

2023-2027

# Strategic Plan

California Department of  
Health Care Services



*Provide equitable access  
to quality health care  
leading to a  
healthy California for all.*

## MESSAGE FROM THE DIRECTOR



On behalf of the Department of Health Care Services team, I am proud to share our new five-year strategic plan. It captures the bold actions we are taking to ensure California's health care delivery system results in all Californians living healthier, happier lives.

As the largest health care purchaser in the state, providing Medi-Cal coverage and behavioral health care to millions of Californians, we take seriously our organizational purpose to: *Provide equitable access to quality health care leading to a healthy California for all.*

We are working with our federal, state, and local partners, our broad network of health partners, and the people we serve, including our Medi-Cal members, to advance key initiatives and strategies, including:

- Implementing California Advancing and Innovating Medi-Cal (CalAIM) to strengthen Medi-Cal, offering Californians a more equitable, coordinated, and person-centered approach to maximizing their health and life trajectory.
- Reimagining the role our Medi-Cal managed care plans play in providing equitable and quality coverage—while holding the plans to new standards of care and accountability.
- Expanding comprehensive health coverage to all income-eligible Californians, regardless of immigration status, to strengthen our entire health system.
- Investing in the health workforce and adding doula services, Medi-Cal peer support services, and community health workers to serve Californians directly.
- Transforming our behavioral health system by scaling evidence-based and community-defined evidence practices, investing in infrastructure, and improving quality, accountability, and access while focusing on prevention, early intervention, and resiliency.

Further, we will advance all our efforts by strengthening our organizational excellence. We are focused on supporting the tremendous talent of our DHCS team, improving our infrastructure, and using data to ensure outcomes and accountability and aligning the whole organization—more than 4,800 individuals—to deliver on our purpose: a healthy California for all.

In partnership,

**Michelle Baass**

Director

California Department of Health Care Services

# PURPOSE

Provide equitable access to quality health care leading to a healthy California for all.

# CORE VALUES

We are committed to demonstrating these core values in everything we do:

- **BELONGING**

We create an inclusive and welcoming space, invite diverse perspectives, and actively engage with diverse communities.

- **EQUITY**

We actively address disparities and structural inequities so that all people grow and thrive.

- **INNOVATION**

We continuously challenge ourselves to find creative ways to strengthen our organizational excellence and improve the lives of Californians.

- **STEWARDSHIP**

We earn the trust of our colleagues and the public by demonstrating integrity, accountability, and transparency.

- **SUSTAINABILITY**

We implement long-lasting, balanced solutions for ourselves, our partners, and those we serve.



## GOAL 1

# BE PERSON CENTERED

Put people first and design programs and services for whole person care in the community.

## OBJECTIVES

1. Empower members as owners of their own care through education, community activation, culturally-appropriate interventions, and shared decision making.
2. Improve member experience and trust by building multifaceted systems of engagement and feedback to enhance the effectiveness of program design and communication.
3. Promote integrated behavioral health care to improve well-being by testing and implementing innovative models of care.
4. Deploy policies that enable all members to live as independently as possible.



## GOAL 2

# INCREASE MEANINGFUL ACCESS

Ensure individuals get care when, where, and how they need it by strengthening health care coverage, benefits, and provider and service capacity.

## OBJECTIVES

1. Address barriers for eligible individuals to enroll timely and stay enrolled.
2. Design benefits reflective of the needs of our members, including improving access to a diverse range of community partners and providers.
3. Improve timely and equitable access to services across delivery systems through policy and capacity investments.



### GOAL 3

## ACHIEVE EXCELLENCE IN HEALTH OUTCOMES

Improve quality outcomes, reduce health disparities, and transform the delivery system.

### OBJECTIVES

1. Strive for all people to have equitable health outcomes, accounting for race, ethnicity, gender identity, sexual orientation, age, language, location, and disability by developing and implementing targeted strategies and metrics to close disparity gaps and improve health equity.
2. Keep people and communities healthy through prevention, early intervention, and strengthening primary, maternal, and behavioral health care.
3. Implement population health management using evidence-based interventions and analytics to inform patient-centered disease management and holistic care for high-risk populations, including addressing social drivers of health.
4. Drive delivery system transformation to improve value and outcomes and reduce health disparities through innovative payment models.



