

Strategic Plan

2024-2028





**HealthPlan
OF SAN MATEO**

801

HealthPlan
OF SAN MATEO
COUNTY OF SAN MATEO
HEALTH CENTER

801

- ← DROPOFF & PICKUP 
- ← RECEPTION
- ↑ VISITOR PARKING



Dear valued community,

It is my privilege to present our updated 2024-28 strategic plan, which accompanies the recognition of our 35 years of service to San Mateo County. This strategic plan was created with input from hundreds of individuals across dozens of organizations, including community partners, health care providers, advisory committee members, Commissioners, and HPSM staff who directly serve our members.

Connecting our past with our future is an important theme at HPSM. Throughout our history, we have implemented innovative programs in partnership with our community. For example, due to the collective effort to implement our Healthy Families and Healthy Kids programs more than 20 years ago, California residents of all ages now qualify for Medi-Cal — regardless of documentation status.

That spirit of innovation is part of our organizational DNA and has often led to broader policy changes. Our collaboration with San Mateo County Health to become the first integrated program for children in the California Children's Services (CCS) program has led to its adoption in other parts of the state.

The latest example of innovation was the launch of HPSM Dental, which integrates dental care into our members' overall healthcare. As the first Medi-Cal health plan in California to offer both medical and dental services to its members, we built a network of over 350 providers from the ground up. This helped significantly increase preventive service utilization for members above the age of two. In particular, *twice* as many members above the age of 20 accessed preventive services in 2022 compared to trends we observed between 2018-2020. Following in the footsteps of other successful HPSM pilot programs, we are hopeful HPSM Dental can become a blueprint for other communities.

As we continue to innovate, our focus remains on improving access to high-quality care for our members. At HPSM, we believe that healthy is for everyone, and we fight to make that possible.



Patrick Curran
HPSM Chief Executive Officer

Who we are

Health Plan of San Mateo (HPSM) is a local, non-profit Medi-Cal health plan founded in 1987. Governed by the San Mateo County Health Commission, HPSM has a mission to ensure that San Mateo County's vulnerable and underserved residents have access to high-quality care, services and supports so they can live the healthiest lives possible.

With more than 150,000 members, HPSM serves nearly all of the county's Medi-Cal eligible residents, nearly 9,000 eligible for both Medicare and Medi-Cal, as well as over 5,000 who do not qualify for other state and federal insurance programs.

HPSM also sponsors special programs that help members navigate complex social issues, such as securing home-based health care and affordable housing.

For more than 35 years, we've been driven by a vision that **healthy is for everyone** — and a commitment to making that a reality.



Our Mission

To ensure that San Mateo County's underserved residents have access to high-quality care, services and supports so they can live the healthiest lives possible.

Our Vision

We believe that **healthy is for everyone**. In order to meet the highest quality of care standards, we continually advocate for our members' health, especially those disproportionately impacted by health inequities.

Our HEALTHY Values

HPSM has been keeping San Mateo County **HEALTHY** for over 35 years.

- H** Health care that puts members at the center of everything we do.
- E** Equitable access to quality services and supports for all members.
- A** Advocacy for members disproportionately impacted by health inequities.
- L** Local health care based in San Mateo county provided in partnership with community resources.
- T** Transparency and accountability achieved through local governance.
- H** Honesty is the core of our service to members, providers, business partners and the community.
- Y** You — because HEALTHY is for everyone!

Our process for developing this plan

Over the course of 2023, we gathered input from over 200 individuals across dozens of organizations, including community-based groups, the Commissioners who oversee HPSM's work, HPSM providers, advisory groups, and our employees. We conducted a meta-analysis of population level data about our members' health and needs. And finally, we collectively reviewed potential organizational goals against a set of six criteria, to sharpen our focus on the priorities that are most important to advancing our mission:

Prioritization criteria

We asked, is this a goal that:

- ✓ **Meaningfully impacts member access** to high-quality care, services and supports in alignment with our mission.
- ✓ **Supports our members' journey to the best possible health outcomes**, including equitable outcomes and a positive member experience.
- ✓ **Leverages HPSM's unique strengths** including our unique capabilities, resources, relationships and role within the health care ecosystem.
- ✓ We can make **measurable progress** on within a five-year timeframe.
- ✓ Supports **strong stewardship of our financial resources**.
- ✓ Addresses threats and opportunities that impact **HPSM's long-term organizational health**.

