



2023-2025 CenCal Health Strategic Plan

2023



2025





MESSAGE FROM OUR BOARD CHAIR



On behalf of the Board of Directors, I am proud to share the 2023—2025 CenCal Health Strategic Plan. In the third year of this far-reaching pandemic, I reflect on its impact on the health system here locally and our communities more broadly, and am heartened by the priorities we are setting to support our providers, members and community partners.

After the many years I have served on the governing board, I am grateful for the collaborative nature of our organization and community, which makes taking such a transformational journey possible. Collaboration upholds the interconnectedness of the diverse communities we serve, and is one of CenCal Health's values and one of mine. Collaboration strengthens us as we focus on cultivating the breadth and depth of community partnerships necessary to lead the local Medi-Cal program transformation to achieve the promise of California Advancing and Innovating Medi-Cal (CalAIM).

In 2023, CenCal Health celebrates its 40th anniversary. As the first Medi-Cal managed care plan of its kind, the value of a local health plan to Santa Barbara and San Luis Obispo Counties is more important than ever. CenCal Health is committed to serving our communities well and partnering with local, state and national leaders to achieve an ambitious vision for the future. We build on a legacy and turn our attention to the journey that we collectively embark on over the next three years.

Lynda S. Tanner

Lynda S. Tanner, RN, MSN
Chair, CenCal Health Board of Directors

MESSAGE FROM OUR CEO



I am pleased to introduce our 2023—2025 Strategic Plan and share a new vision for CenCal Health. Together with our partners, we are emerging from a pandemic that has impacted the lives of so many. CenCal Health will be a trusted partner in advancing health equity so that our communities thrive and achieve optimal health. The

guidance this plan offers and the priorities it sets have been thoughtfully considered through a broad and inclusive process with a wide array of stakeholders, from community leaders to local stakeholders and from providers and the members we serve. Through the efforts of many, we will cultivate community partnerships, advance quality and health equity for all, and expand our role and reach through the transformational and ground-breaking CalAIM program. This requires that we organize for impact and effectiveness both now and in the future.

I wish to express my appreciation to our leadership team and employees, who live CenCal Health's values and mission every day. Many thanks to our Board of Directors for their guidance throughout the strategic planning process, to the counties of Santa Barbara and San Luis Obispo who support a local health plan model accountable to the communities it serves, and to the many community providers whose steadfast commitment helps our members and communities thrive.

Marina A. Owen

Marina Owen
Chief Executive Officer

About CenCal Health

Founded as the Santa Barbara Regional Health Authority, CenCal Health was a pilot program developed by the local medical community and Board of Supervisors. Our plan is written into state and federal statutes. Utilizing the County Organized Health System (COHS) model, CenCal Health is the exclusive health plan serving full-scope Medi-Cal beneficiaries in Santa Barbara and San Luis Obispo counties.

We work in partnership with our contracted network, which consists of local primary and specialty providers, all hospitals in both counties, the Santa Barbara County Public Health Department, distinguished healthcare systems like Sansum Clinic, Federally-Qualified Health Centers, Indian Health Centers, medical groups and individual physicians.

CenCal Health provides high-quality medical services and benefits to 1 in 4 people in Santa Barbara County and 1 in 5 in San Luis Obispo County. We have been recognized by the National Committee for Quality Assurance (NCQA) for our innovation, and our quality consistently ranks among the top of the 53 health plans serving Medi-Cal members in California.

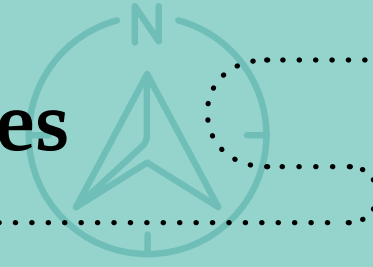
Our work results in the delivery of innovative community-based health care services, better medical outcomes, and cost savings. CenCal Health is proof positive that a community-accountable, not-for-profit health plan can enhance the delivery of local, quality healthcare to the most vulnerable populations.



Our Mission

To improve the health and well-being of the communities we serve by providing access to high-quality health services, along with education and outreach, for our members.

