

**HEALTH RESOURCES
AND
SERVICES ADMINISTRATION**

**STRATEGIC PLAN
FY 2016-FY 2018**

INTRODUCTION

The Health Resources and Services Administration (HRSA), an Agency of the U.S. Department of Health and Human Services, is the primary federal agency for improving access to health care for the tens of millions of Americans who, for a variety of reasons, are medically underserved or face barriers to needed care. This *Strategic Plan FY 2016-FY 2018* is a blueprint for HRSA as it addresses ongoing access and service delivery issues in the context of an evolving healthcare system. The Plan reflects the Agency's commitment to build upon past successes while advancing its mission to improve health and achieve health equity through access to quality services, a skilled health workforce and innovative programs. The Strategic Plan sets forth five mission-critical goals:

Goal 1: Improve Access to Quality Health Care and Services

Goal 2: Strengthen the Health Workforce

Goal 3: Build Healthy Communities

Goal 4: Improve Health Equity

Goal 5: Strengthen HRSA Program Management and Operations

Because of their continuing relevance the first four goals are the same as those in HRSA's *Strategic Plan 2010-2015*. A fifth goal has been added to focus on improving and strengthening operational and programmatic efficiency and effectiveness.

For each of these goals, objectives and strategies are outlined. Given the broad range and complexity of HRSA's programs, the Plan is not an inventory of all objectives HRSA will pursue or all actions that it will undertake. Instead, the Plan presents *priority* objectives reflecting important changes and outcomes that HRSA hopes to achieve, and *key* strategies that indicate the main approaches the Agency intends to take to meet these objectives. The Plan also identifies *key* performance measures that will be used to track and evaluate progress toward meeting the Agency's goals.

The Strategic Plan will help inform program- and operational-level planning and resource allocation decisions over the next three years. It aligns with the Department of Health and Human Services' *Strategic Plan 2014-2018*. The HRSA plan is a dynamic document to which changes may be made as HRSA adjusts to new circumstances, while keeping its focus on meeting the needs of the communities and individuals it serves and ensuring effective use of taxpayer dollars.

HRSA VISION

Healthy Communities, Healthy People

MISSION

To improve health and achieve health equity through access to quality services, a skilled health workforce and innovative programs

GOALS

Improve Access to Quality Health Care and Services

Strengthen the Health Workforce

Build Healthy Communities

Improve Health Equity

Strengthen HRSA Program Management and Operations

OBJECTIVES AND STRATEGIES

GOAL 1: IMPROVE ACCESS TO QUALITY HEALTH CARE AND SERVICES

Objective 1.1: Increase the capacity and strength of the healthcare safety net.

How We Will Accomplish Our Objective:

- ❖ Support an increase in the number of healthcare access points to expand the availability of services to underserved, disadvantaged, geographically isolated, and special needs populations.
- ❖ Facilitate and support the recruitment, placement, and retention of primary care and other providers in underserved communities (including through telehealth) in order to address shortages and improve access to care.
- ❖ Provide technical assistance to safety-net organizations in order to ensure their financial and operational health and sustainability.
- ❖ Strengthen healthcare and related systems and networks through funding, policy development, and other levers to build and support an effective service delivery infrastructure.

Objective 1.2: Improve the quality and efficacy of the healthcare safety net.

How We Will Accomplish Our Objective:

- ❖ Provide technical assistance and other supports to providers and care systems to ensure that persons served by HRSA programs receive quality care across their life-span through comprehensive, integrated, and patient-/family-centered medical/health homes.
- ❖ Provide performance-based awards to grantees that demonstrate improved patient outcomes as reflected by their clinical quality measures, and assist safety-net providers in quality measurement and reporting.
- ❖ Promote efforts of HRSA-funded healthcare providers to achieve Meaningful Use Standards in order to further the optimal use of health information technology.
- ❖ Work with safety-net providers, networks, and systems to promote their assessment of and potential participation in value-based healthcare payment systems.

- ❖ Establish and evaluate formal learning and action collaboratives among HRSA grantees and other stakeholders in order to advance learning, enhance quality of care, and achieve system-wide improvements.

Objective 1.3: Increase enrollment in and utilization of health insurance through Medicaid, CHIP, and the Health Insurance Marketplace.

