

CMS' Strategic Direction



Better Care, Better Health, Lower Costs



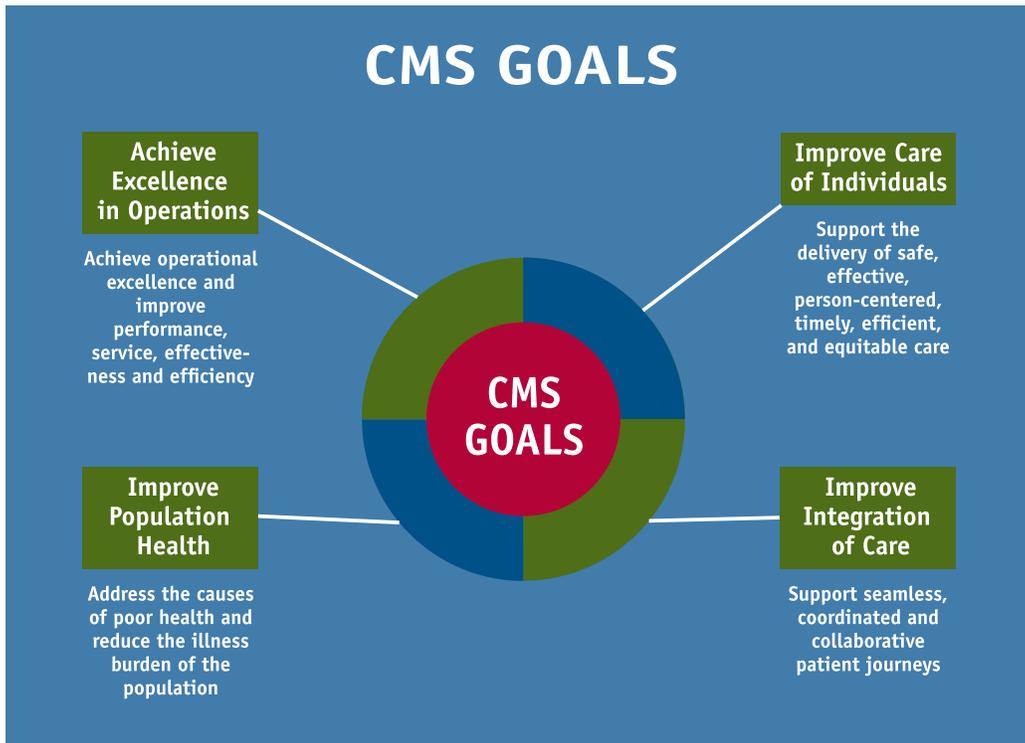
THE AMERICAN PEOPLE WANT AND DESERVE health care services and supports that help them to live vital and meaningful lives. The Centers for Medicare & Medicaid Services (CMS), which provides health coverage to roughly one in three Americans and helps set the rules for other payers, plays a critical role in addressing the fundamental need to improve the quality and reliability of health care in this country and to reduce costs to assure that the health care system is sustainable. To fulfill its mission to be a “*major force and a trustworthy partner in the continual improvement of health and health care for all Americans,*” CMS is partnering with its beneficiaries, practitioners, payers, plans, Tribal governments and other health care stakeholders to aggressively pursue meaningful improvements in the delivery and efficiency of health care, and in the overall health of the population.

CMS aims to improve care and population health measurably and, through these improvements, to reduce per capita costs. CMS seeks to accomplish this by helping to transform the fragmented U.S. health care system into an integrated and accountable delivery system that continuously improves care, reduces waste and unnecessary costs, prevents disease and disease progression, and promotes health. CMS' focus is on finding better ways to ensure that the right care is accessible and delivered to the right person at the right time, every time.

STRATEGIC GOALS

To support CMS' mission and achieve its vision of a high-quality, continually improving, and sustainable American health care system, CMS is focused on four strategic goals (*Figure 1*).