What's in a word?

When we talk about **meaningful impact**, we mean we will consider both the scale of the impact, and the acuity of the need we are addressing.

When we talk about our **unique strengths**, we mean we will focus on those efforts that HPSM is best suited to tackle within the healthcare ecosystem we operate in.

When we discuss **measurable progress**, we mean that metrics of success will include both quantitative outcomes and qualitative experience information.

Our strategic goals

Driven by the input of our community, a dynamic new strategic plan took shape to guide HPSM's work for the next five years.

This plan has two areas of focus:

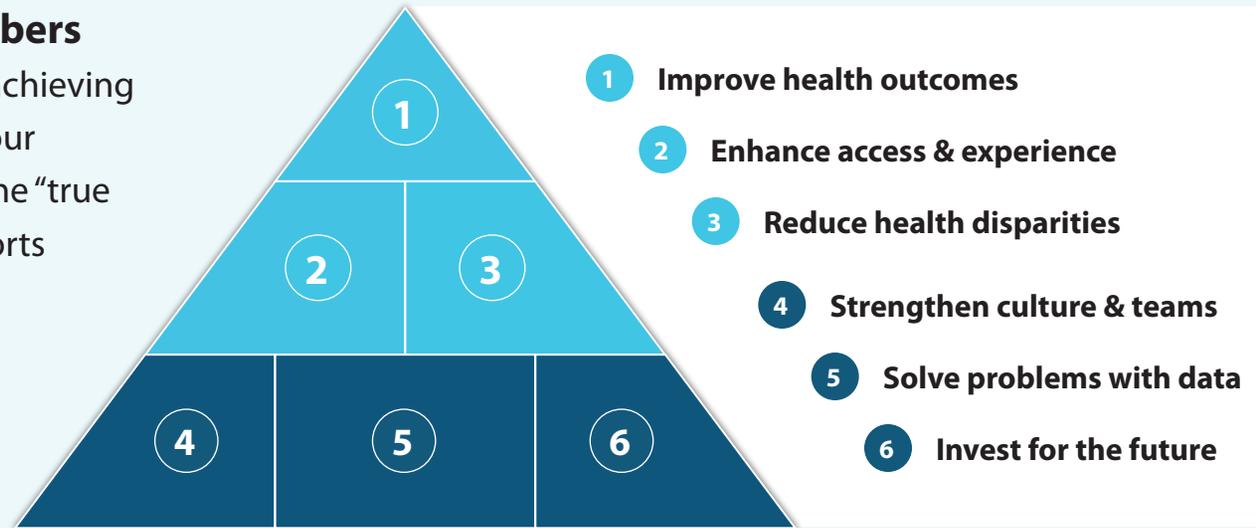
▲ Better health care experiences and outcomes for all members

Our penultimate motivation is achieving meaningful improvements for our members. This area of focus is the "true north" we will galvanize our efforts around in the years to come.

▲ Thriving organizational capacity and resilience

In order to meet the ambitious goals of our first area of focus, we know we must invest in the foundation of our organization in several specific ways.

We have defined six specific goals to advance our areas of focus:

