



20

YEARS OF COLLABORATION



FROM OUR EXECUTIVE DIRECTOR

Dear Partners,

For twenty years, the Health Improvement Partnership of Santa Cruz County (HIP) has stood as a testament to the collaborative spirit that thrives in our county. As we reflect on this milestone year, we've witnessed unprecedented changes and remarkable opportunities that have shaped our healthcare landscape.

This past year proved to be a transformative period as we navigated the complexities of CalAIM implementation, embraced new state initiatives for ACE screening implementation, and mobilized rapidly to address the devastating impact of the fentanyl crisis in our communities. Through these challenges, we've strengthened our workforce development programs and deepened our partnerships, demonstrating once again that collaboration outweighs competition in creating meaningful change.

Consequently, the planning of our Strategic Plan coincided with our remarkable 20th-year celebration. The timing of these pivotal moments has inspired us to look inward and chart our course for the future. I'm proud to share that we've developed a bold new strategic plan that places health equity and anti-racism at the center of our work. This plan isn't just a document – it's our commitment to dismantling systemic barriers and creating a healthcare system that truly serves everyone in our community.

As we stand on the cusp of a new decade, we invite all stakeholders to join us in this transformative journey ahead. While the challenges ahead are significant, our shared commitment and collective strength make me confident in our ability to achieve remarkable progress. The partnerships we've built over twenty years have prepared us for this moment, and together, we will create a more just, equitable, and healthy future.

Here's to the next decade of collective impact and to the improved health outcomes that await our communities. Thank you for being part of this vital mission.



With gratitude and determination,

Maritza Lara

Maritza Lara
Executive Director



LOOKING BACK: 20 YEARS OF HIP

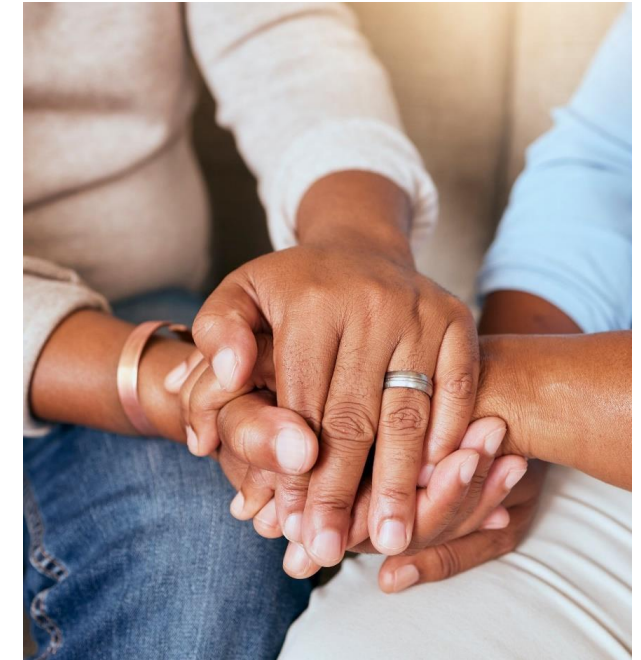
Our legacy began in 2002 when Santa Cruz County's Health Services Agency received a federal grant: "Community Access Program (CAP)" from the Health Resources and Services Administration (HRSA).

The HRSA CAP yielded the opportunity to formalize an existing coalition of safety net clinics and created a broader "Care Coordinating Council." This grant-driven initiative soon took on a life of its own, evolving into two enduring entities that continue to operate: the Safety Net Clinic Coalition (SNCC) and the Health Improvement Partnership of Santa Cruz County (HIP).

LOOKING BACK

Over the past two decades, our healthcare community and HIP have **experienced tumultuous changes**, from

- Growing and sustaining our collaborative groups
- Increasing healthcare coverage through the Affordable Care Act
- Joining the Institute for Healthcare Improvement's Triple Aim initiative
- Responding to health emergencies like the COVID-19 pandemic and Opioid Crisis
- Implementing CalAIM initiatives, and the list goes on.



LOOKING BACK



CELEBRATING 20 YEARS OF COLLABORATION

To celebrate two successful decades of scaling our County's collaborative spirit, HIP hosted our Community Form where we were joined by our founders:

DONNA RAMOS

Former Nurse and executor of HIP's inception grant

ELENEOR LITTMAN

Founding Executive Director

ALAN MCKAY

Founding CEO of the Alliance and former HIP Board President

Community Forum Founders Panel, from left to right Alan McKay, Donna Ramos, and Eleanor Littman

Recap the HIP Forum

OUR PRESENT: PROGRAM HIGHLIGHTS



PATH COLLABORATIVE

The PATH Collaborative brings together stakeholders to engage in convenings and taskforce meetings to resolve California Advancing and Innovating Medi-Cal (CalAIM) implementation issues and improve the delivery of Enhanced Care Management (ECM) and Community Supports (CS) services. HWP has provided support to providers to progress in building and strengthening referral pipelines and outreach campaigns to enhance service delivery and reach. In August, the PATH Collaborative successfully launched Taskforce Groups to explore solutions and identify barriers addressed by the Collaborative Group.

