



Sacramento County Health Authority Commission

April 19, 2022 Strategic Planning Session #1 Summary of Discussions – DRAFT FOR DISCUSSION ONLY -- April 28, 2022

On April 19, 2022, the Sacramento County Health Authority Commission used the majority of its regularly scheduled meeting to discuss a variety of topics related to its vision, mission, organizational values and strategic priorities for the next three years. Below is a high-level summary of the meeting.

Timeline

Bobbie Wunsch, Founder and Partner, Pacific Health Consulting Group started by reviewing the timeline for the strategic planning process as currently planned, starting with two meetings today as shown below and continuing through September:

- Educational Session – April 19
- Strategic Planning Session #1 – April 19
- Educational Session – Evaluation of Health Plan Performance - May 9 4:00pm
- Educational Session – Health Authorities – June 6 – Noon
- Strategic Planning Session #2 – June 21
- Strategic Planning Session #3 – July 19
- Strategic Planning Session #4 – July 27 – Noon
- Strategic Planning Session #5 – September 20

Summary of Commissioner Survey

Wunsch then reviewed the results of a survey conducted of Commissioners which included key strengths of the Health Authority; ideas for how it could function more effectively or improve its impact; and key words or concepts that Commissioners thought should be included in HA's new vision and mission statements, its organization values, and the most important strategic priorities or areas of focus for the HA from 2022 – 2024.

The key strengths noted by the 14 Commissioners responding to the survey included the following (numbers indicate the number of Commissioners responding with something related to this topic or strength):

- Diversity of organizations, systems and perspectives on Commission (9)
- Effective operations (5)
- High level of expertise (4)
- Ample support and authority (4)



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- Effective data sharing (2)
- Purpose (2)

Commissions shared the following ideas about how the HA Commission could function more effectively or improve its impact:

- Improve Board meeting processes, including more time for discussion (9)
- Improve composition including more Medi-Cal beneficiaries (8)
- Clarify scope, role and strategies (8)
- Data collection and quality improvement (7)
- More transparency (5)
- Increased training, expertise and background for Commissioners (5)

Draft Vision, Mission and Values

Wunsch shared the current purpose statement for the Health Authority from the Commission ordinance:

The Sacramento County Health Authority Commission shall serve the public interest of Medi-Cal beneficiaries in the county, and strive to improve health care quality, to better integrate the services of Medi-Cal managed care plans and behavioral health and oral health services, to promote prevention and wellness, to ensure the provision of cost-effective health and mental health care services, and to reduce health disparities.

Most of the meeting then focused on working through proposed draft options for a more traditional vision statement, mission statement, and organizational values, followed by strategic priorities. Commissioners gave valuable feedback toward revisions. Their input is indicated in red font below.

Wunsch shared that a **vision statement** is a short, pithy statement about how the world would look if the organization achieved its grandest aspirations.

In the survey, Commissioners suggested the following words and concepts to be included in the SCHA vision statement:

- Ease of access (7)
- Equity/diversity (6)
- Quality (4)
- Collaborative and coordinated (4)



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- Accountable, exacting and transparent (3)
- Healthy communities (2)

Wunsch presented some draft vision options which included the following:

1. Sacramento County's Medi-Cal beneficiaries experience demonstrable improvements in health and well-being as a result of having formed a community-based whole person care delivery system where all health systems and community organizations share responsibility to equitably serve our community.
2. A healthy community with access to health care for all where services are available when and where you need them.
3. Sacramento County has the healthiest population in California.
4. Sacramento's Medi-Cal managed care members achieve their best health and well-being.
5. Sacramento's Medi-Cal managed care members are healthy and experience lower health disparities.
6. Sacramento County's Health Authority Commission envisions a future where all people in the county get their health care needs met in a dignified, equitable, respectful and coordinated way.

The group clarified that although the purview of the Commission is only Medi-Cal beneficiaries, the vision statement could be much broader and acknowledge that many health systems serve groups well beyond those covered by Medi-Cal, and in fact that health outcomes for Medi-Cal beneficiaries impact the entire community. Including the uninsured and those without health insurance.

The Commissioners participating requested to add concepts around quality of care, wellness to include behavioral health and social services, and oral health. Some of these changes and others are reflected in modifications below.

