Strategic Plan 2008-2013

Goal: Become the provider of choice in South Los Angeles by demonstrating the value of Coalition member community clinics through repositioning clinics with high quality of care scores, accreditation as Patient Centered Medical Home and building electronic health information exchange between clinics and other partner providers

This goal will be accomplished with a variety of strategies all envisioned to strengthened the systems of care and improve population health in South LA.

1. Use identified health disparities to drive quality improvements and raise quality scores for member clinics
2. Distinguish member clinics’ services by implementing activities to promote the ‘brand’ developed by the Coalition
3. Collect and publish the quality metrics for the clinics and reposition the reputation of the clinics based on quality outcomes
4. Assist in accreditation for the member clinics as Patient Centered Medical Homes
5. Develop a system to exchange health information through electronic means with member clinics and health partners in the community
6. Build a strong system of enrollment assistors (CAAs) stationed at member clinics to help patients and community members enroll in expanded health insurance options (Medi-Cal and Health Benefit Exchange)
7. Continue to build market share for member clinics in South LA
8. Secure joint funding through the Southside Coalition to support these efforts

Priorities Selected for next two years (2011-2013) based on our roles:
1. Primary Care Capacity
2. Reopening of MLK Hospital
3. Health Information Technology/Exchange
4. Specialty Care Services
5. Health Professional Shortage Area/Medically Underserved Area
Access and Capacity Building

Access and Capacity Building as a strategic platform will refer to all projects that address the availability of direct care services and resources needed to increase and/or enhance the Coalition’s ability to provide such services.

- Identify gaps in health care services and/or access and assist members and other organizations to effectively and efficiently address them.
- Identify, access, and maximize resources to strengthen the Southside Coalition’s network of care in order to increase patient access to community-based primary and specialty health care services.

Goals/Outcomes/Measures:

1. Increase access to specialty care by continuing to develop efficiencies around access to specialty care.
   a. Local private hospitals will provide free or reduced cost specialty care services to Southside patients
      - Will decrease patient wait times for services by 50%
      - Will have established relationships and MOUs with all hospital/provider partners
   b. Coordinated shared services among Coalition member clinics with specialized services
      - Will decrease patient wait times for services by 25%
      - Will develop protocol for shared services based on use of the web referral
   c. Work with South LA Collaborative for Specialty Care Access
   d. Development of better relationships with MLK MACC Specialists
   e. Planning with DHS on developing standardized referral, communication, and feedback processes.
   g. Monitor and advocate for needed expansion of specialty care services at MLK MACC.
      Will need to engage LA County around the need to make more long-term investments in specialty care—possibly through expansion of the MACC model. May also consider engaging County in further discussion of cost shifting primary care to CHC’s.

2. Complete an inventory of current resources available to the Coalition/members.
   a. Document the matrix of services available
      - Identify services provided by individual and collective members
      - Identify resources being utilized and those which are potentially underutilized
      - Will document at least 3 resources needed by individual and collective members
   b. Identify unused capacity, and measure uncompensated care along with compensation needed
      - Will have a completed report detailing resources (financial, space, etc.) needed to expand access and capacity
      - Will identify at least 2 potential resources to increase capacity

3. Complete a needs assessment that would identify access issues among Southside Coalition patients.
   a. Survey Coalition patients and staff on access issues
      - Will survey at least 350 patients and 70 staff
   b. Written report on survey findings
      - Will outline the top five access issues identified by patients and by staff and identify possible resources needed to improve or increase access

   a. Secure funding and identify a consultant to conduct a dental feasibility study
      - Will have a completed dental feasibility study

Approved: April 17, 2008  Updated: April 23, 2012
• Will obtain baseline for the average wait time for an appointment and out of pocket expense
  b. Board will explore a relevant dental health project for the Coalition to develop, based on findings
• Will increase access and/or capacity for dental care services to patients by 25%

5. **Define actions for mental health provision after review of the current state and county mental health activities and funding opportunities.**
   a. Board will select a relevant mental health project for the Coalition to either develop or participate in
   • Will increase capacity and access for mental health to patients by 25%

6. **Identify Coalition members’ additional capacity for primary care and outline areas for future development.**
   a. Conduct a capacity assessment (facility, staffing, hours of operation) for uninsured care/Healthy Way LA. Assessment of actual supply and demand for primary care and the cost to supply the demand. However, dental and mental health should be included. Need to look at existing and new data and consideration of surveys. We need to better define the gap between the number of visits that are expected for the population versus the existing capacity of providers.
   • Will identify the unmet need for the uninsured/Healthy Way LA
   • Will identify the potential impacts (MediCal eligibility, HWLA limitations, etc.)
   b. Development of a white paper with an emphasis on access to outline that the need isn’t being met so that a stronger case may be made to LA County. Need to use a health and human rights framework as access to primary care is a fundamental human right (as a preamble).
   c. Advocate for increasing resources through funding requests submitted for additional capacity and further development
   • Increase clinic capacity for primary care by 15%

