

# Health Improvement Partnership of Santa Cruz County



## 2025-2028 STRATEGIC PLAN

# MESSAGE FROM LEADERSHIP



As the Health Improvement Partnership of Santa Cruz County (HIP) embarks on its 2025-2028 strategic plan, we stand at a transformative moment in our organization's history. This year marks two decades of collaborative work, a significant milestone that not only honors our past achievements but also propels us toward a future of even greater impact and purpose.

We are excited to share our new strategic plan—a forward-thinking framework designed to guide HIP over 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.

## AS A RESULT, 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.
- **Equitable Access to Care:** Reduce health disparities through collective action to overcome barriers to healthcare that impede optimal health.
- **Integration of Anti-Racist Practices:** Scale infrastructure for the integration of anti-racist policies and practices within HIP and its member organizations.

Together, we have the power to transform healthcare in our community. Let us embrace this opportunity to reaffirm our dedication to our mission and one another by continuing to recognize that true progress can only be achieved when we actively work to dismantle systemic barriers and ensure equitable access to health and well-being for our community.

Our deepest gratitude goes out to everyone who contributed their time, insights, and passion to this process. Your dedication to our mission is what makes HIP a driving force for positive change in healthcare.

Here's to the next four years of impactful collaboration and meaningful change guided by our strategic goals and fueled by our passion, dedication, and collaboration.

Maritza Lara  
Executive Director

Anita Aguirre  
Board President

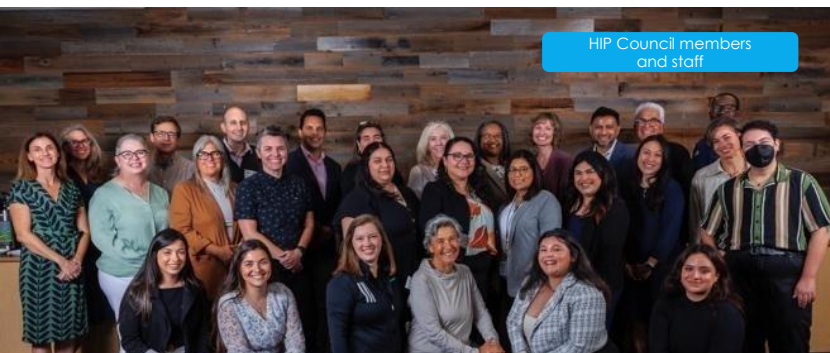




# ABOUT HIP



The Health Improvement Partnership of Santa Cruz County (HIP) emerged in 2002 from a federal grant initiative, which later led to HIP's official incorporation in 2004 to address healthcare issues, particularly for the uninsured and publicly insured. Over two decades, HIP has evolved its membership and mission to focus on collaborative problem-solving, system improvement, and fostering partnerships among public and private healthcare leaders to tackle complex health challenges beyond any single organization's capacity. Our membership spans 24 organizations representing Federally Qualified Health Centers (FQHCs), local hospitals, our local health jurisdiction, local managed care plans, and Community-Based Organizations (CBOs), and is continually expanding to encompass members across the continuum of care.



HIP Council members  
and staff

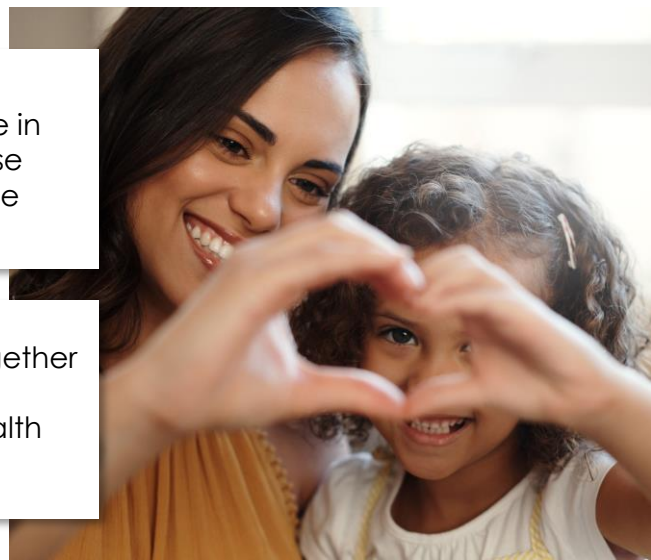


2024 Community  
Forum

Today, HIP continues to adapt to emerging health issues, with a renewed commitment to becoming a catalyst for collective action toward an anti-racist healthcare system that ensures health equity. HIP's current portfolio includes a wide range of health issues that builds networks, convenes, and shares best practices to tackle prevention, mitigation, improvement, and development of our local workforce. Our programs include:

**ACES COMMUNITY OF PRACTICE:** Works on strengthening the trauma-informed network of care in Santa Cruz County to increase screening for adverse childhood experiences (ACEs) and services for those who screen positive and experience toxic stress.

