



Regular Meeting of the
Santa Clara County Health Authority
Executive/Finance Committee

Thursday, February 25, 2021, 11:30 PM – 1:30 PM
Santa Clara Family Health Plan - Teleconference
6201 San Ignacio Ave, San Jose, CA 95119

Minutes - Approved

Members Present

Dolores Alvarado, Chair
Bob Brownstein
Dave Cameron
Liz Kniss
Sue Murphy

Staff Present

Christine Tomcala, Chief Executive Officer
Neal Jarecki, Chief Financial Officer
Laurie Nakahira, D.O., Chief Medical Officer
Jonathan Tamayo, Chief Information Officer
Chris Turner, Chief Operating Officer
Ngoc Bui-Tong, VP, Strategies & Analytics
Teresa Chapman, VP, Human Resources
Laura Watkins, VP, Marketing & Enrollment
Barbara Granieri, Controller
Chelsea Byom, Director, Marketing & Communications
Tyler Haskell, Director, Government Relations
Johanna Liu, Director, Quality & Process Improvement
Khanh Pham, Director of Finance Reporting & Budgeting
Rita Zambrano, Executive Assistant
Nancy Aguirre, Administrative Assistant
Amy O'Brien, Administrative Assistant

Others Present

Bobbie Wunsch, Pacific Health Consulting Group

1. Roll Call

Dolores Alvarado, Chair, called the meeting to order at 11:32 am. Roll call was taken and a quorum was established.

2. Public Comment

There were no public comments.

3. Approve Consent Calendar and Changes to the Agenda

Ms. Alvarado presented the Consent Calendar and indicated each item would be approved separately.



a. Approve minutes

It was moved, seconded, and the January 28, 2021 Executive/Finance Committee minutes were **unanimously approved.**

Motion: Ms. Murphy

Second: Ms. Kniss

Ayes: Ms. Alvarado, Mr. Brownstein, Mr. Cameron, Ms. Kniss, Ms. Murphy

b. Approve Claims Policies

It was moved, seconded, and Claims Policies: CL.01 Interest on the Late Payment of Claims, CL.02 Misdirected Claims, CL.03 Notice of Denial of Payment, CL.09 Claims Timeframes Turn-Around-Time, and CL.21 Claims Processing & Adjudication were **unanimously approved.**

Motion: Ms. Murphy

Second: Ms. Kniss

Ayes: Ms. Alvarado, Mr. Brownstein, Mr. Cameron, Ms. Kniss, Ms. Murphy

c. Accept Network Detection and Prevention Update

It was moved, seconded, and unanimously approved to accept the Network Detection and Prevention Update.

Motion: Ms. Murphy

Second: Ms. Kniss

Ayes: Ms. Alvarado, Mr. Brownstein, Mr. Cameron, Ms. Kniss, Ms. Murphy

4. Strategic Planning Update

Bobbie Wunsch, Pacific Health Consulting Group, introduced the strategic planning topics for discussion, and noted Committee input would be incorporated in the documents presented at the upcoming Board Strategic Planning Session on March 11, 2021.

Ms. Tomcala provided descriptions of the various strategic planning elements, and reviewed options for the new Vision, a draft Mission statement, and proposed Values. She noted the aim was to be succinct and meaningful. Ms. Tomcala confirmed that input from a staff survey was reflected in the proposed draft, as well as prior feedback from this Committee.

Discussion ensued regarding the Committee's perspectives and suggested edits to the Vision, Mission, and Values statements.

Ms. Wunsch presented the 2021-2023 Strategic Plan, noting three goals—Community Health Leadership, Quality, Access & Equity, and Organizational Excellence—and related strategies and success measures. The Committee provided suggested changes to the Strategic Plan.

Ms. Wunsch also shared a draft agenda for the March 11, 2021 Strategic Planning Session. She indicated further edits reflecting suggestions received at that Special Governing Board meeting would be incorporated in the planning documents, and updated drafts would be offered for consideration and approval at the March 25, 2021 Governing Board meeting.

4. CEO Update

Ms. Tomcala presented the updated SCFHP COVID-19 Summary, noting 4,945 members have tested positive, 1,736 have been hospitalized, and 181 are deceased (94 SNF and 87 non-SNF), representing 10% of County-reported deaths, while total membership equals approximately 12% of the County population.

