



OFFICE OF STATEWIDE HEALTH
PLANNING AND DEVELOPMENT
STRATEGIC PLAN
2013 to 2015



One OSHPD—  Working Together!



Message from the **DIRECTOR**

Highlights of the Strategic Plan

I am pleased to share with you the *Office of Statewide Health Planning and Development (OSHPD) Strategic Plan for 2013 to 2015*.

California's healthcare delivery landscape is rapidly changing with the implementation of the Affordable Care Act (ACA). The ACA's provisions touch upon most aspects of the healthcare delivery system including cost, quality and access.

OSHPD embarked on creating a new Strategic Plan to prepare for the changes ahead by assessing our current performance level and with input from our community of stakeholders. We prioritized goals and objectives, while acknowledging that opportunities, challenges, and needs may continue to change over time. Accordingly, we recognized that our Strategic Plan must be flexible allowing us to evolve and keep pace with the changing needs of California.

Our Strategic Plan touches every unit of OSHPD. It builds on the strengths of the talented and dedicated OSHPD team who strive daily to enhance health care delivery in California. It breaks down organizational silos creating a unified OSHPD working together, bound by a shared vision:

Access to Safe, Quality Healthcare Environments that Meet California's Diverse and Dynamic Needs

I invite you to review our Strategic Plan that will guide us over the next three years. We appreciate all the assistance our stakeholder community provided in helping us to develop this plan and look forward to continued feedback as we move forward together.

Very truly yours,

Robert P. David

Director

INTRODUCTION

OSHPD Core Functions

The Office of Statewide Health Planning and Development (OSHPD) is a department of the California Health and Human Services Agency (Agency). OSHPD was created in 1978 to provide the State with an enhanced understanding of the structure and function of its healthcare delivery systems. Since that time, OSHPD's role has evolved to include delivery of various services designed to advance access to safe, quality healthcare environments.

Healthcare Workforce



OSHPD's Healthcare Workforce Division administers programs designed to increase access to healthcare for underserved populations by advancing the recruitment and training of future health professionals and through grants and loan repayments that encourage health professionals to serve in these areas.

OSHPD also houses the Health Professions Education Foundation, a 501(c)(3) non-profit public benefit corporation. The Foundation also increases access to healthcare in underserved areas of California by providing scholarships, loan repayments, and programs to health professional students and graduates. In return for this support, recipients agree to provide direct patient care in medically underserved areas of California for a period of one to four years.

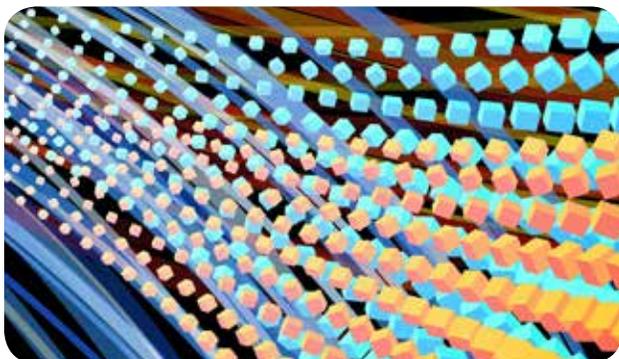
Healthcare Infrastructure and Financing



OSHPD's Facilities Development Division reviews health facility construction plans to ensure that more than 1,700 facilities containing more than 4,000 buildings with over 200,000 licensed beds meet California building codes and state seismic safety standards mandated by law. Review of ongoing construction activity ensures that building codes and fire life safety requirements are being adhered to, thereby protecting the safety of patients and healthcare workers in those facilities.

Through the Cal-Mortgage Loan Insurance Division OSHPD provides loan insurance to non-profit and public health facilities to borrow money for capital needs. This guarantee provides borrowers access to lower interest rates. Without such a guarantee, many of these facilities could not arrange the financing required to serve their communities.

Healthcare Data and Reporting



OSHPD's Healthcare Information Division collects specified data from nearly 5,000 licensed healthcare facilities and makes the data relating to financial performance, utilization, patient characteristics, and services provided available to the public. The division publishes risk-adjusted hospital and physician quality (outcome) ratings for heart surgery and other procedures and conducts numerous studies on health topics, such as preventable hospital admissions and readmissions, trends in care, and racial/ethnic disparities, among others.

