

---

# **Contra Costa Health Care for the Homeless Strategic Plan 2022-2024**

## Table of Contents

MISSION ..... 2

VISION ..... 2

2022-2024 STRATEGIC PLAN GOALS AND OBJECTIVES ..... 2

    Clinical Services & Quality Improvement..... 3

    Partnerships & Communication ..... 4

    Planning & Oversight ..... 5

    Program Finances & Staffing..... 6

## **MISSION**

Our mission is to improve the health of the homeless population in Contra Costa County by increasing access to health care with a team-oriented approach to health care that focuses on harm reduction and integration of behavioral and medical services.

## **VISION**

All persons experiencing homelessness in Contra Costa County are able to access comprehensive health care services in order to improve health status, effectively manage any chronic conditions and thrive as community members.

## **2022-2024 STRATEGIC PLAN GOALS AND OBJECTIVES**

The following goals and objectives were approved by the Healthcare for the Homeless Co-Applicant Governing Board in December 2021.

Operational oversight of the Strategic Plan is the responsibility of the Healthcare for the Homeless (HCH) Management Team, including:

- Rachael Birch, Project Director
- Heather Cedermaz, Medical Director
- Linae Young, Planning & Policy Manager
- Mia Fairbanks, Nurse Program Manager
- Lauren Healy, Mental Health Program Supervisor
- Alison Stribling, Quality Improvement Team
- Gabriella Quintana, Quality Improvement Team

## Clinical Services & Quality Improvement

Goal	Objectives	Owner	Project Status	Completion Date
<b>Goal 1: Update Quality Assurance and Performance Improvement (QA &amp; PI) Plan to align with HRSA Quality Measures and include additional analysis of key clinical processes and quality outcome data with a focus on inequities.</b>	By 6/2022 develop a workflow, staff training, and competency to connect patients to case management programs that assess patients' social determinants of health needs upon enrollment in Compass Rose and annually.	Heather/ Mia/Lauren	<b>In Progress</b>	
	By 9/2022 develop a workflow to identify and assist patients in completing CCHS priority health maintenance items including breast cancer, colorectal cancer, and cervical cancer screening	Heather/Mia	<b>In Progress</b>	
	By 9/2022 update Compass Rose Care Plan Targets and staff level dashboards tools to support staff in identifying patients due for the above screenings and monitoring of completion rates.	Alison/ Mike	<b>Complete</b>	10/2022
	By 8/2022 pilot an evidence-based screening tool to assess patients for trauma and provide linkage to appropriate follow up care	Lauren	<b>In Progress</b>	
	Annually review & identify priority clinical measures	Program & Board	<b>Ongoing</b>	
<b>Goal 2: For identified service gaps: a) identify regulatory or structural barriers to implement services and assess ability to remove barriers b) assess and if appropriate, respond to funding opportunities</b>	Establish a new mobile dental clinic in East County by 3/2022	Mia	<b>Complete</b>	3/2022
	By 3/2023 submit a proposal to HCH Leadership & the Governing Board with recommendations for increasing program capacity to address substance use concerns based on identified needs	Gabby/Lauren	<b>In Progress</b>	
	By 6/2022 develop workflows to serve patients identified with decreased cognitive capacity	Heather/Mia	<b>In Progress</b>	
	By 12/2022 establish a process to track recently housed patients in order to provide continued services and housing transition support	Heather/Mia	<b>Not Yet Started</b>	

## Partnerships & Communication

Goal	Objectives	Owner	Project Status	Completion Date
<b>Goal 1: Improve coordination with key County partners including EHSD and all CCHS divisions.</b>	By 3/2022 implement monthly high acuity case rounds for patients with decreased capacity in collaboration with H3	Heather	Ongoing	
	By 9/2023 pilot a peer led group at shelter sites in collaboration with H3	Lauren	Not Yet Started	
	Meet with Behavioral Health by 2/2024 to share the program's proposal for increasing HCH capacity to address substance use concerns. Discuss opportunities for collaboration and connection to AOD services.	Lauren	Not Yet Started	
	Bring identified program updates and action plan to Public Health Director quarterly	Rachael	Ongoing	
	Maintain and improve collaboration with Communicable Disease through monthly case rounds and established patient referral pathways	Heather	Ongoing	
<b>Goal 2: Increase awareness, transparency, and access to program services through care collaboration both within CCHS and with the community to increase continuity and quality of care</b>	By 12/2023 Establish HCH representation at Public Health and CCHS level work groups including social determinants of health, equity, and patient safety	HCH Leadership	In Progress	
	Maintain regular communication within HCH team through bi-monthly all staff meetings and online discussion board to promote transparency and discuss successes, challenges, and barriers	HCH Leadership	Ongoing	
	Discuss care coordination challenges and barriers at all staff meeting quarterly	HCH Leadership	Ongoing	
	By 12/2022 Implement quarterly roadshows of HCH Services and access points with both internal and external partners including PES, local hospitals, CBOs and municipalities.	Heather	Ongoing	

