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

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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
- Michael Myette, Mental Health 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
Goal 1: Update Quality Assurance and Performance Improvement (QA & 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.	By 6/2022 develop a workflow, staff training, and competency to assess patients' social determinants of health needs upon enrollment in Compass Rose and every 6 months thereafter	Heather/Mia	On Track	
	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		
	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		
	By 8/2022 pilot an evidence-based screening tool to assess patients for trauma and provide linkage to appropriate follow up care	Mike/Lauren		
	Annually review & identify priority clinical measures	Program & Board	Ongoing	
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	Establish a new mobile dental clinic in East County by 3/2022	Mia	On Track	
	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	Mike/Lauren (with QI support)		
	By 6/2022 develop workflows to identify and serve patients with decreased cognitive capacity	Heather/Mia	On Track	
	By 12/2022 establish a process to track recently housed patients in order to provide continued services and housing transition support	Linae/Alison		

Partnerships & Communication

Goal	Objectives	Owner	Project Status	Completion Date
Goal 1: Improve coordination with key County partners including EHSD and all CCHS divisions.	By 3/2022 implement monthly high acuity case rounds for patients with decreased capacity in collaboration with H3	Heather	Pending	
	By 9/2023 pilot a peer led group at shelter sites in collaboration with H3	Mike		
	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.	Mike/Lauren		
	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	
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	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		
	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		

Planning & Oversight

Goal	Objectives	Owner	Project Status	Completion Date
Goal 1: Develop a program level process to review and prioritize requests for data and/or analysis.	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	On Track	
	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		
Goal 2: Maintain regular consumer input to inform program service delivery.	By 12/2022 identify HCH staff members to lead consumer input efforts	Lauren		
	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		
	By 12/2023 create consumer facing board recruitment materials to promote board membership to HCH patients	Linae		
	By 6/2022 draft and administer a board-led community needs assessment to gather feedback from board member's home agencies and/or shared clients	Governing Board		
Goal 3: Maintain Board development, engagement, and training for all members	Conduct Board Assessment; develop Board Onboarding, Development & Training Plan by 9/2022	Governing Board		
	Maintain monthly updates from programs and board member HCH outreach to programs	Governing Board	Ongoing	
Goal 4: Develop a program level plan for addressing inequities	By 3/2022 establish HCH representation at CCHS and Public Health equity work groups	Lauren	Delayed to 12/2022 due to larger system capacity	
	Perform a health equity data analysis of HCH clinical measures bi-annually to	Gabby	Ongoing	

	identify disparities in health outcomes between population groups (e.g. race/ethnicity, insurance, age, gender, etc.)			
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Program Finances & Staffing

Goal	Objectives	Owner	Project Status	Completion Date
Goal 1: Continue to ensure all patients are enrolled in insurance programs.	Track percent of eligible Medi-Medi patients enrolled in Medicare part D by 11/2022	Gabby/Alison (QI Team)		
	By 6/2022 establish a Compass Rose workflow to support patients with insurance program enrollment.	Linae/Mia	In Progress	
	By 9/2022 establish a Compass Rose workflow to notify staff of open enrollment annually	Linae/Mia		
	Decrease uninsured patients by 2.5% by 12/2024 relative to 2022	Alison		
	By 12/2023 develop a workflow to refer patients with lapsed coverage upcoming Medi-cal redetermination to SSPAs. (Social Service Program Assistants)	Alison		
Goal 2: Monitor state and national reimbursement and funding opportunities to support and augment current services.	Apply for any applicable HRSA grant opportunities to support and augment current services.	Rachael/Gabby	Ongoing	
Goal 3: Maintain resources needed to meet operational demands	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		
	Maintain monthly trauma informed care and equity workgroups for all staff	Mike/ Lauren	Ongoing	

Goal 4: Provide staff continued education	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	

