



2019-2022 Strategic Plan

Strategic Area #1

Access to Care

<i>Intent</i>	<i>Increase access to whole person care through innovative approaches to services, policy, partnerships and funding</i>
Objective 1.A	By December 31, 2021, increase by 100% access to behavioral health services provided by Community Care clinics¹
Performance Measures	<ul style="list-style-type: none"> • Number of Community Care clinics and sites providing behavioral health services • Number of unduplicated patients that receive behavioral health services through a Community Care clinic • Number of behavioral health services visits provided by a Community Care clinic

	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
1.A.1	Deliver the unified Community Care perspective at statewide discussions related to behavioral health	Year 1	
1.A.2	As part of an overall effort to advocate for Medicaid telehealth policies, promote change in telehealth policies to increase access to behavioral health services provided by Community Care clinics	Year 2	

Strategic Area #2

Workforce Development

<i>Intent</i>	<i>Collaborate with partners to implement evidence-based, sustainable strategies to help attract and retain all positions in the Community Care Network of Kansas clinics</i>
Objective 2.A	By December 31, 2021, formalize four relationships with academic, training, and recruitment programs to build a mission-minded and skilled workforce
Performance Measures	<ul style="list-style-type: none"> • Number of written partnership agreements between Community Care and academic institutions to attract and retain workforce within Community Care clinics

¹ Includes mental health and substance use disorder



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	<ul style="list-style-type: none"> Number of students, interns, residents, fellows placed within a Community Care clinic 		
	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
2.A.1	Cultivate relationships with academic institutions to facilitate placement of students and residents in Community Care clinics.	Year 1	
Objective 2.B	By December 31, 2021, advocate for change in two policies to revise licensing regulations, Medicaid reimbursement, and/or the scopes of practice to expand members of the care team.		
Performance Measures	<ul style="list-style-type: none"> Number of behavioral health providers working in clinics by type of provider Broaden to include reimbursement for other members of the care team, including CHW and peer workers: Number and type of new behavioral health providers reimbursed by Medicaid 		
	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
2.B.1	Support implementation of the Health and Behavior Assessment and Intervention (HBAI) codes, once the codes are open by Medicaid	Year 1	
2.B.2	Promote change in Medicaid reimbursement and/or licensing policy to increase the type of behavioral health providers and other members of the care team eligible to bill for mental health and SUD services	Year 3	
Objective 2.C	BY December 2020, support two new strategies to increase competence and skills of Community Care Network of Kansas clinic staff and boards		
Performance Measures	<ul style="list-style-type: none"> Peer Listserv Usage <ul style="list-style-type: none"> Number of clinics using Community Care peer to peer engagement tool Number of individuals using Community Care peer to peer engagement tool Changes in practice 6-months post-participation in Community Care sponsored boot camps 		
	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>



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2.C.1	Expand implementation of “boot camp” training programs	Year 1	
2.C.2	Establish position-specific virtual engagement tool to peer-to-peer communication and support	Year 2	

Strategic Goal
Area #3

Elevate and support the Community Care Network of Kansas as an essential Medicaid provider delivering whole-person care

<i>Intent</i>	<i>Expand Medicaid program policy and payment to increase care for populations served through Community Care clinics</i>		
Objective 3.A	BY December 31, 2021, secure new or protect existing funding not less than \$10 million to strengthen the Community Care clinic network and increase their capacity to serve Medicaid members		
<i>Performance Measures</i>	<ul style="list-style-type: none"> • Increased and sustained funding and revenue for Community Care member clinics <ul style="list-style-type: none"> ○ Amount of existing funding or revenue protected from cuts ○ Amount of new funding or revenue sources • Completed Independent Practice Association study and determination of next steps 		

	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
3.A.1	Advocate for KanCare expansion	Year 1	
3.A.2	Leverage federal Medicaid match to increase funding for Community-based Primary Care Clinic Grant program	Year 1	
3.A.3	Introduce legislation or establish other state policy to protect 340B savings for health centers	Year 1	
3.A.4	Examine feasibility to establish an Independent Practice Association or similar entity to support value-based reimbursement	Year 1	
Objective 3.B	By January 1, 2021, support Community Care clinics that participate in OneCare Kansas (Health Homes) Program		
<i>Performance Measures</i>	<ul style="list-style-type: none"> • Number of Community Care clinics participating as providers in OneCare Kansas 		



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	<ul style="list-style-type: none"> Number of unduplicated patients served through OneCare Kansas 		
	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
3.B.1	Provide training and technical assistance to Community Care clinics participating in OneCare Kansas	Year 1	
3.B.2	Secure funding to provide Azara DRVS for all Community Care clinics participating in OneCare Kansas	Year 2	
Objective 3.C	By December 31, 2021, improve health care quality metrics by community care clinics and other providers by their purchasing HCCN services		
<i>Intent</i>	<i>Taking what works well with the HCCN and spreading it to benefit other Community Care clinics</i>		
Performance Measures	<ul style="list-style-type: none"> Changes in clinical quality measures Number of community care clinics served via the fee-for-service option 		
	<i>Activity</i>	<i>Timeline (begin)</i>	
3.C.1	Secure funding to purchase the Azara DRVS for non-HCCN clinics at the same funding level as HCCN participating health centers.	Year 4	
3.C.2	Offer, on a fee for service basis, the same type of services received by the HCCN to all Community Care clinics and other providers not participating in the HCCN	Year 3	
Objective 3.D	By December 31, 2022, increase Community Care clinics' participation in value-based payment programs.		
<i>Intent</i>	<i>Align Community Care clinics' quality, improved outcomes, and reduced cost of care with value-based payment programs</i>		
Performance Measures	<ul style="list-style-type: none"> Two-year roadmap to support clinic participation in value-based payment program Number of Community Care clinics providing care to attributed MCO members 		