1. Sacramento County's Medi-Cal beneficiaries experience demonstrable improvements in health and well-being as a result of having formed a community-based whole person care delivery system where all health systems and community organizations share responsibility to equitably serve our community.
2. A healthy community with access to **equitable, integrated/coordinated, highest quality whole person health, behavioral health, oral health and social services care** for all where services are available when and where you need them.



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3. Sacramento County has the healthiest population in California.
4. Sacramento's Medi-Cal managed care members achieve their best health and well-being.
5. Sacramento's Medi-Cal managed care members are healthy and experience lower health disparities.
6. Sacramento County's Health Authority Commission envisions a future where all people in the county get their health care needs met in a dignified, equitable, respectful and coordinated way.

In a straw poll, most Commissioners were interested in option #2 and some also expressed interest in option #6. Wunsch and her team will continue to adapt these two options for future consideration.

A **mission statement** is the fundamental and unique purpose of the organization and what it exists to do.

Commissioners suggested that the mission statement include the following words and concepts:

- Quality (6)
- Accountability and compliance (4)
- Giving voice (3)
- Equity, diversity and inclusion (3)
- Build health/advance health status (2)
- Advocacy (2)
- Coordinated care (2)

Wunsch presented some draft vision options which included the following:

1. The Sacramento County Health Authority Commission supports Sacramento Medi-Cal beneficiaries achieve their best health by steadfastly ensuring access to member-centered quality health care services that reduce health disparities.
2. We are diverse group of stakeholders focused on improving the quality of and access to health care for Medi-Cal beneficiaries in Sacramento through continuous oversight of the Medi-Cal system in the County.



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3. The SCHA supports the full spectrum of Sacramento's Medi-Cal beneficiaries in receiving the broad range of coordinated health care services they need to improve health outcomes and live their best lives.
4. SCHA is responsible for building an accountable, transparent and equitable Medi-Cal managed health system for Sacramento County that ensures timely access to excellent, integrated care that reduces health disparities.

The Commissioners discussed the extent of their role in monitoring and oversight, and suggested additions such as: being a state leader in quality, collaboratively and creatively driving change in the community health care system, supporting the rich diversity of Sacramento, and helping empower people to participate in their own care by removing barriers to health care the way they want it.

There was a preference for options #2 and 4 with the following suggested changes:

1. The Sacramento County Health Authority Commission supports Sacramento Medi-Cal beneficiaries achieve their best health by steadfastly ensuring access to member-centered quality health care services that reduce health disparities.
2. **The SCHA is a diverse group of stakeholders** focused on improving the quality of and **equitable access to quality, integrated** health care for Medi-Cal beneficiaries in Sacramento through **influence and oversight** of the Medi-Cal system in the County **to improve health outcomes and help people live their best lives.**
3. The SCHA supports the full spectrum of Sacramento's Medi-Cal beneficiaries in receiving the broad range of coordinated health care services they need to improve health outcomes and live their best lives.
4. SCHA is responsible for **ensuring** an accountable, transparent and equitable Medi-Cal managed health system for Sacramento County that ensures timely access to excellent, integrated care that reduces health disparities.

Wunsch reminded Commissioners that there would be other opportunities to edit and comment on draft versions.

An organization's core **values** are the ethics or beliefs that the organization strives to incorporate into their work. It's important to help guide employees in how they act internally and with external constituents.

Commissioners suggested the following words be incorporated into SCHA's values:



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- Transparency (5)
- Equity (4)
- High quality of health for all (4)
- Accountability (3)
- Honesty, integrity and ethics (3)
- Compassion (2)
- Inclusion (2)
- Deeply patient-focused (2)

Pacific Health drafted the following values statement based on these words:

We do our best for Sacramento's Medi-Cal managed care members by being:

- Transparent:** in using data to assess quality, contracting, and other decisions.
- Accountable in our oversight role:** holding managed care plans, delegated entities and providers to quality, access and equity standards while reducing health inequalities.
- Member-focused:** structuring systems based on a deep, compassionate understanding of members' needs.
- Honest, respectful and high integrity:** We support and value the existing networks of care; respect one another; are responsive, collaborative and continuously learning.

Commissioners suggested the following changes and input, including a re-ordering of the values. There was a great deal of discussion about how to better center members' empowerment around their health care needs rather than simply supporting better HEDIS values, for example.

