



HCAi

Department of Health Care
Access and Information

STRATEGIC PLAN

2023-2025

Message from the Director

In 2021, the Office of Statewide Health Planning and Development transitioned to the Department of Health Care Access and Information (HCAI). Since that organization-defining moment, we have seen our portfolio of programs grow in size and scope.

I'm pleased to share with you HCAI's Strategic Plan for 2023-2025, which lays the foundation for how we work as HCAI. This plan builds on our newly defined mission and vision as we continue to deliver valuable public service in the areas of resilient health care facilities, actionable healthcare data, more affordable healthcare and a health workforce that reflects California's diversity.

At the heart of our work is a focus on advancing racial and health equity by integrating and promoting equity throughout HCAI's workplace and our programs.

As I look ahead, I am energized about the impact we will have together. I invite you to review the Strategic Plan that will guide us over the next three years.

Sincerely,



Elizabeth Landsberg
Director



HCAI Strategic Plan 2023-2025

MISSION

HCAI expands equitable access to quality, affordable health care for all Californians through resilient facilities, actionable information, and the health workforce each community needs.

VISION

A healthier California where all receive equitable, affordable, and quality health care.

OVERVIEW

HCAI was established in 1978 as OSHPD—the Office of Statewide Health Planning and Development—to advance healthcare accessibility within California. As its portfolio expanded, it transitioned to the Department of Health Care Access and Information (HCAI) in 2021, offering programs including:

Facilities

Monitor the construction, renovation, and seismic safety of California’s hospitals and skilled nursing facilities.

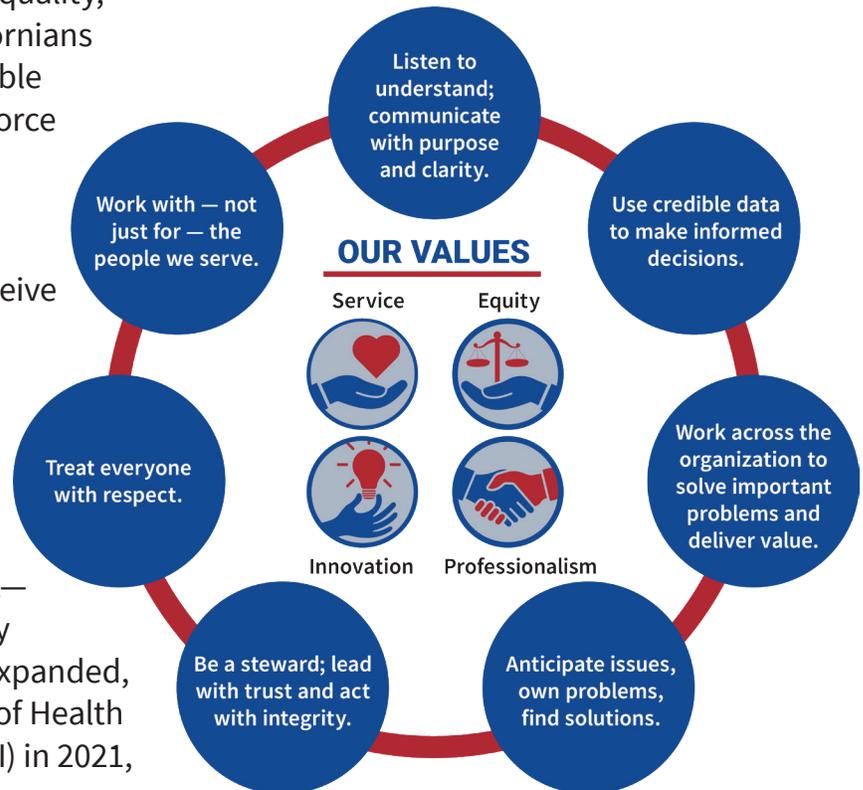
Financing

Provide loan insurance for non-profit healthcare facilities to develop or expand services.

Workforce

Promote a culturally competent and linguistically diverse health workforce.

GUIDING PRINCIPLES



Data

Collect, manage, analyze, and report information about California’s healthcare landscape.

Affordability

Improve health care affordability through data analysis, spending targets, and measures to advance value. Enforce hospital billing protections, and provide generic drugs at a low, transparent price.

Goals

Each HCAI Office implements an Operational Plan to achieve these goals:

Deliver valuable public service

Deliver timely, quality customer service and experience.

Prioritize transparency and communication with clients.