## Planning & Oversight

Goal	Objectives	Owner	Project Status	Completion Date
<b>Goal 1: Develop a program level process to review and prioritize requests for data and/or analysis.</b>	By 5/2022 draft a HCH QI Team Charter, including a responsibility matrix, process to submit data requests, and proposed prioritization of work schema	Alison/Gabby	Complete	8/2022
	Review submitted data requests quarterly with the HCH Quality Improvement Team and confirm priorities for the next quarter	Alison/Gabby	Ongoing	
	By 12/2022 Establish HCH representation at Public Health Data Governance Committee to ensure alignment with data processes, metrics, and tools	Alison	Complete	10/2022
<b>Goal 2: Maintain regular consumer input to inform program service delivery.</b>	By 12/2022 identify HCH staff members to lead consumer input efforts	Lauren	Complete	8/2022
	Complete annual patient interviews and satisfaction surveys to gather consumer feedback	Gabby	Ongoing	
	By 3/2024 pilot new, consumer input opportunities for programmatic design and changes	Lauren	In Progress	
	By 12/2023 create consumer facing board recruitment materials to promote board membership to HCH patients	Gabby	Not Yet Started	
	By 6/2022 draft and administer a board-led survey to assess community health needs to gather feedback from board member's home agencies and/or shared clients	Governing Board	Complete	
<b>Goal 3: Maintain Board development, engagement, and training for all members</b>	Conduct Board Assessment; develop Board Onboarding, Development & Training Plan by 9/2022	Governing Board	Complete	10/2022
	Maintain monthly updates from programs and board member HCH outreach to programs	Governing Board	Ongoing	
<b>Goal 4: Develop a program level plan for addressing inequities.</b>	By 3/2022 establish HCH representation at CCHS and Public Health equity work groups	Lauren	Delayed to 12/23 due to larger system capacity	
	Perform a health equity data analysis of HCH clinical measures bi-annually to identify disparities in health outcomes between population groups (e.g. race/ethnicity, insurance, age, gender, etc.)	Gabby	Ongoing	

## Program Finances & Staffing

Goal	Objectives	Owner	Project Status	Completion Date
<b>Goal 1: Continue to ensure all patients are enrolled in insurance programs.</b>	By 6/2022 establish a workflow to support patients with insurance program enrollment.	Mia	In Progress	
	By 9/2022 establish a registration workflow to notify staff of open enrollment annually	Mia	In Progress	
	Decrease uninsured patients by 2.5% by 12/2024 relative to 2022	Alison	Ongoing	
	By 12/2023 develop a workflow to refer patients with lapsed coverage upcoming Medi-cal redetermination to SSPAs. (Social Service Program Assistants)	Alison	In Progress	
<b>Goal 2: Monitor state and national reimbursement and funding opportunities to support and augment current services.</b>	Apply for any applicable HRSA grant opportunities to support and augment current services.	Rachael/Gabby	Ongoing	
<b>Goal 3: Maintain resources needed to meet operational demands</b>	On a quarterly basis report out on program staffing needs to the Board	HCH Leadership	Ongoing	
	Annually update HCH operating budget to meet identified program needs	Rachael	Ongoing	
	By 12/2024 increase visit revenue by 5% outside of the COVID-19 public health emergency (as determined by CMS).	Rachael	Ongoing	
<b>Goal 4: Provide staff continued education</b>	Maintain monthly trauma informed care and equity workgroups for all staff	Mike/ Lauren	Ongoing	
	Review staff core competencies annually to identify and address any outstanding needs.	Mia/ Heather/ Lauren	Ongoing	
	Maintain staff education on staff support resources available and expand self-care opportunities as needed	HCH Leadership	Ongoing	