



DHS SPOTLIGHT

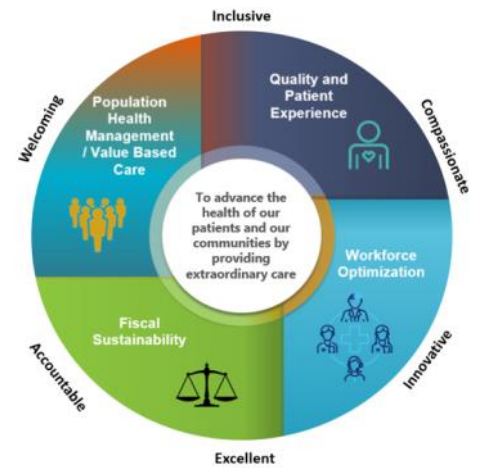
DHS Strategic Plan

December 2019

Why is the DHS Strategic Plan important?

Our strategic plan provides a collective focus on who we are, what is important now, and how we as an organization can provide positive outcomes and benefits to the residents of LA County, in the context of a healthcare environment that presents both significant challenges and opportunities.

- DHS exists to serve our patients so our communities can flourish. Our history is rooted in a commitment to be of service to all those within Los Angeles County who need health services, regardless of who they are, where they are from, or how much money they make.
- As healthcare becomes more dependent on value-based, cost effective care models, and with the restructuring of Medi-Cal, our funding sources continue to evolve.
- Our financing environment is dynamic and uncertain, and informed by ongoing changes at every level of government.
- Expanded coverage under healthcare reform has provided patients with more choices, and we must meet their needs and expectations in order to ensure that they experience DHS as the best place to receive care and services.
- The importance of how we care for our patients across the system is critical. How we coordinate, communicate, and leverage resources across all our different venues will ensure that we are meeting the overall health needs of our patients.
- As part of the strategic planning work, we revised our Vision, Values and Mission to better reflect why we are here, the principles that guide our behaviors and what we want to become in a clear, meaningful way.



What is the DHS Strategic Plan?

Our strategic plan aims to unify our health system together in a shared Vision, Values, Mission and Goals.

Our Vision is our future state, to achieve in the next decade or so: “Recognized nationally as a model integrated health system.”

Our Values and Mission are timeless. Our Mission is “to advance the health of our patients and our communities by providing extraordinary care.” Our Values that will guide all of our decisions and actions are: Inclusive, Compassionate, Innovative, Excellent, Accountable and Welcoming.

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(Cont'd from front)

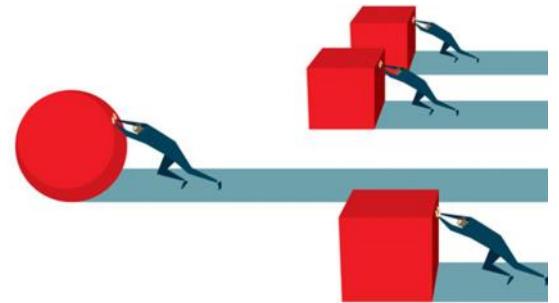
To achieve our mission, we have identified four major goals that we will need to advance over the next three to five years:

- Population Health/Value-Based Care: Transform our system and services to provide cost-effective care of the whole patient across the continuum.
- Quality and Patient Experience: Optimize clinical quality and patient experience.
- Workforce Optimization: Establish a high-performing workforce.
- Fiscal Sustainability: Ensure financial viability in support of our vision.



What is the impact?

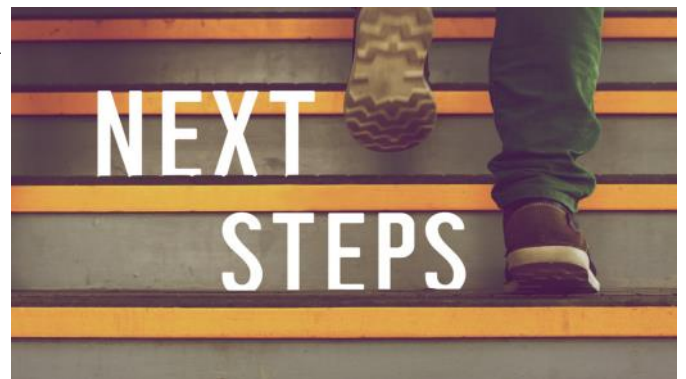
Our plan provides a roadmap for how to navigate our complex and evolving healthcare environment. It provides a powerful, unifying vision to unite all of us across our organization. It grounds us in the values that matter to us, our patients and our communities. It focuses us on the key goals, objectives and initiatives that will help us to achieve that vision and fulfill our important mission.



Where do we go from here?

It's important that our entire workforce understand our plan and their role in advancing it. We will be utilizing multiple communication channels to build awareness, understanding and excitement, including holding town hall meetings at various DHS facilities to invite further dialogue about the plan and how each of us can contribute to bringing it to life.

Learning about the plan will continue as we work collectively to implement it and achieve its goals. We will monitor our progress toward our goals, celebrate our achievements, make course corrections as needed and integrate all of these learnings as we move forward.



Achieving our vision and goals will require that each of us bring all of our talents, efforts and insights to our work every day. Talk to your colleagues about our plan and what it means to them, and to you. Identify ways in which your team's work aligns with the plan's goals and objectives. Seek opportunities to collaborate across roles, departments, facilities and disciplines. If we all work together, we can make an enormous impact for ourselves, our patients and our communities.

Acknowledgments

Thanks to the DHS Executive Leadership Team for your leadership in authoring this plan and to all the stakeholders who contributed ideas and feedback as it was created.



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For more information on this publication, contact communications@dhs.lacounty.gov