



Sacramento County Health Authority Commission

OPTIONS FOR MISSION/VISION/VALUES AND STRATEGIC PRIORITIES

--- Draft for discussion only – APRIL 12, 2022

Purpose of the Sacramento County Health Authority Commission:

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.

Commission Duties per the Health Authority Ordinance and SB 226:

- a. The Commission shall designate a number of Knox-Keene licensed health plans for purposes of the Medi-Cal managed care plan procurement under Section 14089 of the Welfare and Institutions Code for the County of Sacramento as specified under paragraph e., until the Health Authority implements a county-sponsored local initiative health plan as authorized by Section 14087.38 of the Welfare and Institutions Code as described in paragraph c.
- b. The Commission shall meet with health plans that operate as Medi-Cal managed care plans in the county pursuant to Section 14089 of the Welfare and Institutions Code to review and discuss strategies for improving quality, cost, and access of Medi-Cal services in the county, until the Health Authority implements any activity described in paragraph c.
- c. Consistent with Section 14087.38 of the Welfare and Institutions Code, and upon approval of the Commission and the Board, the Commission may pursue either of the following activities:
 1. The Commission may seek and obtain Knox-Keene health plan licensure in order to serve as the county-sponsored local initiative to contract with the Department to arrange for the provision of health care services to qualifying individuals, as authorized by Section 14087.3 of the Welfare and Institutions Code.
 2. The Commission may negotiate and enter into a contract with a Knox Keene licensed health plan to be the designated county-sponsored local initiative health plan for the purpose of contracting with the Department for the provision of health care services to qualifying individuals as authorized by Section 14087.3 of the Welfare and Institutions Code.



Sacramento County Health Authority Commission

- d. Upon the implementation of any activity described in paragraph c., the county may continue to administer its stakeholder advisory committee, as described under Section 14089.07 of the Welfare and Institutions Code.
- e. For purposes of the designation of health plans pursuant to paragraph a., prior to procurement under Section 14089 of the Welfare and Institutions Code, the Commission shall meet with any health plans intending to contract as Medi-Cal managed care plans in the county.
- f. Subsequent to meeting with all interested health plans, the Commission shall designate to the Department of Health Care Services at least two Knox-Keene licensed health plans for the Board's approval based on the criteria described in paragraph g.
- g. Any criteria used by the Commission to determine the designation of health plans pursuant to paragraph a. shall not conflict with requirements for Medi-Cal managed care plans established by the Department, the Department of Managed Health Care, the federal Medicaid program, or state law, and shall conform with any guidance issued by the Board, which shall not conflict with federal or state guidance. Designation requirements imposed by the Health Authority shall further the goals and requirements of the Department of Health Care Services for procurement under Section 14089 of the Welfare and Institutions Code including, but not limited to, increased quality, access, network adequacy, reduction of health disparities, and integration of behavioral and oral health within the delivery of health care services in the Medi-Cal program. Nothing in the Commission's designation of health plans pursuant to paragraph (a) is intended to supersede the State Department of Health Care Services' responsibility to determine which health plans are eligible to contract with the Department as Medi-Cal managed care plans in the County. Designation by the health authority is intended to provide the health plan only with the opportunity to compete in the procurement process under Section 14089 and does not guarantee the award of a Medi-Cal Managed Care plan contract with the Department.



Sacramento County Health Authority Commission

1. VISION STATEMENT

Vision --- Our Desired Future

- Look beyond the life of the strategic plan, often 20-30 years out
- Audacious aspirations or dreams that may never be achieved
- Success often dependent upon the actions of multiple organizations

Proposed Options:

- a. 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. *(suggested by HA commissioner)*
- b. A healthy community with access to health care for all where services are available when and where you need them. *(suggested by HA commissioner)*
- c. Sacramento County has the healthiest population in California.
- d. Sacramento's Medi-Cal managed care members achieve their best health and well-being.
- e. Sacramento's Medi-Cal managed care members are healthy and experience lower health disparities.
- f. 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.

Sample Vision Statements from Other Local Health Authorities:

Alameda Alliance for Health:

All residents of Alameda County will achieve optimal health and well-being at every stage of life.

