



Special Meeting of the
Santa Clara County Health Authority
Governing Board
Strategic Planning Kick-Off

Monday, November 30, 2020, 12:00 PM – 3:00 PM
Santa Clara Family Health Plan
6201 San Ignacio Ave, San Jose, CA 95119

Via Teleconference

(669) 900-6833
Meeting ID: 934 5307 8007
Passcode: STRAPLN21
<https://zoom.us/j/93453078007>

AGENDA

1. Welcome, Introductions and Meeting Goals Bob Bownstein, Chair Christine Tomcala, CEO Bobbie Wunsch, Pacific Health Consulting Group	12:00	15 min
2. Public Comment Members of the public may speak to any item not on the agenda; two minutes per speaker. The Governing Board reserves the right to limit the duration of the public comment period to 30 minutes.	12:15	15 min
3. Overview of Strategic Planning Process, Timeline and Board Role Rafael Gomez and Bobbie Wunsch Pacific Health Consulting Group	12:30	15 min
4. Directions and Considerations for the Future of Medicaid (Presentation and Q&A) Larry Levitt, Executive Vice President for Health Policy Kaiser Family Foundation	12:45	45 min
BREAK	1:30	15 min
5. Statewide Policy Issues and Directions (Presentation and Q&A) Will Lightbourne, Director Department of Health Care Services (DHCS)	1:45	45 min
6. Board Reflections on Key Strategic Questions to Address Facilitated by Rafael Gomez and Bobbie Wunsch Pacific Health Consulting Group	2:30	25 min
7. Thank You and Adjourn	2:55	5 min

Notice to the Public—Meeting Procedures

- Persons wishing to address the Governing Board on any item on the agenda are requested to advise the Recorder so that the Chairperson can call on them when the item comes up for discussion.
- The Committee may take other actions relating to the issues as may be determined following consideration of the matter and discussion of the possible action.
- In compliance with the Americans with Disabilities Act, those requiring accommodations in this meeting should notify Rita Zambrano 48 hours prior to the meeting at (408) 874-1842.
- To obtain a copy of any supporting document that is available, contact Rita Zambrano at (408) 874-1842. Agenda materials distributed less than 72 hours before a meeting can be inspected at the Santa Clara Family Health Plan offices at 6201 San Ignacio Ave, San Jose, CA 95119.
- This agenda and meeting documents are available at www.scfhp.com.



SANTA CLARA FAMILY HEALTH PLAN

STRATEGIC PLAN KICK-OFF SESSION

BOARD OF DIRECTORS

Prepared by Pacific Health Consulting Group
Monday, November 30, 2020

Pacific Health Consulting Group Strategic Planning Team



Bobbie Wunsch
Founder and Partner



Tim Reilly
Founder and Partner



Rafael Gomez
Senior Health Care Consultant

Meeting Topics

- Review Strategic Planning Process, Activities and Timeline

- Expert Presentation/Q&A on External Environment
 - ▣ Directions and Considerations for the Future of Medicaid (Larry Levitt)
 - ▣ State Policy Issues and Directions (Will Lightbourne)

- Solicit Initial Board Reflections on Key Strategic Issues and Questions to Address

Why do strategic planning?

- High level **plan** to achieve one or more goals under conditions of uncertainty
- **Roadmap** for future initiatives
- Provides Board, Staff and Community with **common focus and perspective**
- Focus on **members**

Characteristics of Effective Strategic Plans

- The most effective strategic plans are...
 - ▣ Clear, simple and focused
 - ▣ Inspire a broader vision but offer achievable steps
 - ▣ Incorporate the views and participation of executive leadership, the board, staff and key stakeholders
 - ▣ Function as frameworks or tools for making decisions and adapting to the environment
- 3-year strategic plan horizon

Strategic Planning Process and Timeline

Timeline	Activities
November – December 2020	<p>Advanced Data Collection</p> <ul style="list-style-type: none">• All-Staff Survey• Staff Leadership Survey• Board and Stakeholder Telephone Interviews• Provider Focus Groups• Staff Strategic Planning Committee SWOT Session• Environmental Scan
November 30	Governing Board Kick-Off Session
December 2020 – February 2021	Staff Strategic Planning Committee Meetings to Develop Draft Strategic Plan Framework
February 28, 2021	Governing Board Strategic Planning Session
March 2021	Governing Board Approval of Final Strategic Plan

Project Deliverables

- 3-Year Organizational Strategic Plan
- Revised Mission Statement and Organizational Values

Board Reflections on Key Strategic Questions

1. What are the biggest strategic implications or take-aways from today's presentations?
2. From where you stand now, what are the most critical strategic issues or questions that need to be addressed during this strategic planning process?



