IT TAKES ALL OF US
A Three-Year Plan to Achieve our Strategic Goals

At CCC, we believe strong teams make a strong organization. We are focusing on five key strategies to increase organizational and community impact to end systemic homelessness:

① Meet People Where They Are

People experiencing homelessness are constantly on the move, which can make traditional location-based service delivery challenging. CCC's service and partnership models will evolve to serve people in more diverse settings and locations. We will:

- **Increase CCC's capability** to create trust and deliver community-based services. Create partnerships and networks of care with organizations supporting both traditional and non-traditional shelter and service pathways, to provide greater access to housing, health care, recovery, income and financial resources.

YEAR ONE PROJECTS

- ✔ **Mobile Medical** – CCC is piloting street-based medicine and mobile medical primary care during 2024 and 2025.
- ✔ **Mobile Hepatitis C Support** – CCC is extending its nationally recognized hepatitis C program by enabling mobile engagement and transportation.
- ✔ **Homeless Advanced Outreach and Response Team** – CCC is pursuing a response-based service for CCC's services in Old Town.

② Support Connected and Equitable Care

It's difficult for people to access care when they face challenges navigating systems and encounter barriers entering several services at the same time. CCC will continue to invest in "any door" navigation that improves fair and equitable access to our services and improves our clients' care experience. We will:

- **Measurably improve health equity** so everyone has a fair and just opportunity to attain their highest level of wellness, especially when first accessing services.
- **Strengthen and expand** cultural and language specific service delivery.
- **Continue to improve** the way CCC's services work within our agency and with our partners.

YEAR ONE PROJECTS

- ✔ **Connected CCC** - CCC is improving our client services and generating new insights by harnessing the data and capabilities of Epic and Apricot (described below), evolving client needs assessment and strengthening referral pathways.
- ✔ **Epic** - CCC is implementing Epic, an advanced electronic health record system, between 2023 and 2024 to improve client service benefits, create connections with other health care providers and improve quality outcomes.
- ✔ **Apricot** - CCC will strengthen implementation of Apricot, our new case management system for housing and employment services.

③ Close Key Care Gaps

When people experience gaps in accessing the care they need, it affects the severity and length of time they experience homelessness. By analyzing data collected from CCC, community partners and feedback from clients on their experiences, CCC will close gaps in both our agency and in our community. We will:

- **Close or reduce key service gaps** including access to housing, behavioral health care, employment and culturally specific services.
- **Support policy and partner efforts** to close community-scale access gaps, identifying the factors that contribute to these gaps.

JULY 2023

✔ **Substance Use Disorder (SUDS) Residential Center** - CCC is securing funding in 2023 for the development of a SUDS residential treatment center, which will fill a care gap occurring after clients exit our Hooper Detoxification Stabilization Center.

✔ **Recuperative Care Program (RCP)** - CCC's RCP is relocating and increasing the number of beds available to reduce a critical strain on our health care system.

✔ **Enhanced Medical Respite** – In 2024, CCC is launching a new Enhanced Medical Respite service, co-locating with RCP.

✔ **Diversified Housing Portfolio** – CCC will consider housing options that consider our changing population demographics (e.g., aging, chronically ill, workforce) balanced with sustainable housing delivery options.

✔ **Employment Expansion** – CCC will grow our employment services to further meet the income and social needs of our clients.

④ Align Systems and Partners for Impact

CCC will use its experience, data and reputation to improve the way systems and partners work together through collaboration, partnership and advocacy. We know that ending homelessness will take all of us working together in new and innovative ways. We will intentionally pursue and support partnerships that strengthen our ability to deepen our collective impact. We will:

- **Support opportunities** such as the Medicaid 1115 Waiver, which allows housing to be a covered Medicaid expense, and to highlight how systems and partners working together can drive enhanced outcomes.

- **Support data-informed strategies** such as a regional health claims analysis to bring multi-disciplinary partners together, encourage a shared understanding of root causes and better coordinate our efforts to meet our goals.

- **Strengthen relationships with existing partners** that produce high-quality outcomes and explore new partnerships that make it possible for our community to approach solutions more quickly and efficiently.

YEAR ONE PROJECTS

✔ **1115 Waiver Housing Benefit** – CCC is supporting a pilot of Oregon's unique Medicaid Waiver, allowing organizations like ours to be reimbursed through Medicaid for certain housing benefits while also closing key system transition gaps in our community.

⑤ Strengthen and Sustain the Work to End Homelessness

The COVID-19 pandemic exposed the underinvestment in the health care and safety-net workforce and the critical role a well-trained, supported and resilient workforce plays in delivering effective care. CCC will be a leader in supporting efforts to strengthen our community health care and supportive services workforce. We will:

- **Expand and strengthen CCC staff recruitment** to attract additional high-quality talent to CCC.

- **Enhance staff resiliency and site safety**, particularly as rising acuity is affecting our clients and communities.

YEAR ONE PROJECTS

✔ **Employee Safety** - CCC is prioritizing improved safety and security oversight through a strengthened risk management approach. Along with our safety contractor, we are installing cameras throughout our campus and evaluating an internal team-oriented approach to safety at Blackburn and OTRC.

✔ **Tiered Safety** – CCC launched a Tiered Safety Huddle System creating standard ways of rapidly identifying and escalating safety issues and risks across CCC.

✔ **Behavioral Health Worker Search** – CCC will launch a Behavioral Health Talent Academy in 2024 to attract and develop talent to fill the demand for behavioral health positions.