## **BOARD OF GOVERNORS**

## **Executive Committee**

Meeting Minutes - November 20, 2024

1055 West 7<sup>th</sup> Street, 1<sup>st</sup> Floor, Los Angeles, CA 90017

#### Members

Alvaro Ballesteros, MBA, Chairperson Ilan Shapiro MD, MBA, FAAP, FACHE, Vice Chairperson Stephanie Booth, MD, Treasurer John G. Raffoul, Secretary\* G. Michael Roybal, MD





### Management/Staff

John Baackes, Chief Executive Officer Sameer Amin, MD, Chief Medical Officer Augustavia J. Haydel, Esq., General Counsel Todd Gower, Interim Chief Compliance Officer Alex Li, MD, Chief Health Equity Officer Noah Paley, Chief of Staff Acacia Reed, Chief Operating Officer Afzal Shah, Chief Financial Officer

| AGENDA<br>ITEM/PRESENTER   | MOTIONS / MAJOR DISCUSSIONS   | ACTION TAKEN   |
|----------------------------|---|--|
| CALL TO ORDER              | Alvaro Ballesteros, MBA, <i>Chairperson</i> , called to order at 2:06 pm the `meetings of the L.A. Care Executive Committee and the L.A. Care Joint Powers Authority Executive Committee. The meetings were held simultaneously. He welcomed everyone to the meetings.  He provided information on how to submit public comments.               |  |
| APPROVE MEETING<br>AGENDA  | The Agenda for today's meeting was approved.  | Approved unanimously. 4 AYES (Ballesteros, Booth, Roybal, and Shapiro) |
| PUBLIC COMMENT             | There was no public comment.  |  |
| APPROVE MEETING<br>MINUTES | The minutes of the October 23, 2024 meeting were approved as amended.  Board Member Booth has submitted proposed revisions to her statements reflected in the minutes, and a correction on page six.  | Approved unanimously with amendments. 4 AYES                           |
| CHAIRPERSON'S<br>REPORT    | Public Comment Andria McFerson commented that RCAC members are asking for better access to their coverage in receiving everything according to the doctor's orders when they have a chronic illness. There is a particular RCAC member that has a breathing issue and it was ruled that she has this chronic illness and that she can pass away |  |

# **APPROVED**

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|----------------------------------|---|--------------|
|                                  | day by day if she does not have that particular equipment, but it's a fight every single month to receive the proper access to everything that she needs in order to breathe, and it's important that we talk about that, discuss it, and L.A. Care members have better access to care.   |              |
|                                  | Board Member Shapiro thanked her for highlighting that. L.A. Care strives to address that type of issue. There are HIPAA privacy protections. If that member can bring their concern to L.A. Care, staff will address it. L.A. Care would like to address these important issues.   |              |
|                                  | There was no report from the Chairperson.   |              |
| CHIEF EXECUTIVE OFFICER'S REPORT | John Baackes, <i>Chief Executive Officer</i> , reported L.A. Care is prepared for the new federal administration, although there is still no clear action other than nominees for critical posts. There has been no policy direction or potential legislation proposed by the President-elect. The main concerns stem from Project 2025. As mentioned in the Finance & Budget Committee meeting, L.A. Care finances are positive and the reserve fund is robust, compared to other health plans. That will be helpful in weathering potential issues in the next two years in particular with regard to a potential change in control of Congress. There is concern and anxiety in the air that no one is talking about. It will be incumbent on L.A. Care to respond quickly when changes come. L.A. Care belongs to four trade associations in Washington, D.C., which send daily updates. L.A. Care's lobbyist in Washington D.C., John Russell, a Partner at Dentons Global Advisors Group Government Relations, also sends extensive intelligence from Washington D.C. This committee will need to be alert and respond to management suggestions on coping with events. It may be a tough road ahead. Mr. Baackes is glad that L.A. Care is in good shape financially and operationally, because leadership will be more able to focus on whatever comes along. |              |
| Government Affairs     Update    | <ul> <li>Cherie Compartore, Senior Director, Government Affairs, reported:</li> <li>On the state level, the Legislative Analyst's Office released the 2025-26 California budget projection for a \$2 billion budget deficit. Among the key issues that will impact Medi-Cal in the upcoming budget is the passage of Proposition 35. There were budget measures passed last year that relied on funds that would have been available if Prop 35 did not pass. Legislators will likely look for creative ways to fund those proposals, or those proposals will have to be dropped.</li> </ul>  |              |