Discussion with Santa Clara Family Health Plan

November 30, 2020

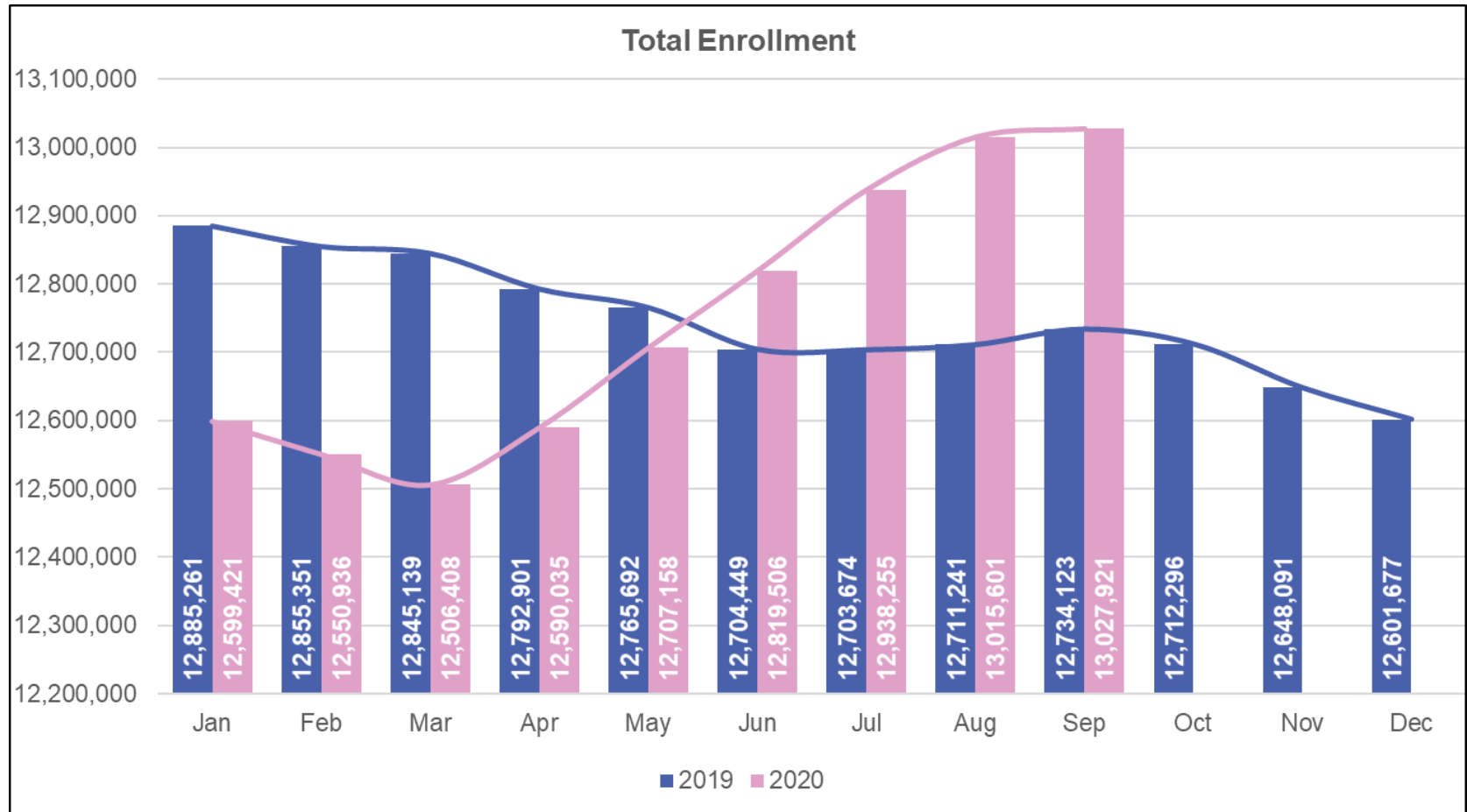


Topics

- Medi-Cal Enrollment
- Racial Disparities
- CalAIM
- Plan Procurement, Model Changes & Beneficiary Assignment
- Role of Local Initiatives
- Rates (reductions, county-wide averaging, risk adjustment, risk-corridor, etc.)
- Future of Telehealth



Medi-Cal TOTAL Enrollment



Data Source: Extracted from MIS/DSS *September 2020 Data is Preliminary

All presented data between 10/2019 and 09/2020 in this report have been updated as of 10/15/2020. The presented eligible counts are subject to change due to delays in Medi-Cal eligibility data updates. Eligibility counts for a specific month are considered complete for statistical reporting purposes 12 months after the month's end.



