

STATUS – JUNE 2019 FINANCIAL STATEMENTS

Current Finance Deliverables

- June 2019 F/S (Complete and Accurate)
- FY 16/17 AE MLR
- CY 2018 RDT
- CY 2017 RDT Audit
- FY 18/19 Financial Audit
- Budget/Projections

Current Status

- Medical expenses - consistent with the past few months. Pharmacy seems high – review needed.
- IBNP Complete

Still to Complete

- Final 16/17 AE MLR Estimate
- Review of significant estimates

FY 19/20 Budget

Financial Savings Initiatives

ITEM	INITIATIVE
Salary Expense	<ul style="list-style-type: none"> • Organizational Redesign • Hiring Freeze • No performance based incentive payments • Benefits Restatement
Training, Conference and Travel	Business Essential
Translation Services	FY 18/19 Run Rate
Printing	FY 18/19 Run Rate
Advertising and Promotion	FY 18/19 Run Rate
Provider Network Contracting	<ul style="list-style-type: none"> • Rate Adjustments • Capitation and Delegation • Preferred Networks
Claims Payment Audits	<ul style="list-style-type: none"> • Overpayment Recovery Vendor • Coordination of Benefits Vendor
Disabled Member Rate Payments	<ul style="list-style-type: none"> • Supplemental Security Income (SSI) Vendor

Estimated Savings Range: \$2.0M - \$7.0M



**Gold Coast
Health Plan**SM
A Public Entity

Strategic Plan 2018-2022
Compassionate care, accessible to all, for a healthy community.



Message from the CEO



You've heard the old adage, "If you don't know where you are going, any road will get you there."

Since its adoption in 2015, GCHP's strategic plan has been our steady guide along the path toward our vision of compassionate care, accessible to all, for a healthy community. The challenges we face are considerable, given the dynamic environment and complexity of our national health care system. Yet the work we have accomplished together over the past three years has helped define what we value collectively – delivering quality care and services to our members.

As the health care industry evolves, so must GCHP and its strategic plan. In uncertain times, we must continue to work together in meeting the needs of our community. It is important that we continuously evaluate the industry, regulatory, and community landscapes and adapt so that we can provide the resources, programs, and services that enhance the quality of health care for those most in need.

I am proud to present GCHP's 2018-2022 strategic plan. As we adapt our current plan to one that will guide us through the next five years, we want to remember our most important stakeholders: Our members. This plan identifies our priorities and key strategies in achieving our strategic objectives, which are key to GCHP's continued success.

I hope you will take the time to carefully review the strategic plan to understand how it fits into what we do and use it to guide the decisions that will need to be made in the coming years.

Thank you for your dedication to our shared vision.

Sincerely,

A handwritten signature in black ink that reads "Dale Villani". The signature is written in a cursive, flowing style.

Dale Villani, CEO

About Gold Coast Health Plan



Our Mission

To improve the health of our members through the provision of high quality care and services.



Our Vision

Compassionate care, accessible to all, for a healthy community.



Our Values

Integrity, Accountability, Collaboration, Trust, Respect

Gold Coast Health Plan (GCHP) is dedicated to serving Medi-Cal beneficiaries living in Ventura County. GCHP is an independent public entity governed by the Ventura County Medi-Cal Managed Care Commission (VCMCC), comprised of consumer advocates, providers, locally-elected officials and hospital and county health care agency representatives.

Our *member-first focus* centers on the delivery of exceptional quality health care services, providing greater access and member choice.

Gold Coast Health Plan Fast Facts

194,013

Members

[As of January 2019]

6,772

Partners

403 Primary Care Physicians

4,956 Specialist Physicians

19 Acute Care Hospitals

5 Tertiary Hospitals

382 Behavioral Health Providers

617 Pharmacy Providers

390 Service Providers

INVENTURA COUNTY

50%

OF ALL CHILDREN 0-5

20%

OF ALL RESIDENTS

12.5%

OF ALL SENIORS

ARE SERVED BY GOLD COAST HEALTH PLAN

94

CENTS

of every dollar spent by
Gold Coast Health Plan
goes to health care costs.