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|--------------------------|---|--------------|
|                          | • There's an increase projected in the caseload in Medi-Cal due to the elimination of the asset limit tests for seniors. As a result, more seniors will be enrolling in Medi-Cal. The LAO report was released this morning so there may be more information at the December Board Meeting.  |              |
|                          | Board Member Shapiro thanked her for the report and asked if there have been any decisions or discussion on how the Prop 35 funds will be distributed. Ms. Compartore deferred to Afzal Shah, <i>Chief Financial Officer</i> , for information on the distribution of funds.  |              |
|                          | Mr. Baackes responded and offered to provide a term sheet to Board Members, which was developed to indicate how funds are to be distributed. He noted that the bulk of the funds will go to primary care and specialty care providers. Hospitals were supportive because without more providers participating in Medi-Cal, patients will use hospital emergency room. He invited Mr. Shah to comment on how the funds are to be distributed. Mr. Baackes noted that the original discussion was that the managed care organization (MCO) tax proceeds would increase base rates, and to date, the state has implemented a targeted rate increase (TRI) that is complicated and cumbersome, and once the money is sent for TRI, it will be hardly noticed because the method is so fragmented.   |              |
|                          | Mr. Shah agreed that the TRI includes risk for L.A. Care and other health plans. An all plan letter (APL) requires by December 31, 2024, that health plans attest to all clean claims received as of November 30 will be paid, not just by L.A. Care, but its plan partners and delegated entities. Health plans are still negotiating 2025 contracted rates. Final TRI 2024 rates were received from California Department of Health Care Services (DHCS) in late September 2024. L.A. Care plans to send advances to a majority of the provider groups now so they can start changing their systems and paying claims. He noted the risk of compliance with funding. Mr. Shah reported that DHCS draft rates for 2025 include the TRI rate for an existing set of benefits. The existing enhancement is for primary care, non-specialty behavioral health, and obstetrics (OB) up to 87.5 percent. The equivalent amount for 2025 will be included in rates by December. He expects that all the new enhancements for specialty care, emergency room, et cetera, in the term sheet that Mr. Baackes will forward, will be delayed as DHCS takes time to look at the utilization of the services and calculates the Medi-Cal fee schedule equivalence code. It is likely that the TRI will be paid retroactively. The TRI for the enhancements could be delayed until summer of 2025 or later. |              |

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| ITEM/PRESENTER   | Motions / Major discussions  Mr. Baackes reported that there will be a committee of stakeholders formed to advise DHCS. It would be incumbent on L.A. Care to have a representative participate from L.A. Care or from Los Angeles County. He emphasized that the idea of getting the funding in the base rate should not be given up, so that providers will be paid coincident with the provision of the services.  | ACTION TAKEN       |
| COMMITTEE ISSUES   |   |                    |
| Impact of L.A. Care's advertising investments for the past several years | John Cota, Senior Director, Creative & Marketing, reported on L.A. Care's marketing efforts, specifically around advertising efforts. He thanked Board Member Booth for her questions which led to this presentation.   |                    |
|  | He reported that in 2014, L.A. Care began an intentional comprehensive marketing campaign. Prior to that, marketing fundamentally addressed member communication and member engagement. L.A. Care has been working to mature its advertising efforts and to create a framework for marketing efforts.   |                    |
|  | He reported that marketing work is outsourced to advertising agencies and marketing agencies. The costs reflect a range of 15 to 25% paid to agencies for administrative services on investments in the marketing channels. He noted that 72 % of L.A. Care's advertising efforts are focused on digital marketing, which enables more tracking and measurement. He noted that around 80% of the advertising budget is for "pass through" funds paid to media partners such as TV stations, out of home placements and other channels of communication. |                    |
|  | There are three primary marketing types. The first is brand, a significant effort with the objective of saturating the market with L.A. Care information and raising awareness so L.A. Care is prominent in the market. The next type is product marketing, which is intended to expand and retain members. The third is community engagement, where value is provided along with engagement, to understand the market and what consumers are looking for, what questions they have, and what intrigues them.   |                    |
|  | Mr. Cota explained that every year a strategy is developed for each product. Every campaign kicks off in the first quarter of the fiscal year and is executed throughout the rest of the year. The vendor helps significantly with strategy and through media buys. A competitive analysis is critical, in that it provides an understanding of how competitors are conducting advertising and what L.A. Care needs to do to stay competitive in the market.  |                    |