COVID-19 in California (age 18+)

Race/Ethnicity	Percent of Cases	Percent of Deaths	Deaths per 100,000
Latino	59.5	48.6	42
White	18.5	30.1	27
Asian	5.9	11.7	27
African-American	4.4	7.5	48
Multi-Race	1.1	0.8	7
American Indian or Alaska Native	0.3	0.3	28
Native Hawaiian and other Pacific Islander	0.6	0.5	41
Other	9.7	0.5	0.0
Total with Data	100	100	N/A

Source: California Department of Public Health, November 23, 2020.



COVID-19 in California (age 18-34)

Race/Ethnicity	Percent of Cases	Percent of Deaths	Percent CA Population
Latino	61.9	69.4	45.0
White	16.9	9.6	30.2
Asian	4.9	5.2	14.7
African-American	3.9	13.1	6.5
Multi-Race	1.3	0.7	2.6
American Indian or Alaska Native	0.3	0.3	0.6
Native Hawaiian and other Pacific Islander	0.5	1.4	0.4
Other	10.4	0.3	0.0
Total with Data	100	100	N/A

Source: California Department of Public Health, November 23, 2020.

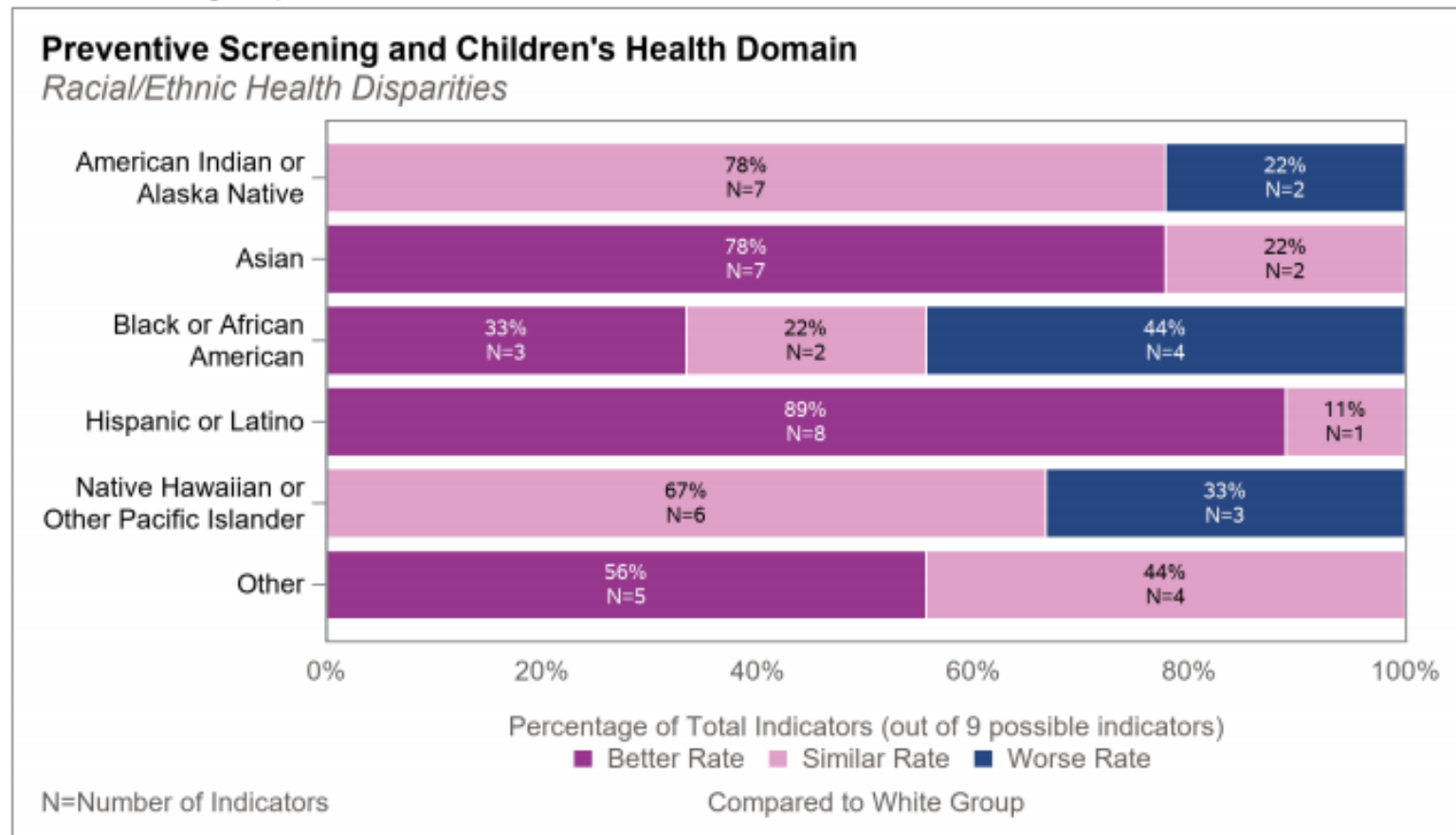


Plan Performance

2018 Health Disparities Report

Figure 3.1—Racial/Ethnic Health Disparities Summary: Preventive Screening and Children's Health Domain