How We Will Accomplish Our Objective:

- ❖ Provide funding, technical assistance, and other resources for health coverage outreach, education, and enrollment activities of HRSA grantees and other stakeholders.
- ❖ Disseminate culturally and linguistically appropriate information and educate HRSA grantees and other stakeholders in order to aid them in helping underserved populations better understand how to utilize healthcare coverage, understand benefits, and connect to primary care and preventive services.
- ❖ Document and share lessons learned from outreach, education, and enrollment activities.

GOAL 2: STRENGTHEN THE HEALTH WORKFORCE

Objective 2.1: Advance the competencies of the healthcare and public health workforce.

How We Will Accomplish Our Objective:

- ❖ Support curriculum development and the training of health professionals to ensure the learning, enhancement, and updating of essential knowledge and skills.
- ❖ Support training and other activities that enhance the health workforce's competency in providing culturally and linguistically appropriate care.
- ❖ Expand the number and type of training and technical assistance opportunities that educate students and providers to work in interprofessional teams and participate in practice transformations.
- ❖ Support technical assistance, training, and other opportunities to help safety-net providers expand, coordinate, and effectively use health information technology to support service delivery and quality improvement.
- ❖ Provide information and technical assistance to ensure that HRSA-supported safety-net providers know and use current treatment guidelines, appropriate promising practices, and evidence-based models of care.

Objective 2.2: Increase the diversity and distribution of the health workforce and the ability of providers to serve underserved populations and areas.

How We Will Accomplish Our Objective:

- ❖ Facilitate and support the recruitment, placement, and retention of primary care and other providers in underserved communities in order to address shortages and improve the distribution of the health workforce.
- ❖ Support outreach and other activities to increase the recruitment, training, placement, and retention of under-represented groups in the health workforce.
- ❖ Support pre-entry academic advising, mentoring, and enrichment activities for underrepresented groups in order to promote successful health professions training and career development.

- ❖ Promote training opportunities within community-based settings for health professions students and residents by enhancing partnerships with organizations serving the underserved.

Objective 2.3: Enhance focus on health workforce assessment and policy analysis.

How We Will Accomplish Our Objective:

- ❖ Develop and employ approaches to monitoring, forecasting, and meeting long-term health workforce needs.
- ❖ Provide policy makers, researchers, and the public with information on health workforce trends, supply, demand, and policy issues.

GOAL 3: BUILD HEALTHY COMMUNITIES

Objective 3.1: Improve population health through the use of community partnerships and collaboration with stakeholders.

How We Will Accomplish Our Objective:

- ❖ Develop and support partnerships with stakeholders in the health and non-health sectors in order to link people to services and resources that improve population health.
- ❖ Engage with communities and stakeholders to develop, plan, and coordinate public health initiatives that span the prevention and care continuum.
- ❖ Support the integration and coordination of public health with primary care, including behavioral and oral health services, to improve individual outcomes and overall population health.

Objective 3.2: Strengthen the focus on health promotion and disease prevention across populations, providers, and communities.

How We Will Accomplish Our Objective:

- ❖ Inform and educate vulnerable populations about health promotion, disease prevention, and health behaviors that improve individual and population health, and about HRSA's programs that contribute to population health improvement.
- ❖ Strengthen safety-net providers' attention to the provision of health promotion and disease prevention services, and include prevention and health promotion practices as regular elements of HRSA-supported programs.
- ❖ Support improvements in health-related infrastructure systems that contribute to population health.

Objective 3.3: Increase understanding of what works in health care and public health practice to address community needs.

How We Will Accomplish Our Objective:

- ❖ Promote and use community health needs assessments, environmental surveillance, and other tools in order to more effectively target and distribute resources, and inform program improvements.
- ❖ Support demonstrations and innovative practices to test and refine approaches to improving population health.
- ❖ Collect and analyze patient and population data to track progress in achieving Healthy People 2020 and other national objectives.

GOAL 4: IMPROVE HEALTH EQUITY

Objective 4.1: Reduce disparities in access and quality of care, and improve health outcomes across populations and communities.