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|                                 | Creative support from vendors is supplementary. Data analysis and reporting are vital. Within a campaign there are different channels, referred to as specific campaigns or sub campaigns, and the vendor helps manage all those efforts. Campaign ad cost refers to the cost on an engagement level and on a conversion level. Conversion is the action by consumers. He reviewed the prior year's campaign for L.A. Care Covered (LACC) showing the touch points and the different channels used to leverage tactics through radio, television, hotspot, mailing and out of home digital. L.A. Care's Customer Support Center (CSC) supports the campaign with robo calls, outbound calls and monthly call volume support. The Sales team also supports the campaign. Communication staff supports a campaign with publications and media interviews. He reviewed the progress of a campaign, beginning as the open enrollment period (OEP) or annual enrollment period (AEP) launches. In the ensuing period of time the campaign begins dominating communication channels, leading to market saturation, until trickling down and then shifting to sustaining visibility in the market. There may be multiple campaigns operating at the same time. |              |
|                                 | Looking back to 2015, LACC had 15,400 members. Since then, membership has increased to more than 190,000, with marketing yielding over a 1,000% increase. Membership in L.A. Care's Dual eligible Special Needs Plan (DSNP) has also increased. He noted that Medi-Cal has gone through many changes recently, and marketing and advertising supported L.A. Care's brand awareness. L.A. Care reminds members to take action to renew coverage. L.A. Care's presence in the market has contributed to the enrollment increase.  |              |
|                                 | Mr. Cota reviewed the metrics used to measure campaign efforts and campaign strategy through engagement, with the objective to drive consumers to take action using the different conversion channels, such as telephone, web forms or L.A. Care's website, measured by "click the rate (CTR). CTR is the digital rate people are clicking and engaging online. The cost per conversion is calculated based on CTR for digital engagement, impressions, and is a way to measure the success and performance of a digital advertising campaign.  |              |
|                                 | In response to a question, Mr. Cota noted that over the top (OTT) refers to live streaming, such as for radio or TV.  |              |
| Eventing Committee Meeting Vinu | Board Member Shapiro asked about optimizing CTR for different channels. He noted better uptake and better results with less cost for search engine marketing, and asked if there are plans to optimize certain channels more than others. Mr. Cota responded that   |              |

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|                                  | there are gaps primarily because a significant vehicle that is leveraged for this information was Google analytics. Last year, health plans throughout California had to discontinue use of Google analytics because of trackers. L.A. Care continues to leverage other sources to obtain the data securely. A new secure system is being implemented. Digital marketing must be maintained to keep the engagement level up, it's fundamentally important to keep the presence and stay current with search engine tactics, although some may not show a measurable yield. Work is continuing in tightening the analytics and sources of data.  |              |
|                                  | Mr. Cota reviewed a future dashboard that will be implemented next year to demonstrate the investment and members enrolled as a result. It will demonstrate trends and retention. The dashboards will be made available for review.   |              |
|                                  | In response to a question about an increase in the advertising budget, he noted that time and circumstance has affected the cost of advertising. In 2014, there was one cyclical advertising campaign for LACC. L.A. Care began an annual brand campaign. In 2024, there are about 18 campaigns, including the brand campaign and product campaigns. Most recently, political advertising took up available media spots and increased the cost of media. During the COVID pandemic, L.A. Care switched quickly from a traditional campaign to 100% digital. Campaign reach is not just about geography, it includes the difference in the targeted markets. L.A. Care's campaigns have matured and are becoming more targeted. Recently L.A. Care added digital billboards as a channel of communication and an expansion of tactics, which increased cost. L.A. Care began using email campaigns in the last year or so which including building a security structure. |              |
|                                  | Chairperson Ballesteros asked about targeting various segments of the population viewing through impressions measured online by engagement and click through ratios. He noted that the younger population may be more online. Mr. Cota noted that different consumers are targeted based on their behavior and campaigns are tailored around that behavior. Mr. Cota will develop a presentation when more analytics are available and he will share that information. Chairperson Ballesteros suggested it would be helpful to have examples of which of the display ads had a better click through ratio and completion rates to get a visual sense of what works.  |              |
| Evecutive Committee Meeting Minu | Board Member Shapiro asked about how the Board can support marketing. Mr. Cota noted that as Mr. Baackes mentioned, it is not known what the policies are of the new administration, or the potential impact of any changes on L.A. Care's marketing. Mr. Cota responded that information would benefit this work.  |              |