7. **Develop an integrated system of care between MLK Hospital and the Southside Coalition member clinics.**
   a. Conduct a feasibility study that outlines the financial, operational, information technology, and clinical systems that must be in place between the Southside Coalition community health centers and the MLK Hospital to develop a coordinated system of care for patients.
   • The feasibility study will serve as a guide for implementation activities outlining a set of recommendations for the systems and relationships that must be developed.
   • The study will address the importance of maximizing the infrastructure for the clinics so that they and the hospital can meet the demands of the community they serve.
   • This study will serve as a template for how other community health providers may be able to develop similar systems of care with the hospital
   b. Develop a system of care plan to be executed by Southside Coalition community health centers and the MLK Hospital
   • Once completed, the clinics and the hospital will have a well-developed and sustainable plan that will include written agreements, policies and procedures, or processes for the coordination of care and service delivery for patients.
   c. Implement at least one system for patient care coordination
   • Patients that have utilized hospital services (inpatient and emergency room) with an identified primary care medical home will be returned to that health home for follow up care.
   • Patients that have utilized hospital services (inpatient and emergency room) without a primary care medical home will be connected to a health home.
   • Primary care providers will receive timely information from the hospital regarding patient discharge summaries, labs, medications prescribed, etc.
   d. Engage UC around use of clinics as academic training sites.
8. Health professional shortage area/medically underserved area designations are all set to expire for clinics and communities and there has been some discussion as to the urgency/need for clinics to have resources to obtain new designations either as individual agencies or geographically.
   a. Identification of opportunities for a geographic designation for South LA.
   b. Need to assess whether facility or geographic designations are more appropriate (per area)—Some of this work has been done by OSHPD.
   c. Need to raise the current scores for designations to qualify for the National Health Service Corps.
**Advocacy**

Advocacy as a Strategic Platform will refer to all activities, efforts and projects that address policies or actions that impact either the collective members of the Coalition or individuals who access care in South Los Angeles.

- Build consensus on policy and strategies that improve health access for the residents of South Los Angeles.
- Develop advocacy strategies around the sustainability of the safety net in South Los Angeles.

**Goals/Outcomes/Measures:**

1. **Continue to work with CCALAC, CPCA and NACHC to support, produce and motivate change for local, state, and federal reimbursement of specialty care.**
   a. Policy initiatives focused on reimbursement for specialty care
      - Develop a plan to address specialty care access and reimbursement issues for LA County Clinics
      - Research and identify local, state and federal legislative and policy remedies that address access and reimbursement for specialty care
      - Develop a Federal appropriations strategy that is focused on additional funding
      - Develop a focused strategy with LA County Administration

2. **Advocate for a specialty care contract program for Coalition clinics with the Los Angeles County Department of Health Services.**
   a. Obtain specialty care contract from LA County DHS
      - Will develop an advocacy plan, specific to Coalition clinics that are aligned with CCALAC’s overall strategy in pursuing specialty care contracts with LAC-DHS
      - Negotiate contract with LA County DHS

3. **Develop key partnerships/relationships with other organizations throughout Los Angeles County in the private and public sectors.**
   a. Identify and work with partners to advocate for the needs of the South Los Angeles Community (specifically)
      - Will have at least 3 well defined partnerships with other private/public organizations

4. **Outline boundaries for advocacy action and clarify relationships with CCALAC and other relevant community advocacy groups.**
   a. Align with CCALAC and other community groups on policy and advocacy work
      - Will develop a policy outlining the advocacy role of the Coalition versus other advocacy groups and partners

5. **Promote Community Board Development at each Coalition member site and collectively.**
   a. Pursue joint funding opportunities to conduct training opportunities.
      - Funding needs will be identified
   b. Operational and advocacy training will be provided to community board members
      - Community board members will participate in advocacy/outreach efforts
   c. Convene a board member convention day for Southside clinics’ board members
Excellence
Excellence as a Strategic Platform will refer to the measures developed or implemented to enhance and promote the services and activities of the Coalition and its’ members.

- Develop shared branding for Coalition members that promotes the individual and collective excellence of services and care provided.
- Create consistent new models of care along with best practices and procedures to carry them out.

Goals/Outcomes/Measures:
1. Distinguish member clinics’ services by implementing activities to promote the ‘brand’ developed by the Coalition.
   a. Identify and set quality driven standards and outcomes for the member clinics to meet both individually and collectively
      • Will achieve at least 3 set standards for each individual clinic and 3 standards as collective members to achieve
   b. Roundtable discussions among clinics/staff to identify best practices
      • Will meet at least once every three months
   c. Communicate “the things that really matter” to the public
      • Will develop a detailed communication strategy
      • Will develop infrastructure for the communication of information through the development of a website and use of social media.

