

The mission of the Oregon Health Authority is helping people and communities achieve optimum physical, mental and social well-being through partnerships, prevention and access to high-quality, affordable health care. With this in mind, OHA is focused on accelerating the transformation of Oregon's health care system. Our goals are to provide easier and wider access to care, deliver better health outcomes and contain health costs for Oregon Health Plan members. From the modernization of Oregon's public health system to the renewal of the state's Medicaid waiver, the next 18 months present both challenges and opportunities to advance these goals.

In 2016-2017, we will:

✓ **Make Oregon Health Plan member experience with Oregon's Medicaid program simpler, easier, more timely and reliable.**

To accomplish this goal, we will:

- Deliver accurate, timely and reliable data through enrollment and eligibility data systems.
- Improve OHA's ability to forecast future enrollment accurately.
- Implement highly functioning technology systems to support eligibility, enrollment and closures.
- Improve Oregon Health Plan member experience.

✓ **Create a behavioral health system that works for all Oregonians.**

To accomplish this goal, we will:

- Accelerate the development of a highly functioning behavioral health system that is patient- and family-centered, accountable and focused on outcomes (including but not limited to stable housing, transportation and employment supports).
- Finalize our agreement with the United States Department of Justice (DOJ) to implement an Oregon Performance Plan.
- Improve access to behavioral health services.

- Launch and implement our Behavioral Health System mapping tool on June 30, 2016, to inform policy and funding discussions during the 2017 legislative session.
- Better integrate behavioral and physical health services for OHP members.

✓ **Address inequities, disparities and disproportionate impact to achieve health equity in OHA health systems.**

To accomplish this goal, we will:

- Reduce disparities in Oregon Health Plan (OHP) enrollment and eligibility determination among Oregon's linguistically diverse populations.
- Reduce disparities in use of behavioral health services and increase treatment completion rates for racially, ethnically and linguistically diverse populations.
- Increase colorectal cancer screening rates among racially, ethnically and linguistically diverse populations.

✓ **Accelerate health system transformation and maximize the value of Oregon's investment.** To accomplish this goal we will:

- Describe a vision and create a roadmap for Oregon's Health System Transformation 2.0.
- Advance the coordinated care organization system with increased focus on the social determinants of health and increase the pace of reform in components of Oregon's health system that have yet to produce intended outcomes. These areas include:
 - Addressing health system disparities in rural areas and improving workforce capacity to improve access.
 - Promoting improved oral health.
 - Enhancing cross-system collaboration among health, early learning and housing.
 - Accelerating value-based payments and aligning metrics to reward better health outcomes.

- Enhancing health system tools to support and improve care coordination.
 - Increase transparency in outcomes and costs.
- ✓ **Advance Oregon’s health system transformation through renewal of our 1115 Medicaid Demonstration Waiver.**
- To accomplish this goal we will:
- Apply for a waiver renewal for the next five years to take our commitment to Oregon's health system transformation to the next level by:
 - Extending our Hospital Transformation Performance Program (HTTP).
 - Evolving our global budget to enhance the use of flexible services and value-based purchasing.
 - Increasing behavioral health integration.
 - Improving social determinants of health through a Coordinated Health Partnership Model and health equity.
 - Expanding to new populations within a financially sustainable budget.
 - Seek a future amendment to support needed changes in Oregon's substance use disorder delivery system.
- ✓ **Modernize Oregon’s public health system.**
- To accomplish this goal we will:
- Ensure all Oregonians have the opportunity to achieve optimal health.
 - Ensure Oregon’s public health system is highly effective, efficient, and meets performance standards.
 - Ensure all Oregonians are served by a health department that provides foundational public health services that are critical for protecting the health of everyone in Oregon.

- Quantify secure and sustainable funding for state and local implementation of foundational public health services.

✓ **Address Rising Pharmaceutical Costs.**

New breakthrough medications coming to market are offering the chance to better treat and cure disease. However, these come at a financial cost that needs to be managed to provide sustainable delivery. To accomplish this goal we will:

- Collaborate with internal and external stakeholders, legislators, commercial payers and other states to develop strategies to address rising pharmacy costs.
- Establish and lead the OHA Pharmacy Cost Collaborative to coordinate efforts with the CCOs to explore creative concepts for helping to control rising pharmacy costs for the OHP population. The group is not tasked with making any formal decisions or recommendations, but it will harness the CCOs' best practices and creativity to explore specific, sustainable solutions to pharmacy-related issues such as Hepatitis C.

✓ **Implement Oregon's retail and medical marijuana laws to protect public health.** To accomplish this goal, we will:

- Prevent youth marijuana use through a robust youth-oriented prevention campaign.
- Protect children and vulnerable populations from marijuana exposure.
- Educate the public about issues related to marijuana use.
- Understand and minimize the public health impacts of retail marijuana products.
- Support research of the medical properties of marijuana.
- Support the development of clinical guidelines for the use of marijuana.
- Effectively regulate medical and retail marijuana by:

- Establishing effective registration, compliance and enforcement for dispensaries, growers and processors.
 - Providing compassionate and responsible access to medical marijuana products.
 - Developing clear and effective consumer safety labeling standards.
 - Defining robust and comprehensive laboratory accreditation and testing standards.
- ✓ **Maintain a fiscally sustainable budget.** To accomplish this goal, we will:
- Support health system transformation for all Oregonians through a financially sustainable plan.
 - Ensure that the Oregon Health Authority is operating efficiently and effectively to meet the needs of all Oregon Health Plan members by ensuring transformation occurs within the 3.4% acceptable rate of budget growth agreed upon in our waiver with the Centers for Medicare & Medicaid Services.
- ✓ **Empower and strengthen the skills and capabilities of OHA’s employees.**
To accomplish this goal, we will:
- Empower the workforce to enable more people to make more decisions in their specific context (greater delegation and empowerment).
 - Ensure human resource activities (recruiting, onboarding, developing retention) are robust and highly effective to support and sustain a strong, highly functioning and diversified workforce.
 - Ensure all managerial and supervisory staff have training, resources and tools that are designed to lead, manage and create a positive work environment.