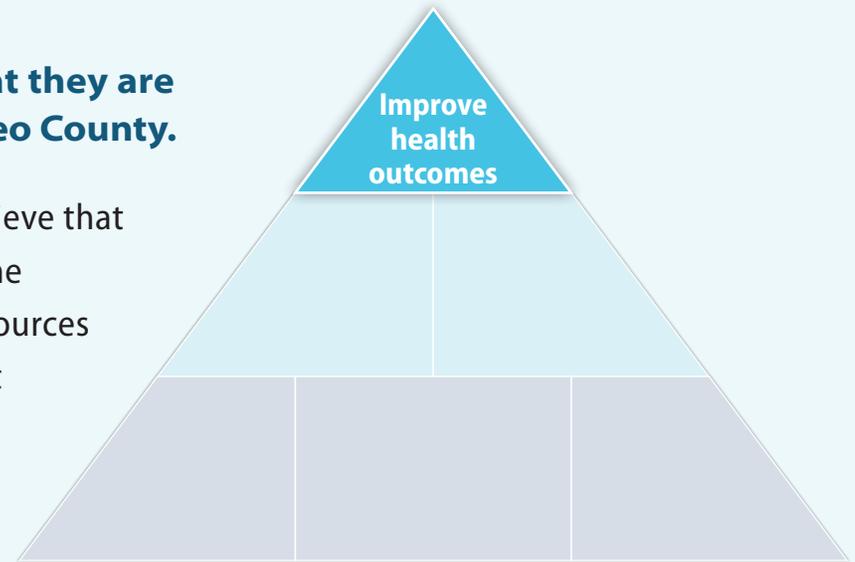


In the following pages we outline these goals in greater detail, including examples of the initiatives we are undertaking to advance each and the metrics of success we will hold ourselves accountable to.

Goal 1: Improve health outcomes

We will improve HPSM members' health outcomes, so that they are comparable with the outcomes of all residents of San Mateo County.

At HPSM our vision is that healthy is for everyone; this means we believe that your health should not be pre-determined by your income level or the identities you hold. Over the next five years, HPSM is committing resources towards raising our members' health outcomes. However, we will not exclusively measure ourselves against other Medi-Cal plans – who, like HPSM, serve primarily low-income individuals. Rather we will measure our performance using Medicare Star Ratings, a ratings system that compares HPSM to all Medicare Advantage plans. By measuring outcomes against plans who typically serve higher-income individuals, we will hold ourselves accountable toward a more equitable goal.



Example initiatives

- ✓ Track and analyze health outcomes across HPSM members.
- ✓ Implement targeted interventions to improve low quality scores.
- ✓ Use value-based payment models to support providers delivering the highest quality of care.
- ✓ Provide funding and other resources to provider care teams, to enable them to identify and address care gaps for the patients they serve.

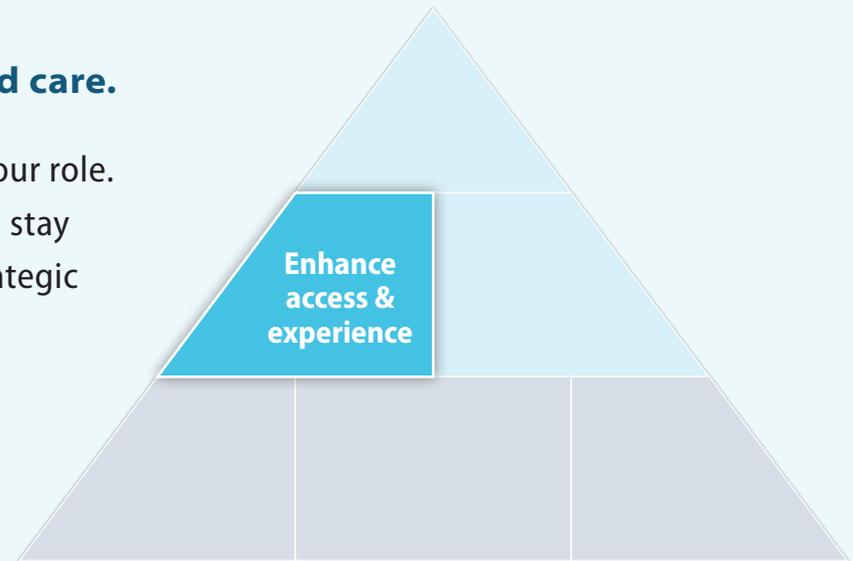
Metric

Achieve a Medicare Four-Star Rating within five years.

Goal 2: Enhance access & experience

We will increase access to high-quality member-centered care.

