**Key Goals**

A. Achieve the Triple Aim: Better Health, Better Care, Lower Cost  
B. Excellent Customer Experience (Internal & External)  
C. Access to Quality Care  
D. National Leader in Whole-Person Health Transformation  
E. Employer of Choice  
F. Effective Management & Leveraging of Financial Resources  
G. One HCA

**Outcomes**

1. Access to right care, right time, right place  
2. Improve Quality of Health Care  
3. Constrain the Rate of Health Care Cost Growth  
4. Insurance Coverage  
5. Health System Performance  
6. Shared Decision Making with Internal & External Partners  
7. Influencing State & National Policy  
8. Attract & Retain Quality Employees  
9. Responsiveness  
10. Customer Satisfaction  
11. Accountable Management  
12. Organizational Excellence & Alignment

**Fundamentals Map**

**Facilitating Access to High Quality Services**

- Assuring beneficiaries access to healthcare in publicly/employer funded programs (e.g. underserved areas and populations)  
- Ensuring awareness & fulfillment of rights & responsibilities in publicly/employer funded programs  
- Certifying, credentialing & enrolling people, providers, programs & employers  
- Developing, ensuring & reporting on service compliance requirements  
- Managing customer needs  
- Helping people access the system  
- Supporting & educating recipients accessing our services

**Purchasing for value**

- Identifying purchasing needs  
- Developing formal requirements & requests  
- Issuing & managing procurement activities  
- Evaluating & selecting apparently successful bidders or products  
- Negotiating & executing contract terms  
- Applying evidence-based purchasing

**Improving clinical outcomes & care delivery systems**

- Ensuring quality of services delivered  
- Influencing practice transformation  
- Moving delivery systems focus towards whole-person (e.g. prevention, intervention, health maintenance & recovery)  
- Measuring & reporting on quality of care  
- Developing & implementing quality improvement strategies  
- Developing & ensuring implementation of evidence-based policies across delivery systems & communities  
- Providing clinical insight & direction  
- Ensuring new clinical interventions are evaluated for clinical benefit, safety & value

**Designing policy & programs**

- Scanning the environment for opportunities & risks  
- Conducting policy analysis & research  
- Developing health care policy  
- Coordinating consistent benefit design across programs  
- Rule-making  
- Operationalizing policies & rules  
- Innovating programs  
- Evaluating impact of policies

**Engaging our external environment**

- Responding to & informing Authorizing Environment  
- Communicating & coordinating with medical leadership of health plans for Medicaid/PEB  
- Communicating with stakeholders  
- Communicating with external partners  
- Engaging legislative process  
- Responding to information requests  
- Maintaining government to government relations with tribes  
- Engaging people with lived experience

**Supporting the HCA Workforce**

- Recruiting, retaining & succession planning  
- Training & developing staff  
- Building leadership capability at all levels  
- Ensuring a comfortable, healthy & safe work environment  
- Cultivating staff engagement  
- Continuing to improve & practicing cultural humility  
- Communicating internally  
- Optimizing workforce mobility  
- Flexibility  
- Fostering work-life balance

**Supporting integrity & transparency**

- Setting & communicating standards  
- Ensuring compliance, performance & service quality  
- Performing provider enrollment/credentialing  
- Conducting audits & reviews  
- Overseeing contract compliance & quality  
- Utilizing data analytics to ensure program integrity  
- Identifying & addressing systemic issues  
- Managing enterprise risk  
- Implementing & overseeing corrective actions

**Supporting decisions with data**

- Defining data needs & gaps  
- Acquiring actionable, accurate & available data  
- Leveraging data resources  
- Supporting decisions with Business Intelligence  
- Ensuring data integrity  
- Developing analytic capacity & competence  
- Managing data as an asset

**Managing Financial Resources**

- Identifying budget priorities & opportunities  
- Deploying financing mechanisms (grants, waivers, etc.)  
- Estimating costs/impact/financial modeling & forecasting  
- Allocating resources  
- Processing financial transactions, recoveries & recoupments  
- Ensuring compliance with state & federal financial rules & regulations  
- Monitoring financial performance  
- Reporting financial performance

**Managing technology & system resources**

- Strategizing, designing, building & deploying technology to address business needs  
- Managing technology assets  
- Providing secure framework for using technology  
- Coordinating strategy for enterprise technology & systems  
- Maximizing the return on investment for technology  
- Managing operations systems & data

**Managing Agency Planning & Performance**

- Measuring & managing enterprise performance  
- Planning & deploying strategic initiatives  
- Incorporating change management practices with agency efforts  
- Continuously improving processes  
- Reporting for accountability  
- Sustaining the management system

**Vision**

A healthier Washington

**Mission**

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

**Values**

People First  
Diversity & Inclusion  
Health Equity  
Innovation  
Stewardship

**Washington State Health Care Authority**

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