Integrate and promote equity throughout HCAI

Recruit, develop, and retain a diverse workforce.

Operate from a shared understanding of equity.

Promote health equity through our program work.

Promote an inclusive HCAI community of professional learning and growth

Increase messaging, recognition, and employee understanding of HCAI work and impact.

Prioritize individual professional development through plans, feedback, support, and mentoring.

Expand HCAI's training program and opportunities.

Maximize operational efficiency and effectiveness through Innovation

Prioritize recruitment and onboarding.

Enhance procurement, budget, and accounting processes.

Innovate methods, patterns, and practices of work.

Optimize fiscal stewardship and transparency

Align services, expectations, capacities, and revenues.

Maximize resource allocation.

Advance timely transparency of financial information.

Community Map

Our community map represents how HCAI works closely with its private and public stakeholders to achieve its vision to serve the dynamic and diverse needs of Californians.

Starting from the center, the **Community** represents all the talented and committed employees of the department. Externally are the **Data Providers and Consumers**. This includes providers who capture and contribute relevant data to the department and consumers of this data.

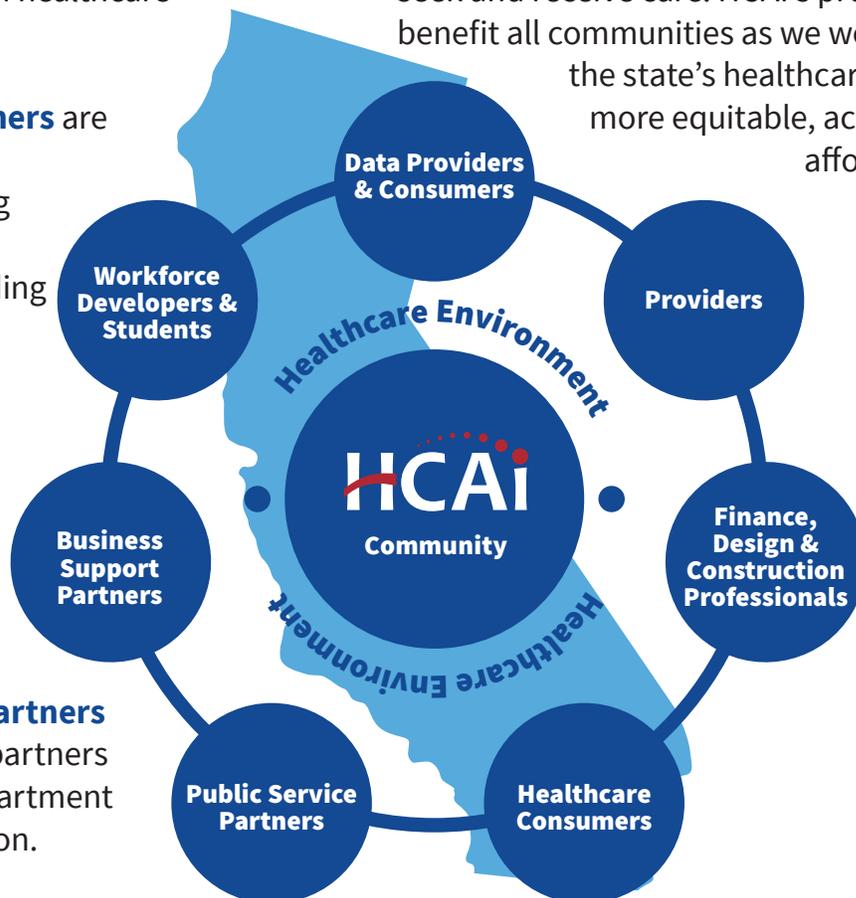
Providers are the health professionals and entities that deliver, manage, and support healthcare environments. **Finance, Design, and Construction Professionals** plan, build, inspect, and maintain healthcare environments.

Public Service Partners are public entities that contribute to creating healthcare environments, including all state, local, and federal government agencies and departments; licensing and service providers; hospital districts; and the State Legislature.

Business Support Partners include all business partners that support the department in achieving its mission.

Workforce Developers and Students include the students, faculty, trainers' advocates, associations, and employers who are committed to expanding the quality and diversity of health professionals and organizations. By working closely with internal and external stakeholders, the department can fulfill its mission to advance safe, quality healthcare environments for all Californians.

Healthcare Consumers are Californians who seek and receive care. HCAI's programs benefit all communities as we work to make the state's healthcare landscape more equitable, accessible, and affordable for all.



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