THE STRATEGIC PLANNING PROCESS

Given the complexity of OSHPD's programs, the diversity of OSHPD's stakeholders and constituents, and the rapidly changing healthcare landscape, OSHPD assessed its existing programs and processes. It acknowledged its internal strengths and weaknesses and identified opportunities and threats to best prepare the department to meet California's future needs. OSHPD also reached out to a diverse group of its stakeholder community to further refine its assessment. The resulting effort, the *OSHPD Strategic Plan – 2013 to 2015*, serves as a guide to build on the department's strengths, focus on shared goals and objectives deemed priorities by internal and external partners, and to provide an implementation road-map for success.

The collaborative effort resulted in a new vision and mission, along with goals and values that best supported the internal and external OSHPD community. The strategic plan touches every unit of OSHPD. It builds on the strengths of the dedicated OSHPD team who, with the commitment to shared values that include service, respect, and teamwork, among others, strive daily to enhance health care delivery in California. The updated vision contemplates a broader role for OSHPD with the expanded need for services that will result under the Affordable Care Act. Under the Plan, operational silos diminish and the department embraces the concept that shared efforts contribute to shared success.

The strategic planning effort included the following steps:

Visualize

This first step involved gathering feedback from the internal employee community and the external stakeholder community reassessing OSHPD's existing performance and future expectations. Beginning with this end in mind, OSHPD developed its vision and mission statements.

Organize

This step analyzed OSHPD's resources and risks to see how they could be organized and managed to support the vision and mission. Strategic goals were defined that support a balanced scorecard approach and each goal was further refined into objectives that are essential to advancing OSHPD's strategic effort.

Prioritize

High-level objectives were refined into key performance indicators to guide strategic decision making. Goal stewards were identified and each translated the efforts into priorities for 2013 with a performance dashboard wherein achievements can be measured and adjusted to progressively move toward the long range mission. In addition, OSHPD identified strategic initiatives, both current and future, and captured and prioritized them into an enterprise project portfolio. The project portfolio will allow OSHPD to strategically invest its limited resources to accelerate the delivery of value to its community and reduce the risk of lost productivity from excessive shifting from one priority to another.

Actualize

An implementation plan was developed to translate prioritized projects into a series of well-defined, clearly led initiatives. With a clear, shared vision, each division is charged with aligning its actions to provide the products and services that will meet OSHPD's strategic goals. Action items also include systematic changes and structural improvements as needed to position OSHPD to best serve the future needs of the community it serves.

Revise

The strategic plan was drafted to accommodate the need for revision to stay relevant and timely given California's dynamic healthcare, political, and economic environment. The OSHPD team developed a governance process to ensure ongoing, collaborative, and transparent assessment of the performance so that strategies can be adapted to meet changing conditions.

INTERNAL AND EXTERNAL ASSESSMENT

The strategic planning process included seeking input from OSHPD employees and external stakeholders. Five internal focus groups representing various professional levels and locations were convened and all employees were surveyed to glean employee views on OSHPD strengths, weaknesses and opportunities.

Twenty external stakeholders were interviewed and major stakeholders were surveyed to assess the external perspective of the value of OSHPD’s services, its internal strengths and weaknesses and external opportunities and challenges. With the collective assessment of the internal and external landscape, OSHPD was better able to shape the direction of the Strategic Plan and target meaningful goals that would advance OSHPD’s ability to meet California’s needs.

OSHPD COMMUNITY MAP

The OSHPD Community Map depicted in Figure 1 illustrates that OSHPD can only achieve its vision by working closely with its private and public stakeholders. Ultimately, OSHPD exists to serve the diverse and dynamic needs of Californians.

Figure 1
OSHPD Community Map



Community Name	Includes these members of the community
OSHPD Community	All the talented and committed employees of OSHPD.
Workforce Developers & Students	The students, faculty and trainers, as well as the advocates, associations and employers who are committed to expanding the quality and diversity of health professionals.
Data Providers & Consumers	All the data providers who capture and contribute relevant data to OSHPD and the consumers of that data and information from OSHPD.
Providers	The health professionals and entities that deliver, manage and support healthcare environments.
Finance, Design & Construction Professionals	The professionals that plan, finance, design, build, inspect and maintain healthcare environments.
Public Service Partners	All state, local and federal government agencies and departments, licensing, service providers, hospital districts and the Legislature, that contribute to creating healthcare environments.
Business Support Partners	All business partners that support OSHPD in meeting its mission.

OSHPD STRATEGY MAP

The OSHPD Strategy Map reflected in Figure 2 illustrates the different strategic areas that guide OSHPD in pursuit of its vision. OSHPD’s success is built from the bottom up on a strong foundation of core values. OSHPD team members contribute to OSHPD’s success on a daily basis by providing a product or supporting a service. OSHPD continuously invests in improvements to these products and services through projects. Projects are temporary efforts so OSHPD as a whole can deliver more value to Californians.