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|   | Mr. Baackes acknowledged Mr. Cota's work as a long long-term employee. He is the creative genius behind L.A. Care's "wings" campaign and has saved a fortune in agency fees. He is one of the most valuable employees.   |              |
|   | Board Member Booth asked, if the potential member is not asked why they did or did not enroll, how do you know enrollment is due to the marketing? Mr. Cota responded that engagement and activity can be measured and correlated with available data. This helps in understanding the impact of the marketing. The department will become more data driven to be able to provide the metrics and will be better able to answer that question.   |              |
|   | Board Member Booth asked about data available since 2014. Mr. Cota noted they are working on holding focus groups to engage with consumers, to understand what is needed to effectively engage consumers.  |              |
| Approve Revisions to the<br>Conflict of Interest Code of<br>the L.A. Care Health Plan | Public Comment Andria McFerson asked about the approve revision of conflict of interest code and who is affected, specifically. She was not quite sure and did not have this ahead of time so she could research every single agenda item. She was not aware of each agenda item.  |              |
|   | Augustavia Haydel, <i>General Counsel</i> , responded that the conflict of interest code is brought routinely to the Board for approval. It identifies the individuals that need to file a Form 700 and the level of financial disclosure or financial interests. It includes L.A. Care staff, the Board and certain consultants if they meet those requirements. The conflict of interest code includes changes since the last Board approval, removing job titles that are no longer in place and adding new job titles. The conflict of interest code is filed with the Los Angeles County Board of Supervisors for approval. |              |
|   | Public Comment  Ms. McFerson commented that the code of conduct should be carried out, signed by all staff and honored.  |              |
|   | Ms. Haydel clarified that it is a list of individuals that not the actual financial disclosure, and is not an instruction about how to comply with ethics requirements, which is in other documents.   |              |
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| ITEM/PRESENTER  | MOTIONS / MAJOR DISCUSSIONS  Motion EXE 100.1224  To approve revisions to the Conflict of Interest Code of the L.A. Care Health Plan, as attached, for submission to the Los Angeles County Board of Supervisors and delegate authority to the CEO and General Counsel (including their respective designees) to make any non-substantive changes or changes that may be required by the County upon their review.  | ACTION TAKEN  Approved unanimously.  4 AYES  The Committee approved adding EXE 100 to the Consent Agenda for the December 5, 2024 Board of Governors meeting. |
| Approve Revisions to General Legal Services Policy LS-010 (Delegation of Authority to Approve, Compromise, and/or Settle Certain Pre- Litigation Claims and Pending Litigation) | Public Comment Andria McFerson's comment consists of the disparities that many genuine people go through as members of L.A. Care while trying to withhold human rights, address systematic injustices in the health care services, like when emergency rooms commit malpractice. But yet there is no follow up to the complaints of the L.A. Care members who express their life threatening concerns, not only to the human resource departments of the hospitals and service providers, but here at L.A. Care committee meetings. She attended the majority of RCAC meetings for the last past few months and was approached by many people who felt reluctant to say something because they felt they went through all the channels and it was uneventful. And their health has just worsened, not only due to their chronic illness, disability or mental condition, but the mental distress of not having general feedback. They do have a RCAC motion that is being contrived to have L.A. Care investigate different service providers who are not giving proper care. With that have some sort of investigation process particularly approved by the Board and just better the overall finishing product to when you have a complaint and just different things like that. Follow up to that particular member and react to it in a certain way to where they know that L.A. Care is responding and it would better their own situation If it is relative to their coverage with L.A. Care.  Board Member Booth suggested amending the limit to match the thresholds for vendor contracts in L.A. Care's Policy AFS-006. Ms. Haydel clarified that the proposed change to Section 4.2.1 in Policy LS-010 would be the same as the purchase thresholds. Settlements  Up to \$3 million require CEO and CFO approval. From \$3 million require Board approval. Over \$5 million require Board approval. |   |
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| TILWITKESEIVILK  | Motion EXE 101.1224  To approve revisions to General Legal Services Policy LS-010 (Delegation of Authority to Approve, Compromise, and/or Settle Certain Pre- Litigation Claims and Pending Litigation) as submitted.  Ms. Haydel thanked staff members Bill Seldeen and Jessica Gillette for their work on this policy revision.  | Approved unanimously. 4 AYES  The Committee approved adding EXE 101 to the Consent Agenda for the December 5, 2024 Board of Governors meeting. |
| Employee Annual Incentive<br>Program FY 2023-24  | Terry Brown, <i>Chief Human Resources Officer</i> , presented a motion approving payment of the annual incentive to employees, as budged. The request is for the approval of \$12.63 million to be dispersed to 2362 employees, in recognition of reaching organizational targets for fiscal year 2023-24.   |  |
|  | Currently, employees are eligible to participate based upon job classification, and under one of the following components of the Annual Incentive Program:  Monthly Production Incentives Program based on predetermined criteria; Individual Annual Incentives Program based on predetermined goals; and,   |  |
|  | The Production Incentive Program was budgeted and paid monthly according to policy.  Motion EXE 102.1224 To authorize the disbursement of funds not to exceed \$12.63 million for the Individual Annual Incentive Program, based on the completion of predetermined individual goals and targets in support of L.A. Care's FY 2023-24 Organizational Goals. Distribution of the annual incentive payout shall be guided by Human Resource Policy No. 602, Annual Organizational Incentive Program.   | Approved unanimously. 4 AYES   |
| Human Resources Policies<br>HR-210 (Meal Breaks and<br>Rest Periods), HR-230<br>(Learning Management<br>System), HR-233 (HR-233<br>Introductory Period), and<br>HR-313 (Reemployment<br>and Reinstatement) | Public Comment Andria McFerson commented that it was read to her but the human resource policies, she had absolutely no idea specifically what it entailed. She did want to comment during the last Board meeting. She did speak about improving outreach and engagement department in itself with the staff honoring the committee members rights of course, Brown Act Roberts Rules of Order expanding components of health care services by listening, time constraints and broadening coverage and member rights to talk about how it affects them during these meetings as well. So that just means that people who have health disparities, they have an open conversation and with that, people feel reluctant to speak because it's not an open forum of |  |