Figure 1: CMS Strategic Goals



Three goals focus on health and health care delivery:

- **Goal 1: Improve Care of Individuals**
- **Goal 2: Improve Integration of Care**
- **Goal 3: Improve Population Health**

The fourth goal focuses on improving CMS' own performance:

- **Goal 4: Achieve Excellence in Operations**

Each of CMS' four goals is translated into a set of defined objectives that identify areas of particular opportunity for achieving the goal. Specific strategies support progress toward meeting each objective. Achieving CMS' goals requires commitment to action, meaningful collaboration, and effective communication among those carrying out the objectives and implementing strategies. This strategic plan is intended to be a living document, used consistently by CMS leadership to manage day-to-day decisions and ensure alignment of efforts toward achievement of the goals. In addition, this plan is intended to help guide the work of CMS employees, as they pursue a common vision and common aims. Progress toward a better health care system will require the active participation of all providers, practitioners, patients, families, communities, payers, plans and other health care stakeholders.

Specifically, CMS is working to:

1. Improve Care of Individuals so that health care is safe, effective, person-centered, timely, efficient, and equitable.

- Beneficiaries will have access to the highest quality care, providing value for the patient, payer, and taxpayer.
- Patients will be safe from injuries from errors and flaws in their care.
- Unnecessary readmissions to the hospital and inappropriate placement in long-term care facilities will be reduced.
- Health and safety standards for providers will be updated to eliminate processes that don't protect patients or improve the quality of care.
- Coverage decisions will be based on what patients need to improve their health and functional status.
- Individuals will be able to understand and access the health insurance coverage that is most appropriate for their circumstances.



2. Improve Integration of Care so that each patient's health care journey is seamless, coordinated and focused on the unique needs and desires of the individual patient.

- New, person-centered health care delivery models will develop and flourish, and will provide services and supports that help people maintain control of their own lives.
- The Medicare and Medicaid programs will work together to continually improve services and supports and reduce barriers to care for beneficiaries who are eligible for both programs.
- People will be able to transition seamlessly among payers or delivery systems.
- Health plans that provide improved coordination and quality of care to Medicare beneficiaries will be rewarded.

3. Improve Population Health to enhance people's quality of life and reduce avoidable death and disability while reducing health-care related costs.

- Cardiovascular disease and stroke, which cause significant disability and death and which are costly to individuals and the health care system, will be reduced.
- All Americans will have the chance for good health regardless of their race, ethnicity, or socio-economic status.

4. Achieve Excellence in Operations by providing superb service at the low cost to taxpayers, and improving continually the pride and joy in work for CMS employees.

- CMS will become the best place to work in government, and will achieve a reputation for speed, reliability, cooperation, agility and innovation.
- CMS will protect public funds from fraud and overpayment by administering the program accurately and effectively, and making sure that errors, waste, and abuse are identified and eliminated.
- CMS will work to minimize regulatory requirements that provide no benefit to the financial integrity of its programs or the health and welfare of its beneficiaries.
- CMS will improve its processes and technology systems and its ability to use information to improve its performance and that of the programs it administers.



In pursuing these four goals, CMS is committed to serving the health care needs of all Americans. CMS will protect and sustain the health insurance programs that cover more than 100 million Americans today. It will also support and protect the millions of Americans who obtain their health coverage through employers or the private health insurance market. CMS recognizes that it cannot achieve these goals alone. We welcome our many public and private partners to join us on the journey to *better care, better health, and lower cost through improvement.*



This is an extraordinary time for health care in our Nation's history. The Affordable Care Act has established exciting new changes—like more free preventive services, lower prescription drug costs, and health coverage for millions of Americans. At CMS, we're working to implement these changes as part of our strategic focus to make sure the American people have health care they can depend on—care that's safe, effective, person-centered, timely, efficient, and equitable. Our goal is to help people achieve better care, better health, and lower costs. Thank you for your commitment and dedication to this important and historic work.

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