When the OSHPD team makes decisions about its work, it seeks to optimize the balance among four strategic goals. As fiscal stewards of public resources, OSHPD makes wise decisions on how to invest in its people, processes and technology. These investments foster a dynamic OSHPD community and advance OSHPD’s operational excellence. These come together so that the organization can provide valuable public services for today and tomorrow.

The results of OSHPD’s day-to-day decisions are assessed against the overriding mission: will it help OSHPD advance safe, quality healthcare environments through innovative and responsive services and information, specifically in the four key areas indicated? Ultimately through strategic decision making and management, OSHPD will achieve its vision of access to safe, quality healthcare environments that meet California’s diverse and dynamic needs.

Figure 2
OSHPD Strategy Map



OSHPD VISION

A vision describes the destination or outcome that is achieved when an organization is successful. OSHPD's vision is focused on how the organization makes a difference in the lives of Californians. Each word in the vision was carefully chosen with a specific intention.

Access to Safe, Quality Healthcare Environments that Meet California's Diverse and Dynamic Needs

Access: Californians can get the kind of care where, when and from whom they need it.

Safe: Californians can trust that they and their families will be protected when receiving care.

Quality: Californians can experience competent care based on evidence driven information.

Healthcare: Healthcare includes restoring and sustaining people's fundamental physical, mental, emotional and social well-being.

Environments: More than the buildings or facilities, the environment represents the collective interaction of facilities, information, services and professionals as a whole healthcare ecosystem.

That Meet: In these challenging economic and regulatory times, the focus is on meeting commitments.

California's: Californians, visitors, families, communities and organizations who OSHPD directly and indirectly serves.

Diverse: Different cultures, personalities, physiologies, philosophies, values and beliefs.

Dynamic: A world that is continuously evolving, often in unpredictable ways.

Needs: Optimizing investments by prioritizing the most crucial and valuable opportunities.

Every member of the OSHPD community is both a beneficiary and a contributor to OSHPD's success. All Californians benefit. Sooner or later, everyone relies on access to safe, quality healthcare environments, including individuals, families and communities. OSHPD makes a difference in the lives of its team members as well as those in the community.

OSHPD MISSION

A mission describes an organization's overall purpose and what it does. OSHPD's mission defines what is common in what the OSHPD team does. The mission is focused on how all OSHPD employees across all divisions share a common goal.

OSHPD Advances Safe, Quality Healthcare Environments Through Innovative and Responsive Services and Information that:

- Finance Emerging Needs
- Support Informed Decisions
- Ensure Safe Facilities
- Cultivate a Dynamic Workforce

Each word of the mission has a specific intention. The first section shows that OSHPD is taking a proactive role in achieving the vision.

Advances: OSHPD can strongly and positively influence progress, even though it may not have direct control.

There are two key qualifiers for the caliber of work that OSHPD provides.

Innovative: OSHPD is a leader that creates more valuable solutions by taking intelligent risks.

Responsive: OSHPD delivers solutions that are relevant and timely with the needs of its stakeholders.

There are two major categories of work that OSHPD provides.

Services: OSHPD provides various services to enhance the value of health care for Californians.

Information: OSHPD facilitates and accelerates the exchange of trusted data and information products.

The work that OSHPD does contributes to four categories of outcomes.

Finance emerging needs: OSHPD nurtures the development of future facilities that serve expanding healthcare demand.

Ensure safe facilities: OSHPD's oversight and guidance reduces risks that could jeopardize patient safety.

Support informed decisions: OSHPD's network of researchers and distribution of information improves evidence based decision making.

Cultivate a Dynamic Workforce: OSHPD's products and services expand the pool of qualified professionals and their breadth of competencies.

VALUES

The values provide the foundation for how OSHPD engages with stakeholders and how its team members work together to deliver products and services to achieve the vision.

Accountability

Willingness to accept responsibility for ones actions

As a government agency, OSHPD is held accountable for its actions. In fact, this "Accountability" is one of the prime factors that separate governmental from private sector organizations. OSHPD is accountable to the people of California, as well as to their representatives, including the Governor and members of the Legislature. OSHPD is also accountable to those who depend on its services, such as healthcare facilities and health professionals, to name two examples. This accountability generates certain expectations for OSHPD's actions.