Live Well San Diego

Healthy people in healthy communities.:

LA Care:

A healthy community in which all have access to the health care they need.

Inland Empire Health Plan (IEHP):

We will not rest until our communities enjoy optimal care and vibrant health.



Sacramento County Health Authority Commission

Santa Clara Family Health Plan:

Health for all—a fair and just community where everyone has access to opportunities to be healthy.

2. MISSION STATEMENT

Mission --- What We Do

- Typically describes the business we are in
- Provides a brief statement of our purpose

Proposed Options:

- a. 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.
- b. 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.
- c. 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.
- d. 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.

Sample Mission Statements from Other Local Health Authorities:

Santa Clara Family Health Plan:

To improve the well-being of our members by addressing their health and social needs in a culturally competent manner, and partnering with providers and organizations in our shared commitment to the health of our community.

Alameda Alliance for Health:

Improving the health and well-being of our members by collaborating with our provider and community partners to deliver high quality and accessible services.



Sacramento County Health Authority Commission

LA Care:

L.A. Care's mission is to provide access to quality health care for Los Angeles County's vulnerable and low-income communities and residents and to support the safety net required to achieve that purpose.

3. ORGANIZATIONAL VALUES

Values --- Who We Are

- Core ethics that define what we stand for
- Guide how we operate as an organization and serve our community

Proposed Values:

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.

Sample Values Statements from Other Local Health Authorities:

Inland Empire Health Plan:

- Placing our Members at the center of our universe.
- Unleashing our creativity and courage to improve health & well-being.
- Bringing focus and accountability to our work.
- Never wavering in our commitment to our Members, Providers, Partners, and each other.

LA Care:

We are committed to the promotion of accessible, high quality health care that:

- Is accountable and responsive to the communities we serve and focuses on making a difference;
- Fosters and honors strong relationships with our health care providers and the safety net;
- Is driven by continuous improvement and innovation and aims for excellence and integrity;



Sacramento County Health Authority Commission

- Reflects a commitment to cultural diversity and the knowledge necessary to serve our members with respect and competence;
- Empowers our members, by providing health care choices and education and by encouraging their input as partners in improving their health;
- Demonstrates L.A. Care's leadership by active engagement in community, statewide and national collaborations and initiatives aimed at improving the lives of vulnerable low income individuals and families; and
- Puts people first, recognizing the centrality of our members and the staff who serve them.

Santa Clara Family Health Plan:

- **Members First:** We proactively engage, listen to, and focus on the welfare of our members.
 - **Excellence:** We strive to deliver the highest quality experience to our members and partners.
 - **Better Together:** We collaborate with and invest in our partners and each other to benefit the community.
 - **Integrity:** We do the right things for the right reasons to earn and keep our members' and partners' trust.
 - **Equity:** We are committed to eliminating the ways that institutional racism and other societal and individual barriers contribute to health disparities.
 - **Diversity and Inclusion:** We value the richness of the diverse identities in our community and commit to actions which reflect these perspectives.
 - **Culture of Caring:** Together, we create a work culture that supports, develops, and recognizes team members.
- Accountability and Stewardship:** We are accountable to each other and the community we serve, and are prudent financial stewards of our resources.

Alameda Alliance for Health:

- **Teamwork:** We participate actively, facilitate effective collaboration and interact as a winning team.
- **Respect:** We are courteous to others, embrace diversity and equity, strive to create a positive work environment, and respect our members' and the community's total health and well-being. It is easy to do business with us.
- **Accountability:** We create and maintain efficient processes and systems that minimize barriers and maximize access. We take ownership of tasks and responsibilities and maintain a high level of work quality.
- **Commitment & Compassion:** We collaborate with our providers and community partners to provide excellent customer service and improve the well-being of our members and the broader community, focus on quality in all we do and act as good stewards of resources.
- **Knowledge & Innovation:** We seek to understand and find better ways to coordinate and collaborate for our members, providers, and community partners. We take advantage of new tools and technology to be proactive and predictive in how we focus our care and resources on population health and clinical quality.



Sacramento County Health Authority Commission

4. DRAFT STRATEGIC PRIORITIES 2022-2024

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