

Over the next 6 months and in preparation for Alameda County Health Care for the Homeless (HCH) Federal HRSA Operational Site Visit in August 2018, HCH is conducting a strategic planning process to determine the direction, scope, and focus of operations of the program.

Our strategic planning process is structured in 3 phases:

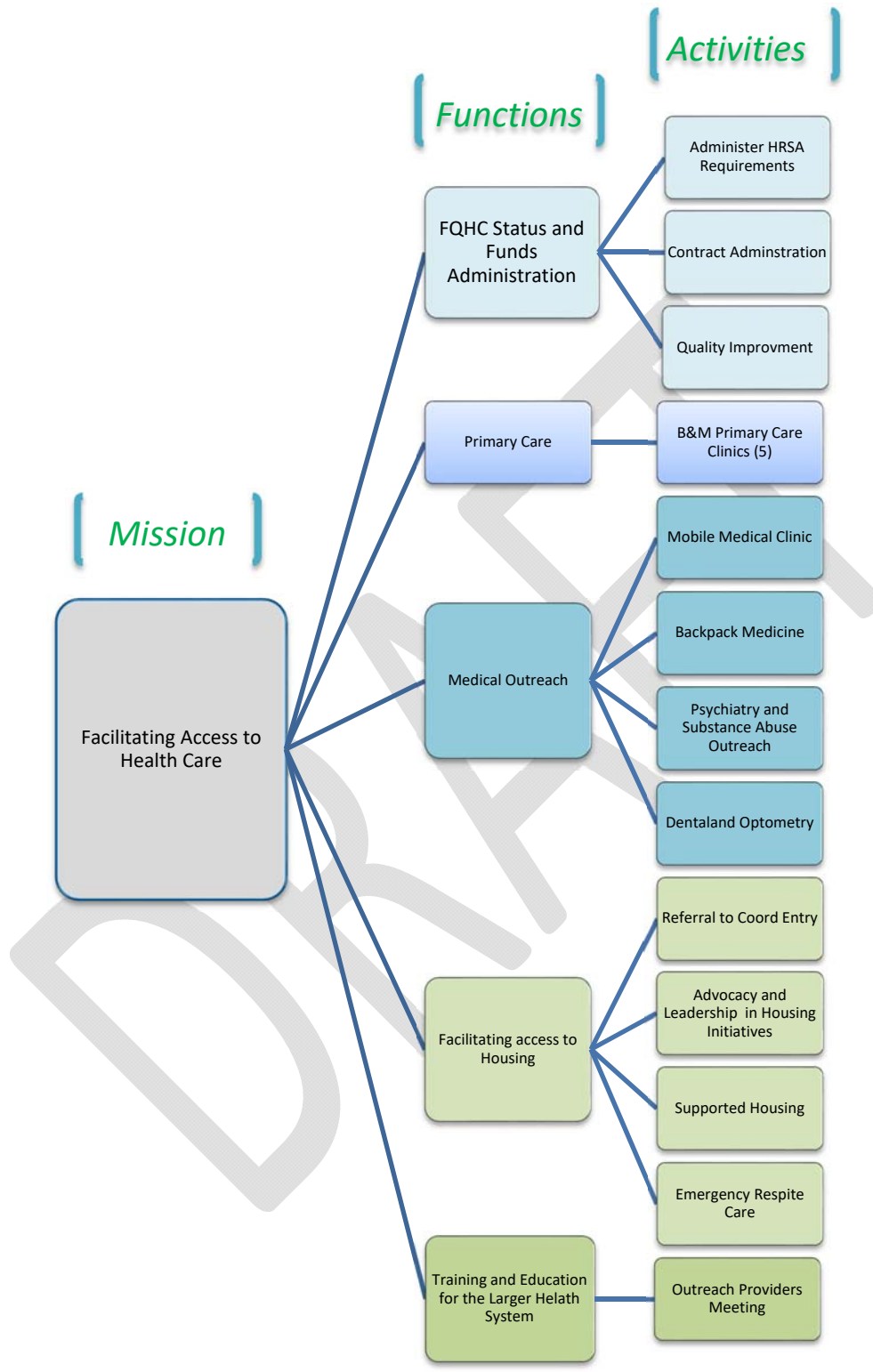
1. The first phase is a comparative analysis of other HCH programs in the Bay Area and throughout the state. The goal of this analysis is to determine what role and functions the most effective HCH programs play in their respective communities and to gather examples of best practices in the use of HCH funding.
2. The second phase of our process comprises a survey of key stakeholders within Alameda County. The survey functions both as a needs assessment and a forum to identify HCH's strengths, weaknesses, and opportunities for improvement and development.
3. The third phase will synthesize the information gathered and culminate in a HCH work plan detailing steps necessary to implement our clarified goals and priorities.