How We Will Accomplish Our Objective:

- ❖ Target investments and technical assistance toward communities and organizations that address the needs of vulnerable populations, and promote quality improvement activities that advance health equity.
- ❖ Focus resources and services on diseases and conditions with the greatest health disparities and promote outreach efforts to reach populations most affected.
- ❖ Integrate cultural competency into HRSA programs, policies, and practices to ensure the delivery of culturally and linguistically appropriate care.
- ❖ Conduct targeted outreach and provide technical assistance to entities in underserved communities that have not sought or have been unsuccessful in obtaining HRSA funding.

Objective 4.2: Advance evidence-based, evidence-informed, and innovative practices that have the potential to reduce health disparities.

How We Will Accomplish Our Objective:

- ❖ Provide information, technical assistance, and tools to HRSA grantees and other stakeholders on reducing health disparities.
- ❖ Develop and strengthen partnerships with entities across different sectors to address the social determinants of health through the integration of public health and primary care.
- ❖ Work with diverse communities to create, develop, disseminate, and evaluate innovative solutions to improve health equity.

Objective 4.3: Inform program improvement efforts by assessing the effectiveness of HRSA programs in addressing health disparities.

How We Will Accomplish Our Objective:

- ❖ Increase efforts that advance data collection and data analysis capacity to examine differences in access/quality/outcomes by sub-groups served by HRSA.
- ❖ Develop performance measures to track disparity patterns among populations served by HRSA and use the information for program improvement.
- ❖ Support and collaborate in research and demonstration efforts that advance the understanding of health disparities in order to inform HRSA initiatives.

GOAL 5: STRENGTHEN HRSA PROGRAM MANAGEMENT AND OPERATIONS

Objective 5.1: Improve efficiency and effectiveness of operations.

How We Will Accomplish Our Objective:

- ❖ Support the development, enhancement, and use of technology at the enterprise level to assist the HRSA workforce in performing at the highest levels.
- ❖ Integrate financial, programmatic, and customer data to support decision-making that drives operational and business process improvements.
- ❖ Empower the HRSA workforce to design, test, and sustain innovative approaches to improving operational and business processes.
- ❖ Support a mobile work environment that balances flexibility with accountability and high-level performance.

Objective 5.2: Strengthen the HRSA workforce to support a performance-driven organization.

How We Will Accomplish Our Objective

- ❖ Recruit, hire, and retain a talented and diverse HRSA workforce based on the needs of the organization and in alignment with workforce planning principles.
- ❖ Conduct training and expand other opportunities for team and individual competency development to support a skilled workforce at all levels of the organization.
- ❖ Hold the HRSA workforce accountable by implementing meaningful and timely appraisal processes, and recognize employee contributions toward achieving HRSA goals.

Objective 5.3: Enhance program oversight and integrity.

How We Will Accomplish Our Objective:

- ❖ Foster collaboration among HRSA staff to improve communication that strengthens program oversight and integrity.

- ❖ Integrate risk management techniques as an integral part of program oversight to drive strategic decision-making.
- ❖ Identify internal and external risks to program performance, and monitor programs, contractors and award recipients to proactively address and prevent program vulnerabilities.

Objective 5.4: Promote a customer-centered culture.

How We Will Accomplish Our Objective:

- ❖ Promote timeliness by improving processes to respond to internal and external requests for information or assistance.
- ❖ Work with the HRSA workforce and stakeholders to develop, test, implement, and sustain innovative customer-centered principles, standards, and practices.
- ❖ Expand the use of technology and other electronic tools to enhance communication internally and with stakeholders and the public.

OVERVIEW OF HRSA'S PRINCIPAL PROGRAMS

HRSA has an annual budget of approximately \$10 billion, operates over 80 different programs, and awards more than 10,000 grants and supplements to approximately 3,000 partner organizations. Comprising five bureaus and ten offices, HRSA provides leadership and financial support to health care providers, health professions schools, local health systems, states, and other entities throughout the U.S. and its territories.

Health Center Program - Funds nearly 1,300 grantees to provide dependable, high-quality primary and preventive care at over 9,000 clinical sites that serve nearly 23 million patients regardless of their ability to pay, forming a major part of the nation's healthcare safety net.

Ryan White HIV/AIDS Program - Supports 900 grantees in providing top-quality health care to more than half a million people living with HIV, representing nearly 60 percent of persons with HIV infection in the United States. The Program also supports access to life-saving drug treatment regimens for low-income, underinsured, and uninsured people with HIV.