Our Values



Improvement

Continually improving to ensure our growth, success and sustainability

- Continually examining our organization for creative and innovative solutions
- Prioritizing, coordinating and executing in pursuit of excellence

Integrity

Doing the right thing, even and especially when it is hard

- Diligently making, executing and standing behind shared decisions
- Committing to and accomplishing collective goals

Compassionate Service

Serving and advocating for all customers with excellence

- Serving and advocating with kindness, compassion, empathy and respect
- Understanding the unique needs of our members, providers, community partners and one another to provide excellent service

Collaboration

Coming together to achieve exceptional results

- Valuing the interconnectedness of the diverse communities we are a part of and serve
- Empowering thoughtful, open, inclusive and data-based discussion
- Ensuring open, honest communication that recognizes everyone's unique contributions



Our Vision

To be a trusted leader in advancing health equity so that our communities thrive and achieve optimal health together.

Environmental Context

Strategic planning presents an important opportunity to listen to our partners and employees and reflect on our changed environment and its implication for the future so that CenCal Health can develop a thoughtful strategic path forward that best serves our members and community. An extensive planning process incorporated insights from community partners, key stakeholders, CenCal Health staff and our direction and priorities.



COVID-19

The COVID-19 pandemic continues to reshape community health needs, care delivery and the health care workforce in important and lasting ways. Understanding and responding to these changes, challenges and opportunities will play an important part in our success.

Transformation and Partnership

Deepening community partnerships and service integration across medical and behavioral health systems, social service providers and county agencies will be essential to successfully implementing Medi-Cal transformation initiatives, like CalAIM, that seek to improve health outcomes, heighten integration and rethink care delivery for our most complex populations. CenCal Health must pursue new and expanded community partnerships with purpose, commitment and humility.

Quality, Equity and Accountability

Enhanced Medi-Cal quality, equity and compliance expectations, as well as a clear focus to understand and reduce health disparities among Medi-Cal members underscore both a growing reliance by the Medi-Cal program on managed care plans and increased accountability for health plan performance. CenCal Health recognizes that in order to meet higher standards and fulfill expanded responsibilities, we must adapt, integrate and improve our internal capabilities and organizational practices.

Shifting Managed Care Environment

Planned Medi-Cal coverage expansions, movement of members dually eligible for Medi-Cal and Medicare into managed care, and rapidly shifting local managed care environments highlight an opportunity and responsibility to expand our service role and reach in serving our local communities and ensuring sustainability for the long-term.

Our 2023-2025 Priorities

 Cultivate Community Partnerships

 Advance Quality and Health Equity for All

 Expand Our Service Role and Reach

 Organize for Impact and Effectiveness

OUR PRIORITIES

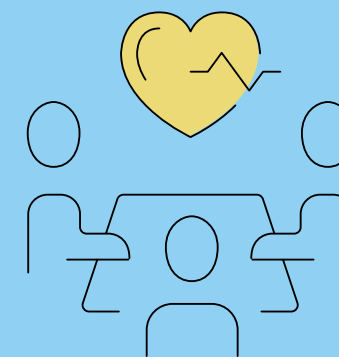


Cultivate Community Partnerships

To meet the evolving goals of Medi-Cal as a whole person care program with significant focus on quality and health equity for all, CenCal Health seeks to serve as a partner with health and social service organizations, facilitator of community integration and coordination, and leader in understanding and addressing issues of health equity.



As a primary commitment, CenCal Health will embrace its role as a convener, facilitator, and humble partner with other health providers, social service leaders and government agencies to advance a coordinated approach to Medi-Cal CalAIM reforms, maintain a shared understanding of the Medi-Cal health care landscape, and ensure that local issues and interests are represented in statewide policy discussions. CenCal Health will act as a liaison, educator and advocate for Santa Barbara and San Luis Obispo County Medi-Cal enrollees and safety-net health priorities at the local and statewide levels.