As a health plan, ensuring member access to care is fundamental to our role. Access to primary care is particularly important to help our members stay healthy and avoid preventable health issues. As we launched our strategic planning process in 2023 – on the tail of the COVID-19 public health emergency and record numbers of providers leaving the workforce – we heard repeatedly that HPSM needs to focus on this essential priority. Over the next five years, HPSM will be making an unprecedented investment to support primary care providers, and working to offer new preventative services to members.



Example initiatives

- ✓ Invest \$30 million in primary care to increase access and improve members' experience of their care.
- ✓ Continue our work to provide integrated care coordination across behavioral, dental, and medical care benefits, creating a more holistic view of members' health to inform care decisions.
- ✓ Launch and enhance new programs and benefits that address social determinants of health, such as assistance finding housing and medically-tailored meals.

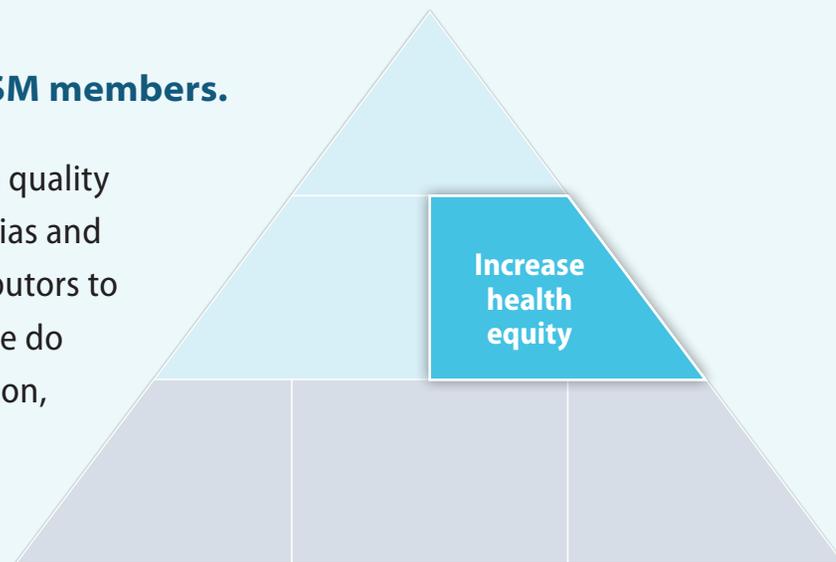
Metric

Increase the percentage of members who have a primary care visit annually, by ten percent.

Goal 3: Increase health equity

We will reduce disparities in health outcomes among HPSM members.

At HPSM, we view health equity to be intrinsic to the definition of high quality health care. We acknowledge and work to address the long legacy of bias and discrimination in healthcare, as well as the social and structural contributors to health disparities. We are continuing to build health equity into how we do our work organization-wide, through continual assessment, prioritization, and interventions to address barriers.



Example initiatives

- ✓ Use data and population health management methodologies to identify specific populations experiencing disparities
- ✓ Align with community partners and San Mateo County Health to jointly address the needs of individuals experiencing health disparities
- ✓ Continue to invest in linguistically appropriate services, including in HPSM’s interpreter and translation services.

Metrics

- Achieve NCQA Health Equity Accreditation.
- Achieve each of the next five years’ annual health equity metrics. These are annually-selected health disparity reduction goals, prioritized through a comprehensive Population Needs Assessment.

Goal 4: Strengthen culture & teams

We will foster an inclusive learning culture that promotes diversity, equity, accessibility and belonging.

Goal #4 is the first of three “foundational” goals, which together describe how we will evolve as an organization over the next five years in order to achieve goals #1 - 3. We know that we cannot increase health equity and outcomes for our members without investing in our employees and culture in several critical ways. These include: strengthening our cultural humility, knowledge and skills to serve members who hold diverse identities; continuing to improve our policies and processes to ensure organizational equity and sustain a diverse workforce; and fostering a continual learning culture, in which our employees are encouraged to innovate through small tests of change that we analyze and grow from.