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Who We Are

Commissioners

**Antonio Alatorre
(Chair)**
Clinicas del Camino Real,
Inc.

Shawn Atin
County of Ventura

Theresa Cho, MD
Ventura County Health
Care Agency

Lanyard Dial, MD
Ventura County Medical
Association

Laura Espinosa
Consumer
Representative

Johnson Gill
Ventura County Health
Care Agency

Debra Herwaldt
Los Robles Hospital

Bob Huber
Ventura County Board of
Supervisors

Gagan Pawar, MD
Clinicas del Camino Real,
Inc.

Dee Pupa
Ventura County Health
Care Agency

**Jennifer Swenson
(Vice Chair)**
Adventist Health,
Simi Valley

Gold Coast Health Plan Leadership



Dale Villani
Chief Executive Officer



Kashina Bishop
Chief Financial Officer



Melissa Scrymgeour
Chief Administrative Officer



Ruth Watson
Chief Operating Officer



Nancy Wharfield, MD
Chief Medical Officer



Brandy Armenta
Compliance Officer



Jean Halsell
Executive Director, HR



Ted Bagley
Chief Diversity Officer

Directors

**Patricia Almaguer
Auchard, MD**
Medical Director

Bob Bushey
Procurement Officer

Anne Freese, Pharm.D.
Director of Pharmacy

Lupe Gonzalez
Director of Health Education

Christianne Hodina
Director of Operations

Helen Miller
Senior Director of
Information Technology

Kathy Neal
Senior Director of Health
Services

Kim Osajda
Director of Compliance

Steve Peiser
Senior Director of
Network Management

Kris Schmidt
Director of Strategy and
Enterprise Analytics

Kimberly Timmerman
Director of Quality
Improvement

Marlen Torres
Director of Government
and Community
Relations

Lyndon A. Turner
Senior Director of Finance

Strategic Planning Process



Throughout the process of updating the Gold Coast Health Plan strategic plan, the Plan's leadership team built upon the mission, vision and values that guide the organization. The team continuously assesses the health care landscape to identify what's coming and how that might affect GCHP's members and providers, while taking into consideration the external view (what we should do), the internal view (what we can do), and the executive view (what we want to do). This is where planning helps the team focus and prioritize the Plan's goals and objectives.

GCHP takes the strategic planning process seriously and understands that it is a process that requires continuous review and modification to keep up with the ever-changing managed care environment.

Strategic Objectives



To ensure GCHP is best positioned to meet the future demands of the ever-changing managed care world, a series of strategic objectives was developed to guide these efforts. These objectives are geared towards moving GCHP forward in providing quality health outcomes to our members; demonstrating fiscal stewardship of public funds; expanding our ability to be a strategic business partner in Ventura County; and continuing to be a great place to work.

Our values reflect integrity, accountability, collaboration, trust and respect for our members, our providers, our employees, and our community partners. It is our goal with this strategic plan to continue to deliver exceptional quality of care and services.

GCHP's Strategic Objectives

- GCHP will be a health care leader delivering quality health outcomes to our members.
- GCHP will be a collaborative community partner.
- GCHP will be an effective strategic business partner in Ventura County.
- GCHP will demonstrate responsible fiscal stewardship of public funds.
- GCHP will be considered a great place to work.
- GCHP will be positioned to best meet the future demands of providing quality health care and exceptional service for our members.

GCHP will be a health care leader delivering quality health outcomes to our members.



Strategies for Success

Ensure access to and availability of quality care.

GCHP will develop and deploy new programs and financial incentives to ensure access to and availability of care for our members through expanded stakeholder collaborations, including the County of Ventura, the state Department of Health Care Services (DHCS), and providers, to deliver quality health outcomes.

Invest in quality data.

Staff will work to improve the completeness, accuracy, timeliness, and management of data to assure GCHP meets goals to improve Healthcare Effectiveness Data and Information Set (HEDIS®) scores, and patient accuracy and completeness of Consumer Assessment of Healthcare Providers and Systems (CAHPS). Based on quality outcomes, GCHP will also evaluate options for alternative reimbursement models.