Ms. Tomcala reported that 23,752 members have received a first vaccination dose, and 4,158 have received the second dose. Ms. Tomcala stated the Plan is collaborating with the Santa Clara County Public Health Department (SCCPHD) on a co-branded flier about how to get a vaccine and access transportation. SCFHP also is conducting outreach calls to 6,300 high-risk members 65+ to assist with appointment scheduling and



transportation. We are working with the public health department, utilizing a reserved block of appointments to help our most vulnerable members receive the vaccine. There was an expressed concern and discussion regarding the potential disruption of these efforts given that the State is contracting with a TPA to coordinate vaccine distribution and scheduling going forward.

A breakdown of vaccine uptake by age groups (65+) and ethnicity was provided. Overall, 47.5% of members 75+ have received at least one COVAX dose, compared to 50% countywide.

Ms. Tomcala also shared that Mike Gonzalez, Manager, Community Resource Center, is co-chairing the Health Care Access and Community Clinic Workgroup with Dolores Alvarado. This is one of the subgroups of the County's Vaccine Community Stakeholders Working Group, which several staff attend.

6. Quality Update

Johanna Liu, Director, Quality & Process Improvement, reported on the CMC Consumer Assessment of Healthcare Providers and Systems Survey (CAHPS), a required member satisfaction survey by the Centers for Medicare and Medicaid Services (CMS). The results impact NCQA accreditation and health plan ratings. Dr. Liu shared the annual 2020 results, which reflect member satisfaction with the health plan and their providers.

Dr. Liu indicated CMS will not be recognizing the 2020 survey submission because of the potential impact of COVID-19, but SCFHP is using the results as part of the continuous quality improvement process. She highlighted the top three performing measures, which include Rating of Drug Plan, Rating of Health Plan, and Rating of Specialist. The lowest three performing measures include Customer Service, Getting Needed Care, and How Well Doctors Communicate. She indicated these are general categories, and some of the questions within those categories are not necessarily intuitive to the category name.

Dr. Liu presented the five overall ratings for the past three years, noting an increase in all of the categories, with four of them showing statistically significant improvement over that time.

Dr. Liu discussed the future impact on Medicare star ratings, and provided a breakdown of scores by demographic segments. She further highlighted focus areas for improvement and general interventions.

7. Government Relations Update

Tyler Haskell, Director of Government Relations, provided an update on the COVID-19 relief legislation under consideration in Congress, as well as an outlook on other legislation later this year. Mr. Haskell also provided updates on the State Budget, CalAIM, and the delayed carve-out of the pharmacy benefit to Fee-For-Service Medi-Cal.

8. COVID Vaccine Transportation Assistance

The COVID Vaccine Transportation Assistance discussion was removed from the agenda.

9. December 2020 Financial Statements

Neal Jarecki, Chief Financial Officer, presented the December 2020 financial statements, which reflected a current month net loss of \$750 thousand (\$25 thousand favorable to budget) and a fiscal year to date net surplus of \$4.8 million (\$3.9 million favorable to budget). Enrollment increased by 2,226 members from the prior month to 271,107 members (1,539 members below budget). Year-to-date membership growth due to COVID-19 has not been as initially-pronounced as budgeted, but will be sustained for a longer period of time due to the continued public health emergency. Revenue reflected a favorable current month variance of \$2.6 million (2.5%) largely due to (1) higher CY20 full-dual Medi-Cal CMC & MLTSS capitation rates versus budget and (2) higher Medi-Cal Non-Dual rates versus budget. Medical Expense reflected an unfavorable current month variance of \$2.4 million largely due to (1) Medi-Cal capitation expenses in excess of budget, related to the retroactive capitation rate updates from DHCS, and (2) certain fee-for-service expenses in excess of budget, some of which are related to COVID. Administrative Expense reflected a favorable current month variance of \$264 thousand (4.5%) due higher personnel expenses offset by the timing of certain non-



personnel expenses. The balance sheet reflected a Current Ratio of 1.25:1, versus the minimum required by DMHC of 1.00:1. Tangible Net Equity of \$213.4 million, which represented approximately two months of the Plan's total expenses, included unrestricted net assets of \$168 million. Year-to-date capital investments of \$3.2 million were made, predominately construction expenses of the Blanca Alvarado Community Resource Center.

It was moved, seconded, and the December 2020 Financial Statements were **unanimously approved.**

Motion: Ms. Kniss

Second: Mr. Cameron

Ayes: Ms. Alvarado, Mr. Brownstein, Mr. Cameron, Ms. Kniss, Ms. Murphy

10. Adjournment

The meeting was adjourned at 1:28 pm.

DocuSigned by:
A handwritten signature in blue ink that reads "Sue Murphy".
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Susan G. Murphy, Secretary