Example initiatives

- ✓ Regularly capture feedback and implement improvements surfaced by the employee Inclusion, Diversity, Equity and Accessibility (IDEA) Group.
- ✓ Enhance our cultural humility trainings, tools, and resources.
- ✓ Revise our new employee onboarding processes to strengthen organizational norms — including those that support learning, psychological safety and inclusion.
- ✓ Continue to update our policies and practices to support equity and diversity at all levels of the organization.

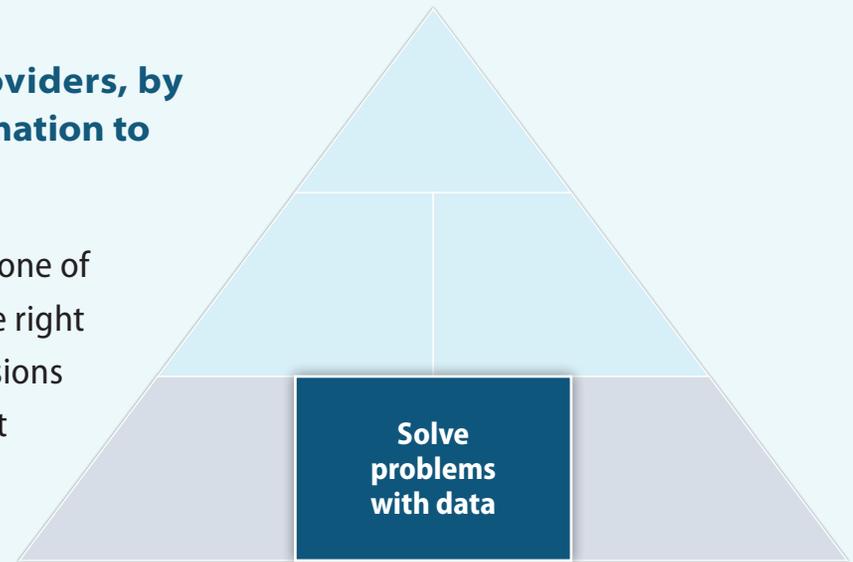
Metric

Ten percent sustained improvement on Employee Engagement measures of DEI-B and Psychological Safety (baseline year: 2023).

Goal 5: Solve problems with data

We will improve decision-making by HPSM staff and providers, by leveraging our data and technology to get the right information to the right person at the right time.

When it comes to improving healthcare outcomes, access, and equity, one of the most important prerequisites is having a workforce armed with the right information to guide their decisions. These range from individual decisions about a single member's care plan, to population-level decisions about new programs to offer. At all levels of the work we do, it is important to have accurate, actionable, and easy-to-understand data available to employees and providers.



Example initiatives

- ✓ Invest in technology, data quality improvement, and integration efforts to deliver accurate, usable data about member health to our providers and employees.
- ✓ Provide funding and technical assistance to providers to improve their capacity to collect, use, and share health data with HPSM.
- ✓ Invest in training efforts to improve HPSM employees' understanding of how to access and use data to make more informed decisions.

Metric

Ten percent sustained improvement in primary care providers' and employees' reported satisfaction with HPSM data sharing tools (baseline year: 2023).

Goal 6: Invest for the future

We will strengthen HPSM's long-term sustainability to advance our mission.

The start of 2024 finds us at a pivotal moment. The lasting effects of the COVID-19 public health emergency, changing economic conditions and competitive dynamics, and new innovations are all poised to create significant changes to the healthcare landscape in the coming years. While we cannot know the future, we are prioritizing dedicated efforts to be ready for what comes next. We will leverage the prioritization criteria outlined on page 4 of this document to consistently evaluate and plan for the best use of HPSM resources. We will launch select exploratory projects to consider new ways of working, so that HPSM may continue to advance our mission in this community for the decades to come.



Example initiatives

- ✓ Evaluate opportunities to partner with other organizations to support specific populations in new ways.
- ✓ Establish and consistently apply investment criteria to direct financial resources towards the greatest impact for the healthcare safety net.
- ✓ Implement evaluation processes to assess the results of investments.
- ✓ Devote resources to enhancing awareness of CareAdvantage by HPSM.