We do our best for Sacramento's Medi-Cal ~~beneficiaries managed care members~~ by being:

- Person/community-focused:** structuring systems based on compassionately supporting members' understanding of their own needs at the center driving health care decisions on their terms, and valuing community-based partnerships.
- Collaboration:** working together to find solutions.



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- Honest, respectful and high integrity:** We support and value existing networks of care; respect one another; are responsive, collaborative, and continuously learning.
- Transparent in all we do and using data to assess quality, contracting, and other decisions, sharing data to influence positive change.**
- Accountable in our oversight role:** holding ~~managed care plans~~ health care payers, delegated entities and providers to quality, access and equity standards while reducing health inequalities.

Wunsch shared that these options will be revised and narrowed, shared in advance, and further narrowed until the Commission enthusiastically agrees.

Draft Strategic Priorities

Wunsch reiterated the purpose of strategic planning more generally. The final SCHA strategic plan is expected to be short and direct, with a set of anticipated outcomes that can be measured. It will include the vision, mission, values, and a set of strategic priorities – often called goals. Each priority will have a set of results that are anticipated achieving over the course of the plan, as well as strategies for each priority area. This process will not include a long activity list; this will be created each year. Instead the plan will be a very high-level roadmap. Wunsch reminded the group that there is so much uncertainty in health care that this roadmap is needed to give all engaged a common focus. The most effective strategic plans are clear and focused – a framework for making decisions. Wunsch shared that the focus would be a 3-year horizon.

A strategic priority is an action that is regarded as more important than another. Wunsch shared her hope that the Commission will select 4-6 strategic priorities. They will set direction for the Health Authority and under each priority will be a set of anticipated outcomes or results and a set of strategies to drive the work forward and can be reported on regularly to the Commission. This can be quarterly or twice a year and this will be discussed at the end of the process.

The survey asked Commissioners what they thought were the most important strategic priorities or areas to focus on for the next 3 years. Commissioners identified the following:

- Improve SCHA processes and clarify roles
- Address, support and monitor CalAIM and other Medi-Cal reforms
- Improve care through managed care contracting, oversight and quality improvement



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- Integrate physical, mental and oral health requirements of health plans
- Incorporate beneficiary satisfaction and input
- Address access, referral and provider shortage issues
- Improve population health and health equity

With this input, Wunsch shared the following DRAFT strategic priorities for 2022-2025 (acknowledging that the plan will not be approved until near the end of 2022). She also noted that the best strategic plans have a set of priorities and outcomes that are all connected and integrated, so there may be some natural overlap.

1. Increase oversight and coordination to ensure that Medi-Cal managed care health plans offer services that are timely, high quality and integrated
2. Support and monitor efforts to improve quality of care and timely access to health care services for Medi-Cal beneficiaries
3. Proactively prepare and respond to CalAIM and other key DHCS initiatives
4. Better integrate beneficiary voices in HA monitoring of health plan performance
5. Improve Health Authority processes and role clarity so it can operate more effectively in the new environment

Commissioners gave input toward the following additions and revisions:

1. Increase oversight and coordination to ensure that Medi-Cal managed care health plans offer services that are timely, high quality and integrated
2. Proactively prepare and respond to CalAIM and other key DHCS initiatives
3. Support and monitor efforts to improve quality of care and timely access to health care services for Medi-Cal beneficiaries
4. Prepare for transition to fewer plans and new contract in 2023-24, helping influence state decisions and transparency about what is best for Sacramento County
5. Engage Medi-Cal beneficiaries in ownership and improving health provider/ health plan performance, as defined by Medi-Cal beneficiaries, and in reducing health disparities
6. Improve Health Authority processes and role clarity so it can operate more effectively in the new environment



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7. Determine whether to pursue a Knox-Keene license¹

Next Steps

Wunsch said her group would summarize the feedback from the meeting, send out a next draft before the next session. If County Counsel and the Brown Act permit, they will incorporate and publish a second full round of feedback before the next meeting.

Two educational sessions are scheduled for May 9 and June 6 – before the next strategic planning session which will be held at the regular HA meeting on June 21. At that meeting we will review current drafts of the vision, mission, values, and strategic priorities, and will spend most of the time working on anticipated outcomes in small groups. This is typically the hardest part of the work.

Wunsch thanked the group for their feedback and invited further suggestions for the process at any point.

¹ It was noted that this decision would impact many other parts of the mission, vision and values.