Communication

The sharing of information

"Communication" means that it is important for OSHPD to effectively and reliably transmit information both internally and externally. It also emphasizes that at OSHPD, communication is "two-way" in nature. OSHPD is a national leader in communication as portrayed by its commitment to making healthcare information available to the public. An example of this is found in OSHPD's hospital financial and utilization reports that are considered to be confidential in many states.

Community

A unified body of individuals

OSHPD embraces a culture where instead of many divisions geographically disbursed working on their own, it is one department coming together to serve its clients and the people of California. OSHPD is a community comprised of unique individuals with special roles and talents who are unified by an identity that is greater than the sum of its parts. This "Community" value is a new value for OSHPD and enhances and supports other areas of OSHPD's strategic planning effort. In the Community Map, OSHPD has formally named the OSHPD team as the "OSHPD Community." The Rallying Cry, "One OSHPD – Working Together," which provides energy for OSHPD's initial efforts toward implementation of its strategic plan, also emphasizes the importance of this new value and the need to work as one organization.

Innovation**A new idea, method or device**

“Innovation” typifies what OSHPD does. For example, OSHPD’s Cal-Mortgage Program and Health Professions Education Foundation are healthcare accessibility extenders that are unique in state government. OSHPD’s Facilities Development Division is known throughout the world for its cutting edge work on health facility structural and functional safety. Although OSHPD is not the only state department in the nation that collects or analyzes health data, many consider OSHPD’s Healthcare Information Division to be the best at what it does. OSHPD’s Healthcare Workforce Development Division has also garnered repeated accolades for leading the nation in a proactive effort to develop the health workforce.

Integrity**To adhere firmly to a code of moral values**

“Integrity” is a very important value for a governmental organization. The dictionary includes the definition: firm adherence to a code of especially moral or artistic values, i.e. incorruptibility. At OSHPD, with regard to both internal operations and external relationships, integrity is our cornerstone. Integrity also means that OSHPD can be counted on to always perform in a consistent and fair manner.

Professionalism**Aspiring qualities that mark a profession or agency**

“Professionalism” means high standards, self-accountability, and responsibility. Other identified characteristics of professionalism include the need to maintain an ongoing educational process, dedication, and awareness of professional norms in order to achieve a consistency of performance. Put another way, OSHPD team members can be relied upon to always perform in a uniformly excellent manner by continually improving their capabilities and competencies.

Respect**To consider worthy of high regard**

“Respect” is a value that OSHPD team members use to guide their work on a daily basis. Respect has meaning for both internal relationships with each other and external relationships with OSHPD’s constituents. Each operating unit within OSHPD has a set of clients who utilize OSHPD’s services. Despite the enormous volume of interactions, OSHPD has rarely (indeed almost never) received complaints about the way OSHPD’s team members treat its clients.

Service**A contribution to the welfare of others**

OSHPD is essentially a “Service” organization, providing services for its clients and the California public. These services include the efficient processing of approvals for health facility construction and the collection and dissemination of information from healthcare providers along with many other services OSHPD provides. OSHPD is recognized for its service quality and consistency. OSHPD is committed to maintaining and even improving upon this level of achievement, which is a demanding but achievable goal.

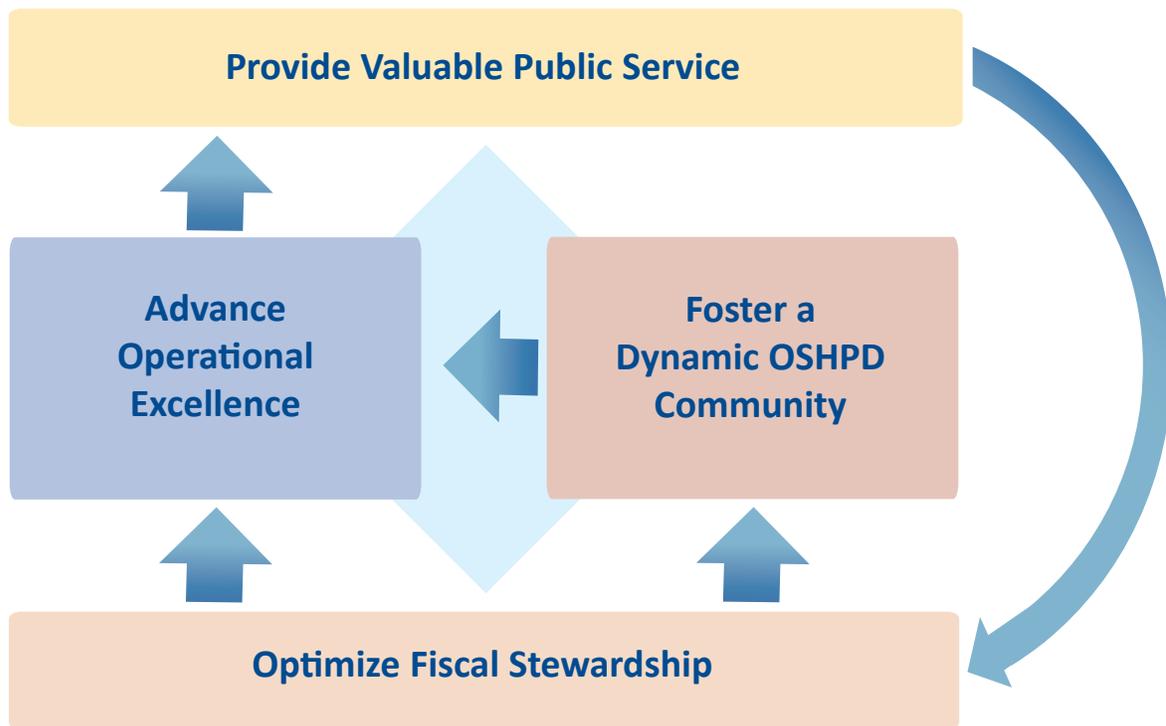
Teamwork**Each doing a part for the whole good**