**Alameda County Health Care for the Homeless
Strategic Planning Timeline
October 2017-November 2018**

Objective	Outcome	Timeline
Clarify HCH Initiative Structure and Process	Deliver Draft Work Plan	10/1/2017
Establish Understanding of HCH's Current Operations, Contracts and Past Agency Evaluations	ID/Deliver working visual representation	11/1/2017
Review, develop and articulate a mission statement for AC HCH	Analysis of other Bay Area HCH Programs Missions and Key Functions	12/1/2017
	Achieve Key Stakeholder Consensus on HCH's Definition of Health Care and Agency's Mission	12/19/2017
	Final Mission Statement Approval	1/12/2017
Develop a Vision Statement reflecting our Mission Achieved	Vision Statement Drafted	12/22/2017
Develop Goals to Guide Implementation of our Mission with Stakeholder Input	Develop Structure and Content for Stakeholder Input	12/22/2017
	Stakeholder Survey, Interview and Events Period	1/29/18-2/19/18
	Report and Analysis of Data Gathered	2/26/2018
	Develop and Prioritize Agency Goals and Timeframe	3/5/2018
Develop Implementation Action plan for HCH Goals	Complete Phase II Implementation Work Plan	3/12/2018

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Create structures and processes to improve effectiveness and efficiency of HCH	Identify RBA Measures and Data to be Collected	3/5/18-4/2/18
	Dashboard Created/Operational	
	Develop Quality Improvement Structure and Membership	
	New Meeting Schedule aligned with Mission/Priorities	
Staffing and Personnel	Evaluate Current Staffing Model	3/15/18-7/1/18
	Evaluate Growth Opportunity Internally Vs Externally	
	Hone/Develop internal Org Chart and reporting structure	
Establish HCH Role in the Homeless Services System	Solidify HCH Areas of Expertise	4/2/18-7/1/18
	Develop Strategy and Marketing Materials to Communicate HCH Functions, Role, Available Resources and Scope	
	Strengthen and build collaborative relationships among agencies serving the homeless	
Implementation of Agency Work Plan and Establish Mechanisms for Sustainability	Cohesive, Coordinated and Consistent Agency Functions Honed and Operational	3/5/18-7/1/19



In-County Stakeholder Interview Format (Contracted/Collaborating Providers)

Goal:

- ✓ To ascertain stakeholder's perspective on what HCH functions and activities should be expanded/developed
- ✓ To learn stakeholder's perspective about relationship with HCH as a contractor

1. Brief Orientation to HCH

- a. Primary Care
 - i. HRSA Sub-recipient agreement/FQHC status
 - 1. Primary Care Clinics (5)
 - ii. Trust
- b. Medical/AOD Health Outreach (Contracted/Prog Operated Services)
 - i. Mobile Medical Clinic (Prog Operated)
 - ii. Backpack/Street Medicine (Contracted)
 - iii. Substance Abuse Outreach (Contracted)
 - iv. Dental/Optometry (Contracted)
- c. Outreach Provider Training and Education

2. Qualitative Data

- a. What critical gaps do you see in the county health system serving the homeless?
- b. What HCH network services have you had contact with?
- c. What are HCH greatest strengths?
- d. What HCH's greatest weaknesses?
- e. Which of the activities mentioned are most important in increasing health outcomes for homeless individuals?
- f. Are there activities related to the role of HCH (facilitating access to health care) that you feel are missing all together from the list?
- g. In what ways can HCH support collaboration between providers in addressing homeless individual's health needs?
- h. In what ways can HCH support coordination of health services for homeless individuals in the county?
- i. (Contractors) What does HCH do well as a contracting entity?
- j. (Contractors) What opportunities do you see to strengthen HCH's relationship with contractors?

In-County Stakeholder Interview Format (Leadership)

Goals:

- ✓ To ascertain stakeholder's perspective on which HCH functions/activities (existing and new) should be expanded and will be supported.
- ✓ To ascertain how HCH can support interdepartmental coordination to increase health outcomes for the homeless.

1. Based on your knowledge of HCH, what do you think we do well?

2. Brief Orientation to HCH

a. Primary Care

i. HRSA Sub-recipient agreement/FQHC status

1. Primary Care Clinics (5)

ii. Trust

b. Medical/AOD Health Outreach (Contracted/Prog Operated Services)

i. Mobile Medical Clinic (Prog Operated)

ii. Backpack/Street Medicine (Contracted)

iii. Substance Abuse Outreach (Contracted)

iv. Dental Care (Contracted)

c. Outreach Provider Training and Education

3. Qualitative Data

a. What critical gaps do you see in the county health system serving the homeless?

b. Which of the activities mentioned do you feel are most important in meeting the health care needs of the homeless?

c. Which of the activities mentioned are most important in meeting the needs of the population you serve or issues your department addresses?

d. Are there activities related to the role of HCH that you feel are missing all together from the list?

e. In what ways can HCH support inter-departmental collaboration to provide health services in the county?

f. In what ways can HCH support coordination of health services for homeless individuals in the county?