OBJECTIVE 1

Facilitate community collaboration to strengthen the health system

STRATEGIES

- Convene, educate and collaborate with community stakeholders on Medi-Cal reforms, changes and directions to enable coordinated action
- Align the CenCal Health Doorway to Health Foundation to advance quality and health equity for all and promote innovation
- Play a leading policy role as liaison, educator and advocate for local Medi-Cal and safety-net health care priorities at the local and statewide level

OBJECTIVE 2

Engage locally on health equity

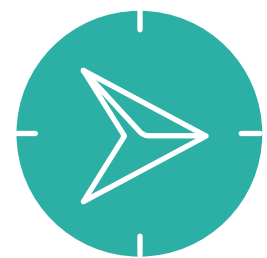
STRATEGIES

- Embrace the role of convener, facilitator, and humble partner with other health providers, social service leaders and government agencies to promote health equity
- Solicit member, provider and community partner voices through meaningful engagement to improve customer experience
- Collect, analyze and share data on health disparities and the social determinants of health to propel community action

MEMBER ENGAGEMENT

Member engagement focuses on building dynamic relationships, and empowering members to make choices that positively impact their health and quality of life. CenCal Health recognizes the cultural, economic and social diversity in our community and will seek to provide opportunities for two-way communication that informs organizational decision making in a manner that emphasizes the importance of members as active stakeholders. These positive connections, which place the customer as the central point of focus, will ultimately support a more informed and activated community.

OUR PRIORITIES



Advance Quality and Health Equity for All



Over the next three years, CenCal Health will take steps to meet and exceed increasing Medi-Cal quality requirements and expectations, including achieving National Committee for Quality Insurance (NCQA) accreditation status, implementing the new Medi-Cal Population Health Management (PHM) requirements, and expanding quality strategies as a top quality performer among Medi-Cal health plans.

In addition to facilitating conversations on health equity in our communities, CenCal Health will also implement capabilities and strategies to identify and address health disparities among our Medi-Cal members, including expanding the collection and sharing of health and social determinants of health indicators, advancing internal reporting and processes to target health disparities, and partnering with our provider network to achieve health equity for all.

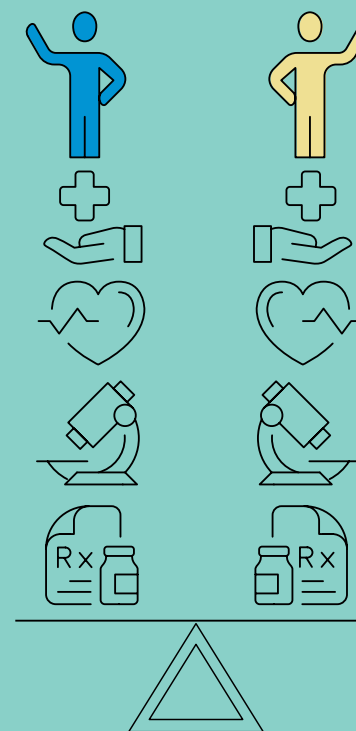


OBJECTIVE 1

Exceed quality standards and expectations

STRATEGIES

- Expand quality strategies to be a top quality performer among Medi-Cal health plans
- Enhance the Quality and Equity Program by achieving NCQA accreditation
- Partner with our provider network to support targeted quality improvements



OBJECTIVE 2

Reduce health disparities in our populations

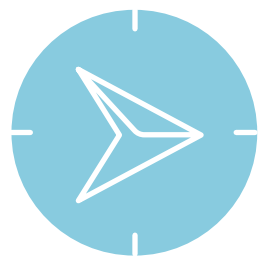
STRATEGIES

- Develop a health equity strategy
- Implement population health capabilities to identify and address health disparities among our Medi-Cal members
- Enhance insight into health disparities by expanding the collection and sharing of drivers of health indicators

HEALTH EQUITY

Health Equity is the attainment of the highest level of health for all people, where everyone has a fair and just opportunity to attain their optimal health regardless of race, ethnicity, disability, sexual orientation, gender identity, socioeconomic status, geography, preferred language, and other factors that affect access to care and health outcomes. CenCal Health is working to advance health equity by developing and expanding programs that support health for all people served by our programs through meaningful engagement and incorporating the lived experiences of members and perspectives of safety net providers and community-based organizations into our planning and decision-making. Together this work will reduce avoidable differences in health outcomes experienced by people who are disadvantaged or underserved and provide the care and support that our communities need to thrive.

OUR PRIORITIES



Expand our Service Role and Reach



Within rapid changes within our local and state environment, CenCal Health will actively explore how we can extend our role and reach to more effectively meet the evolving needs of our community and position CenCal Health as a strong and enduring partner in Santa Barbara and San Luis Obispo Counties. This includes closely evaluating the need, expectation and potential impact of providing a dual special needs plan to serve Medicare members and exploring opportunities such as Covered California and Medicare Advantage.