**HIP COUNCIL (HIPC):** Member forum that brings together private and public healthcare leaders, as well as community health leaders, to discuss emerging health issues and initiatives.



## OUR PROGRAMS (cont.)



**INTEGRATED BEHAVIORAL HEALTH ACTION COALITION (IBHAC):** Works to improve behavioral health services for all persons and create a collaborative, integrative, and inclusive system of whole-person care in Santa Cruz County.

**PATH COLLABORATIVE:** An initiative that brings together stakeholders to identify best practices, resolve topical California Advancing and Innovating Medi-Cal (CalAIM) implementation issues, and increase the reach of Enhanced Care Management (ECM) and Community Supports services.

**SAFETY NET CLINIC COALITION (SNCC):** HIP's cornerstone program. Brings together operational and medical leadership of community health centers to identify best practices, barriers, and yield improved health outcomes for the publicly insured and uninsured.

**SAFERX:** An action-oriented collaborative dedicated to health equity and accelerating best practices for opioids and other substances to reduce harm and death.

**WORKFORCE DEVELOPMENT:** An initiative that convenes workforce champions and organizations to collaborate and invest in local planning for the future of the healthcare workforce in Santa Cruz County.

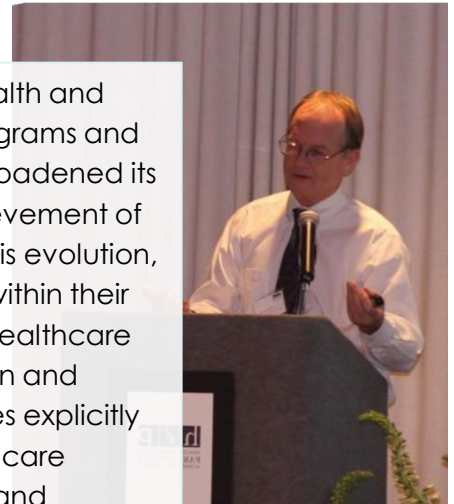


# PLANNING IN CURRENT LANDSCAPE

The Health Improvement Partnership of Santa Cruz County developed the 2025-2028 Strategic Plan in an environment that continues to evolve in response to changes in local healthcare delivery system dynamics, the economy, and shifts in State and Federal health and human services policy. Key factors influential to HIP's priorities and goals include the following:

## HEALTH EQUITY.

Health Equity is a strategic focus for the State of California's Health and Human Services Agency (HHS) and its departments, whose programs and policies are influential to HIP's partner organizations. HHS has broadened its focus beyond ensuring access to care to encompass the achievement of equitable outcomes across all populations. In alignment with this evolution, many of HIP's partners have prioritized health equity initiatives within their own organizations. Additionally, HIP has embraced anti-racist healthcare principles in its approach. Per the American Medical Association and World Health Organization (WHO), anti-racist healthcare focuses explicitly on identifying, addressing, and dismantling racism within healthcare systems. It targets racial disparities by addressing the structural and institutional forms of racism that contribute to unequal health outcomes.



## MEDI-CAL TRANSFORMATION.

California's Medi-Cal program, including its programs addressing behavioral health and substance abuse, is in a period of significant transformation as the Department of Health Care Services (DHCS) implements California Advancing and Improving Medi-Cal (CalAIM) and other federal waiver programs. The comprehensive changes include expanded eligibility for Medi-Cal coverage, enhanced benefits and services, and the integration of new organization types into the healthcare delivery system. Additionally, the transformation encompasses modifications to program administration and revenue, along with substantial one-time funding opportunities for capacity building. HIP partners face both challenges and opportunities due to the breadth and rapid pace of these changes. HIP's partners' need for support and the financial implications of these State policy changes significantly influence both the scope of HIP's services and its financial performance.