| AGENDA<br>ITEM/PRESENTER |   | MOTIONS   | / MAJOR DISCU             | USSIONS  | ACTION TAKEN |
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|                          | that goe.                                       | ation and it's timed. So the s, having human resources s staff come up with some s better intercommunication  |                           |  |              |
|                          |   | ember Booth asked about c<br>ere are two kinds of commi   |                           |  |              |
|                          |   |   | e's not saying that,      | but she hates to be forward,   |              |
|                          | revisions<br>changes<br>period, the<br>through: | own, Chief Human Resources (<br>are minor, and take into acc<br>that have occurred within the<br>ne reference to premium pay<br>a state or federal law. |                           |  |              |
|                          | Y   | hanges, and reflect changes   |                           |  |              |
|                          | Policy<br>Num<br>ber                            | Policy  | Section                   | Description of Modification  |              |
|                          | HR-<br>210                                      | MEAL BREAKS AND<br>REST PERIODS   | Employee<br>Relations     | Annual Review  |              |
|                          | HR-<br>230                                      | LEARNING<br>MANAGEMENT<br>SYSTEM  | Learning &<br>Development | Transfer policy into new template and updates to section 5.2 and 5.3   |              |
|                          | HR-<br>233                                      | HR-233<br>INTRODUCTORY<br>PERIOD  | Employee<br>Relations     | Annual Review and added 3.2 Employment beyond the introductory period does not change the at-will nature of a person's employment with L.A. Care |              |