## **GOAL 4**

# **BE AN EMPLOYER OF CHOICE**

Attract, develop, and retain a diverse and talented team that is empowered and impactful.

## **OBJECTIVES**

1. Develop, implement, and evaluate strategies that celebrate diversity reflective of our communities.
2. Foster an engaged, empowered, and high-performing workforce.
3. Nurture and model a commitment to work-life balance.



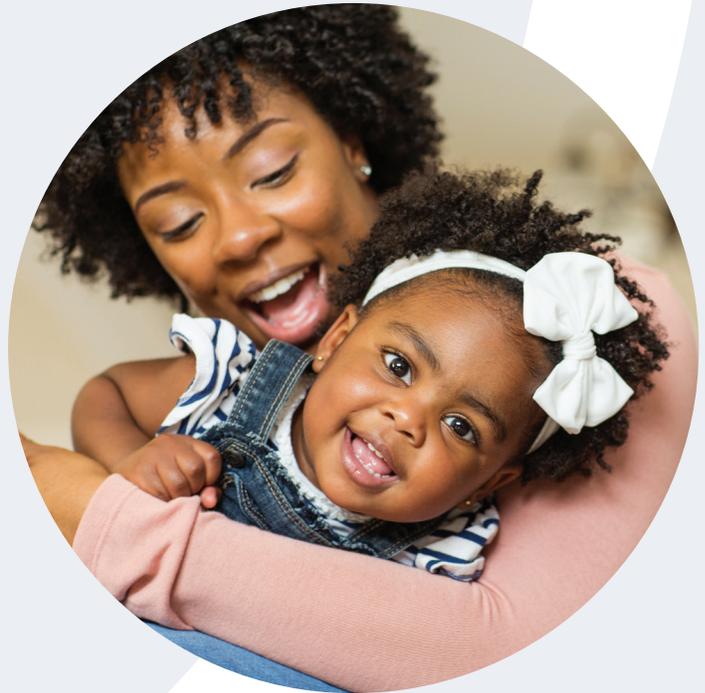
## GOAL 5

# STRENGTHEN OPERATIONS

Enhance our organizational structures, processes, and systems to improve program administration.

## OBJECTIVES

1. Implement sustainable improvements to the highest-risk and highest-impact organizational infrastructure.
2. Strengthen our framework and processes for setting, implementing, and communicating priorities.
3. Increase use of automation to improve compliance, accountability, and consumer-centered performance outcomes.
4. Develop robust knowledge management systems to support a learning organization.



## GOAL 6

# LEVERAGE DATA TO IMPROVE OUTCOMES

Drive better decisions and results with meaningful information.

## OBJECTIVES

1. Build a data and analytic infrastructure that facilitates actionable shared knowledge and problem-solving.
2. Strengthen data literacy and data- and equity-driven decision making through skill-building, tools, and best practices.
3. Use data, metrics, and dashboards to improve internal and external transparency and accountability.

## ABOUT DHCS

The Department of Health Care Services (DHCS), a State of California department within the California Health and Human Services Agency, is the backbone of California's health care safety net. Approximately one-third of Californians receive health care services financed or organized by DHCS, making the Department the largest health care purchaser in California.

Our success is made possible only by the hard work of more than 4,800 DHCS team members and through collaboration with the federal government and other state agencies, counties, and partners as we invest more than \$156 billion (approximately \$38 billion state General Fund) in fiscal year 2023-24 for the care of low-income families, children, pregnant women, older adults, and persons with disabilities.

DHCS administers Medi-Cal, California's Medicaid Program, which is a public health care program that provides comprehensive health care services at no or low cost for individuals who meet eligibility requirements. The Department also administers programs for special populations and several other non-Medi-Cal programs as well as county-operated community mental health and substance use disorder treatment programs.