2. Explore and implement standardized values, practices and/or procedures that denote service excellence in order to better serve patients and advance the Coalition brand.
   a. Workgroup for medical directors/medical leadership established
      • Will meet at least once every three months
   b. Identification of values, practices and/or procedures that may be standardized
      • Will identify at least three values, practices and/or procedures that will become standardized
   c. Written protocol for standardized practices and procedures identified
      • Policy and procedures will be developed and distributed to Coalition members
   d. Training on standardized values, practices and procedures identified
      • Applicable clinic staff will participate in at least one training session
Innovation

Innovation as a Strategic Platform will refer to activities engaged upon by the Coalition to facilitate, improve and support the delivery of health care services for the individual and collective efforts of the Coalition members.

- Create synergy for progressive thinking, innovation and problem solving.
- Explore, develop and/or share technology to support efficient and effective clinical, operational and administrative practices.

Goals/Outcomes/Measures:

1. **Coordinate efforts to improve health information technology systems.**
   - Work group for IT system directors/managers established
     - Will meet on a quarterly basis
   - Will purchase IT systems as a consortium whenever possible
     - Will have standardized HIT systems
     - Will demonstrate cost savings through group purchasing and training
   - Will coordinate HIT related quality improvement activities
     - Clinics will share QI activities, support and best practices as related to HIT initiatives
     - Coalition will be able to use standardized QI data for public reporting

2. **Develop a mechanism for health information exchange or expanded interoperability.** Clinics have implemented EHR systems and are using a range of technology.
   - A set of principles must be developed as we move forward that outline connectivity, user groups, joint training, group purchasing and standardization of data collection
   - Discussion on the relevance of HIE across clinics, especially if different systems are selected.
   - Support/education and facilitation of financial planning process (i.e. impact of implementation on fiscal wellbeing of the clinics at all levels—productivity declines for not only providers but other staff, impact on PPS rates) and readiness planning for operations (front to back office, billing, clinical workflow, etc.).
   - Determination as to whether Coalition should pursue HCCN status, and to identify a clear purpose for this designation.

3. **Identify specifications and requirements for the Coalition members as collective “users” in order to guide and prioritize areas of joint purchasing and contracting within South Los Angeles.**
   - Work group for operation managers/directors established
     - Will meet on a quarterly basis
   - Top areas for joint purchasing and contracting with local organizations identified
     - Will select 3 areas to pursue for joint purchasing/contracting
   - Identify opportunities to support clinics’ efforts around compliance.
     - Will select 3 areas to hold joint trainings

4. **Identify and establish evaluation and assessment protocols that include measurable outcomes for the Coalition.**
   - Evaluation and assessment protocols to measure the Coalition developed
     - Will develop at least 5 protocols for evaluation and assessment
   - Evaluation and assessment of the Coalition
     - Will complete an evaluation of the Coalition at mid-point and at the end of five years

5. **Coalition members will need to strategically position themselves as the primary care providers of choice in South Los Angeles prior to the full implementation of Health Reform in 2014.**
   - Engage members in a process to transform clinical and operational practices into patient centered care delivery systems.
Clinics will achieve recognition as Patient Centered Medical Homes.

b. Support members with outreach and enrollment activities for the low income health program (Healthy Way LA) in order to assure that the Medi-Cal Eligible population can be moved into expanded health insurance coverage programs.

- Develop a strategy to support enrollment activities that may include hiring additional outreach and enrollment staff, joint trainings for CAAs or enrollment workers.
**Sustainability**

Sustainability as a Strategic Platform will refer to all actions taken to ensure the Coalition’s ongoing viability as an organization.

- Work in coordination with member organizations on the development of funding strategies that will enhance the abilities of the Coalition and the members to provide increased access to quality services in South Los Angeles.
- Identify and develop the Coalition’s long-term financing and marketing plans.

**Goals/Outcomes/Measures:**

1. *Identify and respond to funding and capacity building opportunities in a proactive, timely and effective manner.*
   a. Funding will be secured for the ongoing operation of the Coalition and its’ projects
      - Will identify new potential funding sources each year in order to secure funding for the next 3 to 5 years

2. *Develop an operating budget and staffing plan for the Coalition.*
   a. Work group with Coalition CFO’s
      - Will meet quarterly
      - Will develop operating budget and staffing plan
   b. Board approved operating budget and staffing plan for the Coalition
      - Will establish an annual operating budget
      - Will establish a projected 5 year budget
      - Will establish a 5 year staffing plan

3. *Implement marketing and funding development plans*
   a. Implement funding plan activities that were identified in fund development plan
      - Identify at least three new potential sources of funding per year
   b. Implement strategies identified in the marketing plan to better promote the Coalition brand and to establish communication strategies
      - Identify top three marketing priorities