## INCREASED COMPETITION.

Post-COVID-19 pandemic, many consulting practices emerged both locally and state-wide to do the type of collaborative convening and training work that HIP has done for decades, introducing a level of competition that HIP has not historically experienced. While this introduces unprecedented competition, it also validates HIP's long-standing approach and opens doors for potential partnerships, knowledge sharing, and expanded impact in a growing field.



## BROADER HEALTHCARE DEFINITION.

The expanded definition of healthcare services now includes community-based services that address the social determinants of health. This has broadened the definition of healthcare leader, requiring that HIP engage new partners while fostering strong connections among all of HIP's partners, both traditional and new.



## 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.

## STRATEGIC GOALS AND STRATEGIES

### GOAL 1: Inclusive and Engaged Partnerships

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

### Strategies

#### VALUE PROPOSITION

Effectively communicate HIP's unique value proposition to attract and retain members and enhance partnerships.



#### COMMUNITY ENGAGEMENT

Increase engagements with local collaboratives and local organizations to enhance partnerships.



#### PARTNER PARTICIPATION

Enable all partners to participate meaningfully through responsive forums, at different levels and on different strategic issues.



## Strategies

### WORKFORCE DEVELOPMENT

Expand programs and partnerships to build a more sustainable, culturally congruent, and anti-racist local health care workforce.



### ACCOUNTABLE COORDINATION OF CARE

Expand HIP's scope of services to increase the accountability of partner organizations to coordinate services to address the comprehensive needs of individuals.



### DATA SHARING

Facilitate key stakeholders to establish a unified approach to data sharing that identifies disparities and improves care coordination.



## GOAL 2: Equitable Access to Care

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

## GOAL 3: Integration of Anti-Racist Practices

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

## Strategies

### DEEPEN HIP'S BENCH

Implement policies and procedures and enhance staff anti-racist strategy acumen to increase sustainability and strategic impact.



### REVENUE DIVERSIFICATION

Broaden revenue sources by expanding membership and pursuing new funding opportunities that align with anti-racist values and practices.

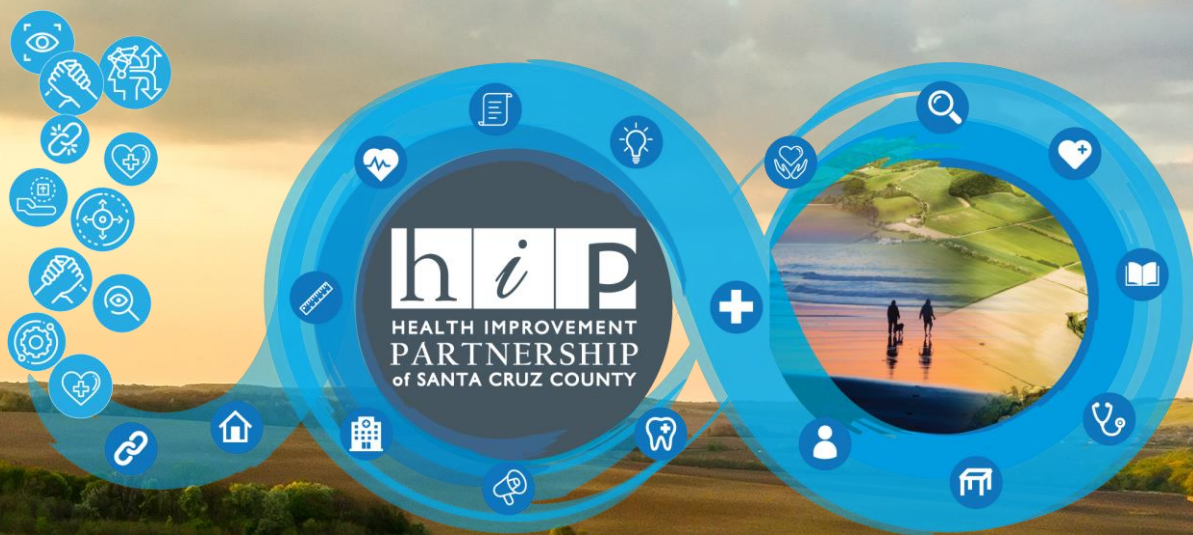


### PROMOTE TRAININGS FOR ANTI-RACIST LEADERSHIP & LEARNING

Lead training and peer networks to support members to champion anti-racist initiatives, policies, and practices.







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healthcare in our community