ENGAGEMENT SUMMARY

- 69 engaged organizations in 2023, 89 organizations currently engaged
- Community Based Organizations, Federally Qualified Health Centers, County/Governmental Entities, Hospitals, Managed Care Plans, Health Information Exchange Organizations, Closed Loop Referral Organizations, HUB Networks, etc.

TASKFORCE GROUPS

- Continuum of Care for People Experiencing Homelessness
- Discharge & Referral Coordination
- Outreach & Education



PATH COLLABORATIVE (cont.)

Awarded

\$28.7 MILLION

in CITED Round 3 grant funding

13 PROVIDERS

awarded funds

Santa Cruz County providers have been awarded \$28.7 million through Round 3 of the Capacity, Infrastructure, Transition, Expansion, and Development (CITED) initiative, a cornerstone of California's CalAIM program. CITED funding is designed to equip local providers with the infrastructure and resources needed to expand their capacity for delivering high-quality, integrated care to Medi-Cal members. This award, representing 20% of the total CITED funding distributed statewide, will support 13 Enhanced Care Management (ECM) and Community Supports organizations in Santa Cruz County, empowering them to strengthen essential services and better serve the county's vulnerable populations.

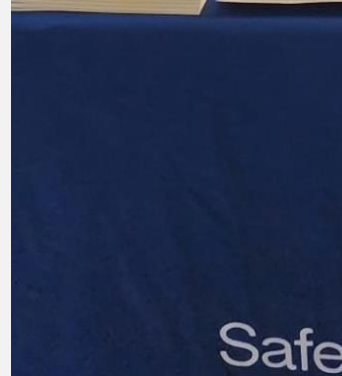


SAFERx



SafeRx Santa Cruz County (SafeRx) is a local substance use safety coalition comprised of education, social service, government, behavioral health, and healthcare organizations dedicated to aligning and accelerating best practices for opioids and other substances.

SafeRx works towards a healthy, thriving, safe, and equitable Santa Cruz County through prevention, increased treatment access (particularly with proven-effective and promising medications for treating substance use), and evidence-based, harm reduction practices, to improve community well-being and save lives.



SafeRx Santa Cruz County



SAFERX (cont.)

ENGAGEMENT SUMMARY:

- Hosted 10+ coalition meetings for providers, community organizations, County officials, administrators, Hospital staff, and more
- Offered 12+ overdose prevention and education presentations to students, staff, faculty, and community organizations
- Supported the distribution of 1500+ boxes of Narcan to the community
- Actively engaged in the community through harm reduction supply distribution, substance use disorder education, and overdose awareness

SAFERX AND SAFERX-SUPPORTED WORKGROUPS:

- Medication Assisted Treatment Advisory Group (MAT-AG)
- Perinatal Substance Use Disorder Learning Collaborative Subgroup
- Tri-County Adolescent and Young Adult Substance Use Disorder Learning Collaborative (led jointly with Santa Cruz Community Health OBAT Team)
- Community Prevention Partners (hosted by the Santa Cruz County Health Services Agency)



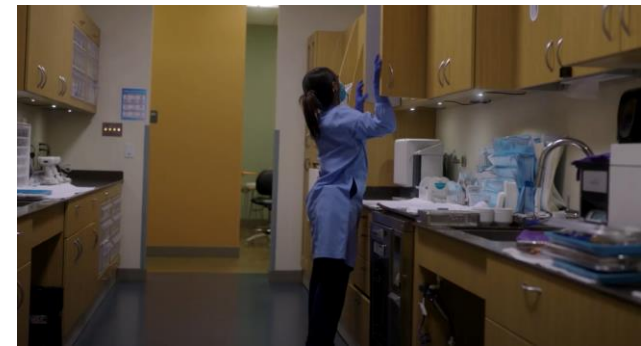
SAFETY NET CLINIC COALITION

The Safety Net Clinic Coalition (SNCC) continues to be the cornerstone of HIP's work to improve health outcomes and access for Santa Cruz residents who receive care through publicly-funded programs, such as Medi-Cal, and the uninsured. This coalition convenes both operational and medical leadership of community health centers to collaboratively strategize on shared barriers, identify best practices, improve health outcomes, and advocate for community health centers.