National Health Service Corps - Provides scholarships and loan repayments to encourage primary care and other clinical care providers to serve in health professional shortage areas, addressing the scarcity of health professionals in needy communities.

Health Workforce Training Programs - Give financial support to educational institutions and healthcare delivery sites for training and curriculum development, and for scholarship and loan repayment for health professions students and faculty to support a diverse workforce that is technically skilled, culturally appropriate, and suited for a contemporary practice environment that includes interprofessional team-based care.

Maternal and Child Health Block Grant Program - Provides grants to 59 states and U.S. jurisdictions to support health systems infrastructure development, public information and education, screening and counseling, and other services (including direct care services as payer of last resort) that annually reach more than 41 million women, infants, children, and children with special health care needs.

Rural Health Policy Program - Advises the Department of Health and Human Services on health policy issues impacting health care finance, workforce, and access to care in rural areas. Also runs state- and community-based grant, technical assistance, and telehealth programs that work to build capacity in rural communities and help meet the health needs of rural residents; and supports research on issues related to the delivery and financing of health care in rural America.

Other HRSA Programs - HRSA oversees or supports many other activities that are critical to the nation's health and well-being, including: the Healthy Start Program; the national network of poison control centers; national organ procurement and allocation activities; the National Vaccine Injury and Countermeasures Injury Compensation Programs; the 340B Drug Pricing Program; the Maternal, Infant, and Early Childhood Home Visiting Program; Hansen's Disease treatment, training, and research programs; and the National Practitioner Data Bank that helps improve healthcare quality, protect the public, and reduce healthcare fraud and abuse. HRSA is also responsible for the federal designation of Health Professional Shortage Areas and Medically Underserved Areas/Populations.

PERFORMANCE MEASURES

Achieving high performance in pursuing its mission is a major priority for HRSA. The measures presented below have been selected, from among the many measures used by HRSA to review performance, as points of focus for tracking and evaluating the status and progress in addressing Strategic Plan goals.

Goal 1: Improve access to quality health care and services

Access

- Number of patients served by health centers
- Percent of eligible persons diagnosed with HIV served by the Ryan White HIV/AIDS Program
- Number of unique individuals receiving direct services through the Federal Office of Rural Health Policy Outreach grants
- Number of participants served by the Maternal, Infant, and Early Childhood Home Visiting Program

Quality

- Percent of patients served by the Ryan White Program, regardless of age, with a HIV viral load less than 200copies/mL at last HIV viral load test during the measurement year
- Percent of health centers meeting or exceeding Healthy People 2020 goals on selected quality measures
- Percent of Home Visiting participants who received appropriate screening for: (a) depression, (b) interpersonal violence, (c) developmental delay

Outreach and Enrollment

- Number of assists provided by trained assisters working on behalf of health centers to support individuals with actual or potential enrollment/reenrollment in health insurance available through Marketplace-qualified health plans and/or through Medicaid or CHIP

Goal 2: Strengthen the Health Workforce

- Field strength of the National Health Service Corps through scholarship and loan repayment agreements
- Percentage of individuals supported by the Bureau of Health Workforce who completed a primary care training program and are currently employed in underserved areas
- Percentage of trainees in Bureau of Health Workforce-supported health professions training programs who receive training in medically underserved communities
- Percentage of trainees in Bureau of Health Workforce programs who are underrepresented minorities and/or from disadvantaged backgrounds

Goal 3: Build Healthy Communities

- Number of pregnant women and children served by the Maternal and Child Health Block Grant
- Percent of low birth weight births among Healthy Start program participants
- Percent of health centers providing: (a) oral health, (b) behavioral health, and (c) specific preventive health services
- Percent of donated kidneys used for transplantation

Goal 4: Improve Health Equity

- Percent of (a) health centers and (b) Ryan/White programs that have reduced disparities on specific clinical performance measures
- Number of blood stem cell transplants facilitated for minority patients by the C.W. Bill Young Cell Transplantation Program

Goal 5: Strengthen HRSA Program Management and Operations

- Percent of HRSA products and services (e.g., FOAs, correspondence, reports, audits, technical assistance) that meet established quality and timeliness benchmarks
- Program customer satisfaction: Percent of HRSA awardees reporting positively on key indicators
- Employee satisfaction: Percent of HRSA staff reporting positively on key indicators