Metric

All investments of HPSM reserves were made applying our impact criteria.

External factors shaping our landscape

HPSM took the following trends, opportunities, and challenges into consideration when developing our 2024-2028 strategic plan.



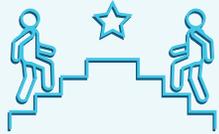
Accountability for health outcomes and health equity

There is growing national, state and local attention on the role that health plans play in achieving high quality health outcomes, and in closing — or perpetuating — health equity gaps. Quality outcomes and equity are perennial priorities for HPSM, and insufficient access to certain provider types remains a challenge in San Mateo County. However we and others in the healthcare industry have a renewed focus on our role in creating equitable systems, including how we support community based organizations. Simultaneously, there is increasing pressure for health plans to show measurable health outcomes improvements from the state, industry partners, and the public.



Statewide care transformation

The passage of CalAIM introduced flexibilities for HPSM to fund new types of coordinated, person-centered care and services. HPSM has a long history of innovating on new ways to address our members' social determinants of health and improve equity, and the current policy environment is aligned with advancing that work. California has a policy focus on expanding access to Medi-Cal that is also closely aligned with our organization's mission. At the same time, the large number of new programs and policy changes going into effect simultaneously are competing for resources and priority in the healthcare industry. And, the substantial scale of state investments mean there is a high bar for health plans to demonstrate financial and other returns.



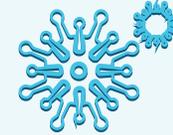
Growing competitive pressure

Changes in state contracting, and an environment of mergers and acquisitions by for-profit health plans, have introduced new competitive pressures. Members have greater choice in what health plan they choose. For-profit healthcare organizations continue to grow in scale, giving them substantial resource advantages to invest in technology, marketing, and talent. These trends raise the bar for HPSM to differentiate ourselves. It is more important than ever that the value we bring to members, employees, and the community is real, and clear.



Shifting focus on financial risk

Several major trends in the financial environment stand to impact HPSM's work. These include a higher appetite for financial risk being born by plans and by providers, coupled with a higher scrutiny on delegated relationships to ensure that there are strong checks and balances on efforts to manage costs.



Lasting impacts of the COVID-19 Public Health Emergency

We have yet to know the full scope of impact that the COVID-19 public health emergency had on our community and the world. However several effects are already visible: the strain on social safety net programs and systems and the impact this has on members; growing burnout in the healthcare workforce, including in our provider community; the reinstatement of beneficiary redetermination and what this will mean for members' coverage; and changing workforce norms around remote work.

With gratitude

Over the course of 2023, more than 200 people provided valuable input, ideas and feedback to the development of our strategic plan — including HPSM Commissioners, employees and providers.

Many thanks to everyone for all your help!

Amira Elbeshbeshy

Dr. Anand Chabra

Andre Camaisa

Beverly Karnatz

Darin Buxbaum

Deepak Kumar

Dustin Harper

Edwin Rivera

Frank Trinh

Grace Li

Janet Chaikind

Janet Williams

Janie Jones

Dr. Kenneth Tai

Dr. Leland Luna

Lisa Mancini

Lizelle Lirio de Luna

Louise Rogers

Lucinda Dei Rossi

Dr. Maria Osmena

Mark Treat

Min Chang

Nancy Keegan

Nancy Magee

Natalie Hodgen

Natalya Alazraie

Nkia Brandt

Peter Shih

Dr. Randolph Wong

Ricky Kot

Seth Zuckerman

Simone Heron-Carmignani

Dr. Thomas Stodgel

Tyler Fong

Dr. Vincent Mason

Yogita Butani Thakur

*Member-Centered Advisory Task Force
(MCAT)*

Linnea Koopmans

Palav Babaria

...and over 150 HPSM employees!





*We have a vision that **healthy is for everyone,**
and we fight to make that possible for you.*

Founded in 1987, the Health Plan of San Mateo (HPSM) is a local non-profit health care plan that offers health coverage and a provider network to San Mateo County residents. HPSM improves the health of our members through high quality and preventive care.

www.hpsm.org