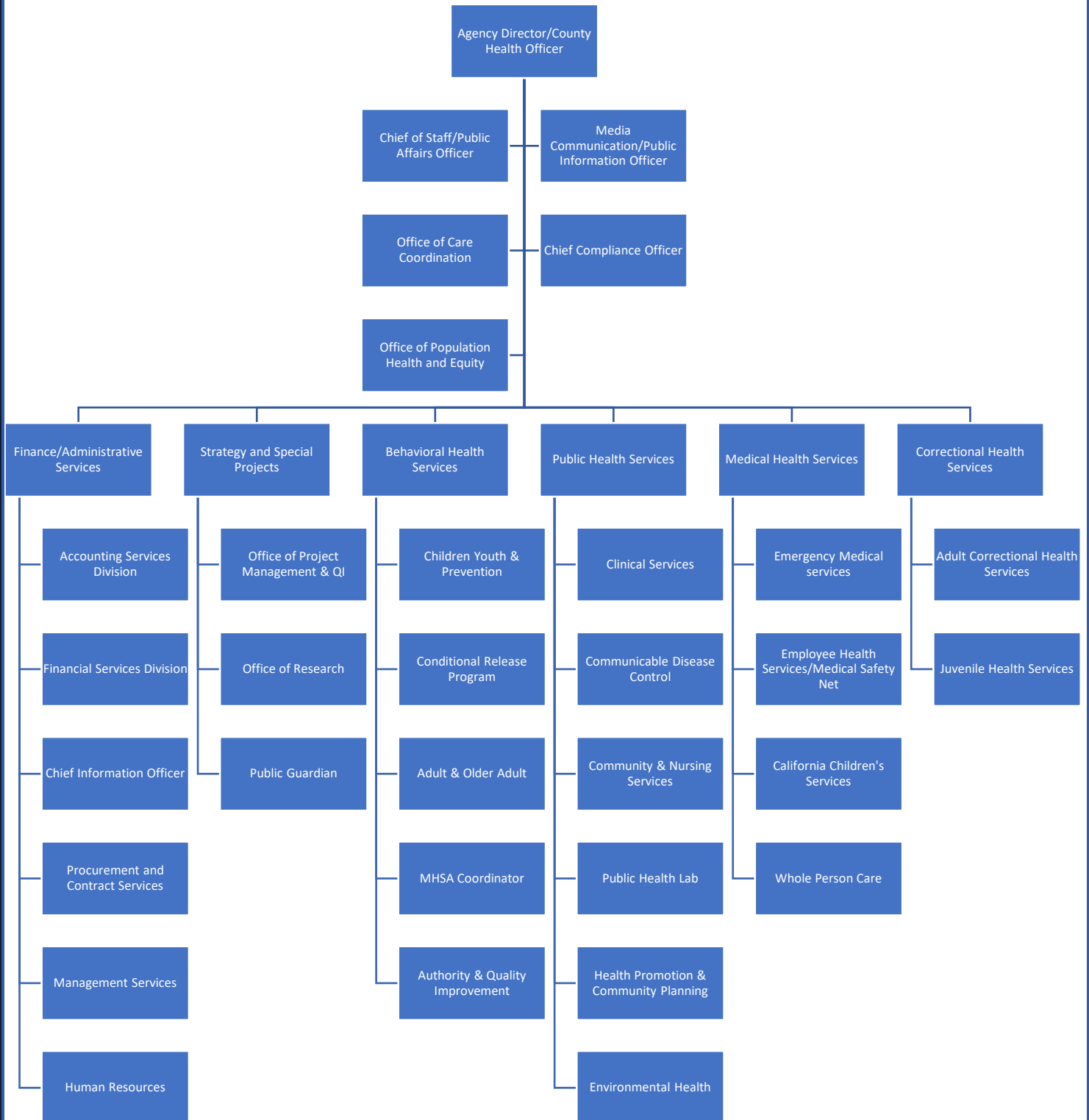
**PROMOTE HCA'S ROLE IN STATEWIDE INITIATIVES**

### **ACTION #6:**

**ASSESS THE SUCCESS OF MEETING HCA GOALS & OBJECTIVES**

# APPENDIX A

## 2020 ORANGE COUNTY HEALTH CARE AGENCY ORGANIZATIONAL CHART





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*This Strategic Plan was created with the assistance of Athena Chapman and Elizabeth Evenson with Chapman Consulting, and Caroline Davis with Davis Health Strategies.*

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