

Strategic Plan

2022 – 25

About HCA

The Health Care Authority purchases whole-person health care for nearly a third of the state's residents. We use our purchasing power to get high-quality care at the best price.

Our mission, vision, and values

Vision

A healthier Washington

Mission

Provide equitable, high-quality health care through innovative health policies and purchasing strategies.

Values



People first

We put the best interest of the people we serve and our employees first.



Diversity & inclusion

We value work and life experiences while practicing cultural humility with the people we serve and each other.



Health equity

We help ensure everyone has the opportunity to obtain whole-person health.



Innovation

We develop creative solutions and put them into action to improve our processes, systems, and services.



Stewardship

We are accountable for the use of resources entrusted to us as public servants.

Our strategic goals

1

Ensure equitable access to integrated, whole-person care

2

Achieve value-based care through aligned payments and systems

3

Build person- and community-centered systems

Goal 1

Ensure equitable access to integrated, whole-person care

We support all Washington residents in having equitable access to high-quality, culturally and linguistically appropriate care in their communities.

Strategies

- ◆ Continue developing a health system that integrates health equity, culturally and linguistically appropriate care, and social justice into all purchasing strategies to eliminate health inequities
- ◆ Use our payment and contracting levers to support a diverse health care work force that understands the needs of and has connections with the communities they are serving
- ◆ Lead and/or support innovative community-wide solutions and technology to improve access to care and allow care coordination
- ◆ Work with Health and Human Services (HHS) Coalition partners and tribal government partners to secure solutions that enhance customer experience, build efficiencies across public programs, and provide better service delivery
- ◆ Actively seek to understand and remove systematic barriers to equitable health care, including HCA program policies and processes
- ◆ Improve provider-client communication to help ensure care is person-centered
- ◆ Interact in meaningful ways with residents, partners, and advocates in rural communities to meet the unique needs of rural communities
- ◆ Use person-level demographic data and standardized social needs data to understand current inequities and adjust HCA programs to reduce those inequities



Goal 2

Achieve value-based care through aligned payments and systems

We achieve value in health and cost outcomes by purchasing through aligned payments and systems. We reward delivery systems and providers in offering high-quality, integrated care that addresses physical health, behavioral health, and health-related social needs.

Strategies

- ◆ Further integrate physical and behavioral health by fostering business process redesign at the practice level and assuring contract alignment
- ◆ Build community-based behavioral health capacity to address current needs and expand capacity to transition individuals out of institutions to their communities, divert individuals with behavioral health issues from the criminal justice system and inpatient settings, and improve home- and community-based recovery services
- ◆ Promote financing that supports population health by thinking about where people are in their lives (life stages)
- ◆ Incentivize a focus on the health impacts of adverse experiences and trauma
- ◆ Strengthen primary care through better health and community information exchange, multi-payer payment reform, and care delivery transformation
- ◆ Support development of tools and care delivery approaches to help providers succeed in delivering person-centered care. Provide more real-time data to support care decisions, interventions, and approaches to close quality gaps and reduce health inequities.
- ◆ Continue investments focusing on prevention and early-intervention activities, building capacity for downstream care
- ◆ Leverage purchasing power to drive improved performance of all HCA programs (Apple Health (Medicaid), Public Employees Benefits Board and School Employees Benefits Board programs, COFA Islander programs and Cascade Care Public Option programs) and their contracted health systems
- ◆ Simplify and standardize payment and delivery reform implementation for providers and patients
- ◆ Use data, evidence, and culturally appropriate standards in policy making
- ◆ Build transparency and accountability in health care expenditures and cost growth to improve affordability

Goal 3

Build person- and community-centered systems

We work in partnership with tribal and local governments, community-based organizations, and health and social service providers around the state to ensure clients, providers, and communities drive decisions that result in better health care.

Strategies

- ◆ Collaborate with tribal and local governments, community-based organizations, health and social service providers, and stakeholders to reflect their priorities in Goals 1 and 2
- ◆ Engage with tribes and Indian health care providers to help ensure HCA policies and programs reflect their needs and priorities
- ◆ Intentionally seek and center the voices of those we serve, including those with lived experience, to inform our policies and programs
- ◆ Train HCA employees in essential diversity, equity, and inclusion competencies so they can provide culturally humble services to Washington
- ◆ Build feedback systems to enable HCA to analyze complaints and issues so we understand how HCA and non-HCA systems create barriers. Collaborate with other organizations to remove those barriers and improve services.