SNCC member organizations also participate in two related workgroups, the Pediatric Health Workgroup and the Adverse Childhood Experiences (ACEs) Community of Practice

This year, SNCC has convened operational leaders and medical directors virtually and in person to network, facilitate peer support and community-building, and share news and best practices. Activities and key topics covered this year included:

- Safety Net Clinic Coalition Newsletter
- Family Medicine Residency Program
- Care-Based Incentive Data Trends
- National Health Center Week: [2024 SNCC Spotlight Video](#)



SAFETY NET CLINIC COALITION (cont.)

NATIONAL HEALTH CENTER WEEK: POWERING COMMUNITIES THROUGH CARING CONNECTIONS

HIP and our SNCC partners have coordinated collective activities to commemorate National Health Center Week since 2017. Each year, our collective activity brings awareness to the great impact that Community Health Centers and safety net organizations have on our population. This year, HIP produced a spotlight video to celebrate the theme: “Powering Communities through Caring Connections”

“I’m really proud to be a part of Santa Cruz County because we have such strong collaboration within this county. We work together. There’s rarely a sense of competition. It’s more about how do we work to bridge the gaps and to make sure that nobody is falling through the cracks in our community”

- Monica Martinez, CEO
Encompass Community Services

Watch NHCW Video





WORKFORCE DEVELOPMENT

Our Workforce Development program houses the Santa Cruz County Health Workforce Council, which brings together workforce champions, local healthcare employers, and training programs to collaborate and invest in regional planning to build, strengthen, and diversify Santa Cruz County's healthcare workforce. The Workforce Development program is dedicated to increasing opportunities for Santa Cruz County residents to advance in health professions by aligning and expanding education, and providing training through pipeline programs and continued professional development.

ENGAGEMENT SUMMARY

- Approximately 30 organizations are engaged in the HWCType of organizations (CBOs, FQHCs, County/gov entities, Hospitals, etc.)
- HIP member organizations, local training programs, including community colleges, CSU, and UCs, local community-based organizations, local healthcare employers, and school districts within Santa Cruz County.

WORKFORCE COUNCIL WORKGROUPS

- Integrated Behavioral Health Action Coalition (IBHAC) Workforce
- Monterey Bay Community Health Workers Collaborative
- Medical Assistants
- Santa Cruz County Nursing Workforce Council
- Primary Care Workforce
- Surgical Technicians



WORKFORCE DEVELOPMENT (cont.)

In partnership with 1440 Multiversity and Kaiser Permanente Northern California Fund for Health Education East Bay Community Foundation, HIP offered scholarships across our member organizations for 50 nurses to attend the 1440 Multiversity Healing Our Healthcare Heroes Program in 2023. The retreat offered time for connection, healing, energy renewal, and sessions that discussed the unique experiences of nurses, including moral injury, grief, and finding joy and hope in the workplace. 1440 Multiversity and Kaiser Permanente have renewed funding for another retreat for 64 nurses working in Santa Cruz County in January 2025.



LOOKING FORWARD



2025-2028 STRATEGIC PLAN

Over the past year, HIP has undergone its Strategic Plan planning process to define our strategic goals and objectives as an organization for the next four years. Our strategic goals are the result of a comprehensive and collaborative planning process. From rigorous environmental data analysis to the invaluable input of diverse stakeholders—including our Board & Executive Committee, HIP Council, staff, and community leaders—our goals reflect a shared vision and commitment to collective action.

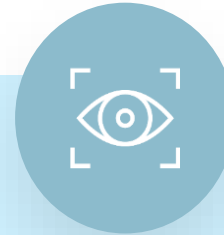
MISSION

HIP creates opportunities for local healthcare leaders to strengthen the safety net and improve our community's health.



VISION

We envision HIP as a catalyst for collective action to achieve an anti-racist healthcare system that ensures health equity.



2025-2028 Strategic Plan



OUR STRATEGIC PLAN CENTERS ON **THREE ESSENTIAL GOAL AREAS** THAT WILL DRIVE OUR EFFORTS FROM **2025 TO 2028**

INCLUSIVE AND ENGAGED PARTNERSHIPS

Expand HIP's membership to be inclusive of all leaders in the evolving healthcare ecosystem, while deepening the engagement and active participation of existing members.

01

EQUITABLE ACCESS TO CARE

Reduce health disparities through collective action to overcome barriers to healthcare that impede optimal health.

02

INTEGRATION OF ANTI-RACIST PRACTICES

Scale infrastructure for the integration of anti-racist policies and practices within HIP and its member organizations.

03



20 Years of Collaboration: Celebrating the Past, Present, and Future

THANK YOU