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	<ul style="list-style-type: none"> Number of clinics participating in value-based payment programs 		
3.D.1	Develop two-year roadmap to support clinic participation in value-based payment programs.	Year 3	
3.D.2	Partner with Medicaid Managed Care Organizations or other payors to create opportunities for quality bonuses or other incentives for closing care gaps, improving health outcomes, or reducing health care costs.	Year 3	
3.D.3	Secure funding for the HCCN to purchase the Azara Payor Integration Platform to support population health management and quality improvement.	Year 4	

Strategic Area #4

Alignment of Community Care Network of Kansas Core Functions

<i>Intent</i>	<i>Align core functions to current and strategic commitments and expectations</i>		
Objective 4.A	By December 31, 2021, strengthen the Community Care Network of Kansas' financial infrastructure to assure sustainability and foster financial growth.		
Performance Measures	<ul style="list-style-type: none"> Community Care Network of Kansas annual revenue (amount) Percentage of Community Care from "other" sources (benchmark is 20%) Dedicated funding to support advocacy 		

	<i>Activity</i>	<i>Timeline (Begin)</i>	<i>Status</i>
4.A.1	Diversify funding sources, including seeking innovative sources, including but not limited to grants or donations from non-traditional funders, fee-for-service with non-member organizations/providers, expanded Friends of Community Care membership, and corporate sponsorship.	Year 2	
4.A.2	Secure dedicated funding source for advocacy	Year 2	
Objective 4.B	By December 31, 2020, assure 100% of Community Care programs, projects, and policies are aligned with organizational values and strategic direction		



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Performance Measures	<ul style="list-style-type: none"> Completed analysis of Community Care workforce opportunities and gaps Adoption of a company-wide planning tool Completed Community Care project/services inventory and determine alignment with strategic plan or funding Number of Justice/Equity (J/E) partnerships, policies, projects, or programs supported by Community Care
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	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
4.B.1	Assure all projects and services are directly aligned with Community Care strategic areas and goals	Year 1	
4.B.2	Analyze workforce skills to identify opportunities to add to or strengthen the Community Care team	Year 2	
4.B.3	Integrate into our decision-making process reliable evidence, data, and other evaluation results, without stifling innovation	Year 3	
4.B.4	Demonstrate increased efforts to mitigate injustice and inequity.	Year 3	
Objective 4.C	By December 31, 2022, strengthen Community Care’s capacity to lead, advocate, and provide training/technical assistance during public health and other emergencies and support the needs of the state, partners, and member clinics responding to such events.		
<i>Intent</i>	<i>Assure the Community Care Clinic network is a respected and well-utilized state and community resource during public health and other emergencies</i>		
Performance Measures	<ul style="list-style-type: none"> Number of partnerships with Community Care and state organizations to facilitate clinic involvement in responding to state and local public health and other emergencies Amount of resources provided by or through Community Care to support clinic involvement in their emergency response 		
4.C.1	Identify and secure PPE, testing/lab supplies, and other supplies for member clinics as they respond to local emergencies.	Year 2	



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4.C.2	Engage with state organizations on behalf and with member clinics to ensure coordination and collaboration related to public health and other emergency responses.	Year 2	
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Strategic Area #5

Reorganize and Define Community Care Network of Kansas Membership and Governance Model

<i>Intent</i>	Create a unified Community Care Network of Kansas membership speaking with one voice to achieve equitable access to high quality health care for all Kansans		
Objective 5.A	By January 1, 2020, implement a new member-approved membership structure		
<i>Performance Measures</i>	<ul style="list-style-type: none"> Approved bylaws change for revisions to membership structure Implementation of new membership structure for 2020 membership year 		

	Activity	Timeline (begin)	Status
5.A.1	With membership input, redefine the membership structure (input)	Year 1	
5.A.2	For each membership level, redefine criteria and requirements for membership, possibility determining membership standards	Year 1	
5.A.3	Assess current dues structure and alignment with member benefits	Year 1	
5.A.4	Establish a policy and procedure to assure applicable services are provided to non-member FQHC/Look-alikes and Community-based Primary Care Program grantees	Year 2	
5.A.5	Clarify opportunities to provide services to organizations and providers who are not Community Care members	Year 2	
Objective 5.B	Establish a governance model that supports the new membership structure by January 1, 2020.		
<i>Performance Measures</i>	<ul style="list-style-type: none"> Approved bylaws change for revise the governance model to align with new membership structure Implementation of new governance model for 2020 membership year 		



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	<i>Activity</i>	<i>Timeline (begin)</i>	<i>Status</i>
5.B.1	Examine governance models in other Primary Care Associations and other Kansas health care associations	Year 1	
5.B.2	With membership input, propose a governance model that aligns with the new membership structure	Year 1	
5.B.3	Revise bylaws and seek member approval	Year 1	
5.B.4	Assess and expand the role of the Executive Committee	Year 2	
5.B.5	Identify and track governance benchmarks	Year 2	