In addition, CenCal Health will lead the implementation of expanded Medi-Cal programs and benefits, including preparing for the effective implementation of CalAIM, including expanding Enhanced Care Management and Community Supports, supporting Community Health Workers, and successful expansion of coverage to residents newly eligible for Medi-Cal.



LOCAL ADVOCACY

As a local health plan, CenCal Health seeks to advocate for what is best for our counties so that the voices of partners, stakeholders and members are heard on issues that are important in our communities. Through meaningful policy discussions at the local, state and federal levels and an enhanced government relations focus, CenCal Health will raise the diverse and important views of our communities in order for them to be genuinely considered when decisions are being made about their health and well-being.

OBJECTIVE 2

Develop new Medi-Cal programs and benefits

STRATEGIES

- Expand Enhanced Care Management, Community Supports and Community Health Workers programs responsive to local needs
- Invest in capacity to serve members through State-sponsored incentive programs
- Advocate to preserve and support local voice and decision-making

OBJECTIVE 1

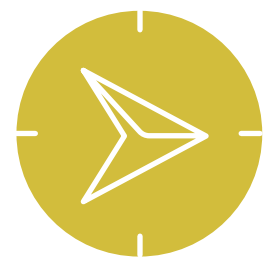
Prepare to serve new members

STRATEGIES

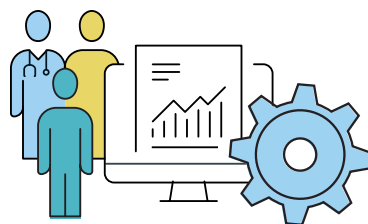
- Prepare for a sustainable and integrated Medi-Cal and Medicare program serving dually-eligible members
- Explore local needs and market opportunities for Covered California and Medicare Advantage
- Facilitate Medi-Cal coverage expansions for newly eligible residents



OUR PRIORITIES



Organize for Impact and Effectiveness



The COVID-19 pandemic emphasized social, economic and health disparities and revolutionized the experience and expectations of work around the world. The CalAIM transformation underway presents an incredible promise for our members toward resolving disparities and an extraordinary challenge for CenCal Health and the broader system. Concurrent to this challenge, CenCal Health faces expanding regulatory and contractual requirements and a renewed commitment to understanding and responding to local community needs.



Collectively, these factors prompt reimagining how CenCal Health will organize to meet the needs of our members, providers, community partners and workforce. Foundational to our ability to execute our mission and advance our strategic priorities is our people and culture, organizational readiness, technology and analytic capabilities, and financial performance.



OBJECTIVE 1

Advance organizational readiness to support strategy

STRATEGIES

- Develop planning and execution capabilities to advance organizational integration and coordination
- Achieve insight into organizational performance to target improvements
- Adapt processes through continuous improvement methodologies

OBJECTIVE 2

Foster employee growth and inclusion towards a diverse culture

STRATEGIES

- Develop a strategic human resources function and capabilities to meet future state requirements
- Evolve core competency requirements and performance management system
- Enhance employee training and development

OBJECTIVE 3

Leverage and adapt technology and analytics to enable transformation

STRATEGIES

- Evolve technology model to emphasize external partnerships, to meet business needs
- Develop advanced analytical insight to support the management and improvement of member care
- Advance health data exchange and interoperability solutions

OBJECTIVE 4

Ensure financial performance to support sustainability

STRATEGIES

- Develop strategic financial function to evaluate regional rates impact and interventions
- Evolve cost containment focus to manage member risk and needs
- Deploy targeted investment and incentive strategies

Next Steps

CenCal Health will engage community partners, providers and stakeholders in next steps through meaningful dialogue and continued collaboration. Within the organization, CenCal Health is committed to advancing strategic priorities and objectives outlined in the three-year strategic plan and knows that it serves as a key framework going forward that will be influenced by environmental factors that will influence the working strategies and timeline. National, state and local political landscapes may shift in the coming years as well. On a quarterly basis, CenCal Health will consider the objectives, strategies and tactics being pursued in addition to the meaningful feedback we seek to obtain from our community. CenCal Health will keep our Board of Directors apprised on both measures of success and progress made and will announce any significant changes through website updates.

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