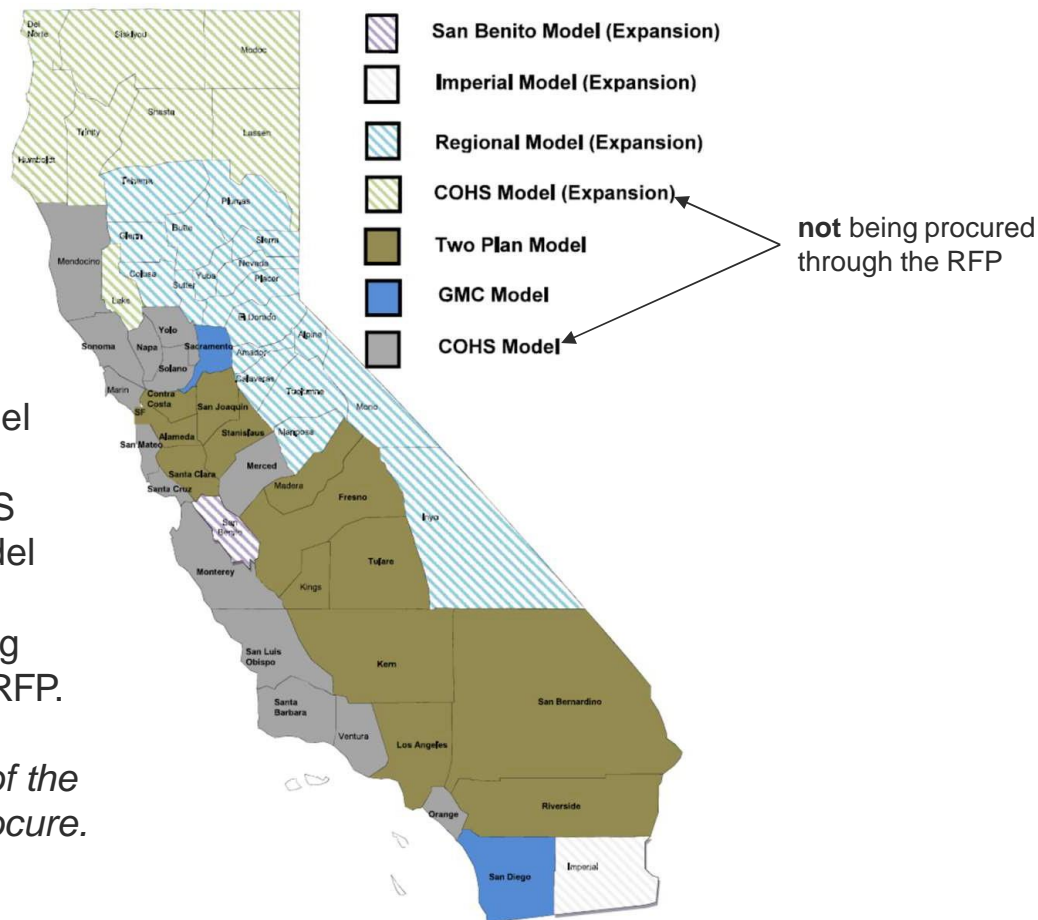
Note: Due to rounding, the percentage of total indicators may not equal 100 percent for some racial/ethnic groups.





MCP Contract Update and Procurement Current Plan Models – State Map

MEDI-CAL MANAGED CARE MODELS



- Pending any plan model changes.
- COHS (includes COHS Model and COHS Model Expansion) and Local Initiatives are **not** being procured through the RFP.
- *GMC Models pending DHCS determination of the number of plans to procure.*



MCP Contract Update and Procurement *DHCS Priorities*

DHCS is looking for Managed Care Plans that demonstrate their ability to deliver services that align with DHCS' Priorities

• Reducing health disparities	• Children services
• Value-based Purchasing	• Behavioral health services
• Increased oversight of delegated entities	• Quality
• Access to care	• Local presence and engagement
• Continuum of care	• Emergency preparedness and ensuring essential services
• Coordinated/integrated care	• CalAIM



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