Build a culture of quality care.

Delivering quality health outcomes to GCHP members starts with creating a culture of quality care inside the organization. GCHP will continue to address care gaps, identifying opportunities for improving the quality of care delivered. The Plan will promote internal understanding of Quality Care Across the Care Continuum, focusing team performance on quality outcomes. We will work to transform reporting narratives from strictly quantity of care to include quality of care, and will increase transparency by reporting on positive outcomes in community health issues.

Promote integrated care across the continuum.

GCHP will work collaboratively with community stakeholders and health care providers, regardless of funding stream, to provide integrated care for members across the care continuum.

GCHP will be a collaborative community partner.



Strategies for Success

Convey the GCHP Story.

GCHP will develop and implement a multi-faceted communications plan to convey the many positive outcomes achieved by GCHP, as well as how GCHP is a positive partner in the managed care landscape.

Engage key stakeholders across the care continuum to share the GCHP story.

GCHP's communications plan will include community stakeholders and Plan Ambassadors to communicate the value GCHP brings to the community, as well as create brand awareness about who we are, what we do and why it matters to Ventura County.

GCHP will be an effective strategic business partner in Ventura County.



Strategies for Success

Streamline the business partnership experience.

GCHP will simplify the way it conducts business with its health care partners to eliminate barriers in providing high quality care and will provide assurances so that partners view working with GCHP as a “win-win.”

Collaborate with our provider network / community to build quality programs and reward excellence in quality outcomes.

GCHP will create and implement sustainable quality programs to improve the health of its members and reduce avoidable hospital admissions through strategic community stakeholder and provider collaborations, using alternative provider reimbursement models such as pay-for-performance and value-based payments.

GCHP will demonstrate responsible fiscal stewardship of public funds.



Strategies for Success

Ensure long-term financial solvency.

GCHP will continue to work towards long-term solvency by maintaining a healthy level of reserves; ensuring reimbursement models are reasonable and fair; and ensuring ongoing quality of care for the Plan's members and managing the ever-changing managed care environment, including federal and state level changes.

Ensure fiscal discipline.

GCHP will work to embody national and state formulas for how health care dollars should be spent in the managed care environment in California by employing recognized industry best practices.

Build a culture of compliance.

GCHP will embed compliance into everyday workflow, which will set the foundation and expectations for accountability across the organization.

Invest in the community.

GCHP recognizes that individual health is impacted by where we live, work and play and as such, we will continue to invest in the community through a thoughtful and targeted approach around partnerships, health education and community outreach, to impact the social determinants of health.

GCHP will be considered a great place to work.



Strategies for Success

Establish a positive workplace culture.

In collaboration with staff, identify, define and develop the Plan's desired culture and develop employee communications to support that culture and accountability.

Ensure that diversity and inclusion are part of our DNA.

Work alongside employees to ensure that service, diversity and inclusion are part of the Plan's culture and DNA.

Enhance work environment.

GCHP will deploy employee satisfaction and retention tools and metrics, leverage technology to provide employee self-service, clearly articulate career paths and the accompanying compensation plans, and explore and create training and development programs based on the needs of employees, as well as the needs of the business, to enhance the work environment.

GCHP will be positioned to best meet the future demands of providing health care for our membership.



Work across all departments to create work plans that reinforce our foundation while permitting sustainable growth in the future.

GCHP will embark on several work plans throughout the organization to meet the future demands of health care for our members including: building cash reserves with our financial team; ensuring that qualified staff are hired with our Human Resources team; assuring we have the right technology with our IT team; and enhancing and expanding our analytics.

Explore opportunities for future Medi-Cal programs and other lines of business to expand services to GCHP members.

GCHP will evaluate and diversify its portfolio to ensure the right mix of services, products, and partnerships are used to ensure optimal member benefits and services in support of GCHP's mission, vision and values.

Explore innovative programs to improve quality outcomes and population health.

GCHP will establish community partnerships for future opportunities and work to enhance and expand member services for better health outcomes while balancing community needs and costs.





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Strategic Plan 2018-2022