OSHPD works as a team of many teams. A team-based approach allows the organization to synergistically apply its various strengths and technical competencies. An illustration of this comes from the Facilities Development Division where a team comprised of structural engineers, electrical engineers, mechanical engineers, fire-life safety officers, architects, compliance officers, and others must work together at multiple points in time to review and approve new construction for California’s hospitals and skilled nursing facilities. Another example is the Healthcare Information Resource Center where a group of creative and dedicated professionals work together to respond creatively to requests for information or data.

STRATEGIC GOALS

To achieve the vision and mission, OSHPD must balance its performance across four strategic goals identified below in Figure 3. The blue diamond in the background represents the strategic and day-to-day decisions that are made with these goals in mind. Each goal is important to OSHPD’s overall success. All of them need to meet a threshold level of performance. There are also trade-offs between the goals. Over- or under-emphasizing any particular goal has an associated impact on all other goals. Therefore, OSHPD cannot maximize all of them all of the time. As conditions change, OSHPD can adjust its emphasis in the short-term to get the desired long-term results.

Figure 3
Balanced Strategic Goals



STRATEGIC OBJECTIVES

For each of the balanced goals, OSHPD defined specific objectives for the first 12 to 16 months of implementation of the Strategic Plan. The objectives are incremental steps in achieving the larger goal. OSHPD will continually monitor its progress in achieving its goals and objectives and, as needed, revise the initial objectives.

GOAL	Provide Valuable Public Service
Objectives	<ol style="list-style-type: none"> 1. Ensure OSHPD community is aware of the products and services offered by all divisions 2. Ensure products and services are accessible, promoted and meet customer needs 3. Conduct regular outreach to gain feedback from external stakeholders

GOAL	Advance Operational Excellence
Objectives	<ol style="list-style-type: none"> 1. Manage internal commitments to deploy resources more efficiently 2. Prioritize highest value opportunities to improve process performance 3. Implement a steady series of process improvements that target critical bottlenecks 4. Establish and publish performance measures to monitor continuous improvement

GOAL	Foster a Dynamic OSHPD Community
Objectives	<ol style="list-style-type: none"> 1. Build a culture of learning and growth 2. Improve capacity to lead and embrace change 3. Improve executive and manager leadership 4. Foster fundamental knowledge, skills and abilities within the OSHPD community 5. Improve relevant communication between OSHPD divisions 6. Promote open, two-way communication within all levels of the OSHPD community 7. Continue to honor OSHPD values

GOAL	Optimize Fiscal Stewardship
Objectives	<ol style="list-style-type: none"> 1. Leverage purchasing power by consolidating service and supply contracts 2. Eliminate waste and improve fiscal efficiency and accountability 3. Increase fiscal awareness to enable informed and transparent decision-making 4. Evaluate fees and services alignment

THE ROAD AHEAD



By 2015, OSHPD has shaped its products and services to be responsive to a healthcare system that has been redefined under the Affordable Care Act. OSHPD's people, processes and technology are operating at peak performance based on strategic long-term investments and continuous incremental improvements. OSHPD is providing enhanced value and access to safe, quality healthcare environments that meet California's diverse and dynamic needs.

People often overestimate what they can do in a year. But people also tend to underestimate what they can accomplish over time. The road to 2015 begins now. Together we are on the path to the future.



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