| AGENDA<br>ITEM/PRESENTER | MOTIONS   | ACTION TAKEN   |  |  |
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|                          | HR-<br>313 REEMPLOYMENT<br>AND<br>REINSTATEMENT   | Employment   | Annual Review and<br>Rearranged sections   |  |
|                          | Motion EXE A.1124 To approve the Human Resource Periods), HR-230 (Learning Mana Introductory Period), and HR-313 presented. | agement System),   | HR-233 (HR-233   | Approved unanimously. 4 AYES  Motion EXE A does not require full Board approval. |
| Approve Consent Agenda   |   | rest Code of the L.A. Care Policy LS-010 (In Settle Certain Pre- Landytics) Contract Analytics) Contract Analytics) Contract Analytics of Contract Analytics and Settle Settle Certain Pre- Landytics and Settle Settle Certain Pre- Landytics and Settle Certain Pre- Landytics and Settle Settle Settle Certain Pre- Landytics and Settle | A. Care Health  The Health Plan Joint Powers  Delegation of Authority to  itigation Claims and Pending  ectronic Claims Clearinghouse  nendments:  a centralized overpayment  A. Care to manage and  vendor audits  A. Care with Pareo  zing L.A. Care's  A. Care by providing Pareo  est operations, a full time Claris  laris Health's Optical Character | Approved unanimously. 4 AYES   |

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|   | <ul> <li>WiPro Contract to perform claims processing, Provider Dispute Resolution processing, claims adjustment processing, and Payment Integrity pre-payment data mining validation and processing services</li> <li>Quarterly Investment Report for the quarter ending September 30, 2024</li> </ul>  |              |
| PUBLIC COMMENTS ON CLOSED SESSION ITEMS | Andria McFerson, RCAC 5, commented that she wants to honor Mr. Baackes. She respect and honor all services that he gave to the community as a member of L.A. Care. And she appreciates him taking the time out to actually listen. She had motions on the floor for a resource guide and he passed that through even though the ECAC was unresponsive. She had a motion on the floor to better healthcare for the homeless, and it was not approved by ECAC, but yet it was followed through. And those type of things they really appreciate, when that happens, people like her first hand, she was homeless when she made that motion and with the chronic illness, she had brain surgery, did all of that while she was advocating here and she was actually listened to so that bettered her transparency and just approaching everyone with the different things that she was going through to communicate to them and let them know that they can be here and talk about different issues and they will get addressed by firsthand experience. So she appreciates him for taking the time out to listen and his services, and will miss him. |              |
| ADJOURN TO CLOSED SESSION               | The Joint Powers Authority Executive Committee meeting adjourned at 3:11 pm.  Augustavia J. Haydel, Esq., General Counsel announced the items for discussion in closed sereport anticipated from the closed session. The meeting adjourned to closed session at 3:1  REPORT INVOLVING TRADE SECRET  Pursuant to Welfare and Institutions Code Section 14087.38(n)  Discussion Concerning New Service, Program, Business Plan  Estimated date of public disclosure: November 2026  CONTRACT RATES  Pursuant to Welfare and Institutions Code Section 14087.38(m)  Plan Partner Rates  Provider Rates  Provider Rates  Plan Partner Services Agreement  |              |

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|                           | CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION Pursuant to Section 54956.9(d)(1) of the Ralph M. Brown Act HRRP Garland, LLC v. Local Initiative Health Authority for Los Angeles County L.A.S.C. Case No. 21STCV47250  |              |
|                           | CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION Pursuant to Section 54956.9(d)(1) of the Ralph M. Brown Act KND Development 52, LLC, et al. v. Local Initiative Health Authority for Los Angeles County, L.A.S.C. Case No. 24STCV15962 CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION Significant Exposure (3 cases) Pursuant to paragraph (2) of subdivision (d) of Section 54956.9 of the Ralph M. Brown Act |              |
|                           |  |              |
|                           | CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION Pursuant to Section 54956.9(d)(1) of the Ralph M. Brown Act L.A. Care Health Plan's Notice of Contract Dispute under Contract No. 04-36069 Department of Health Care Services (Case No. Unavailable)   |              |
|                           | PUBLIC EMPLOYEE PERFORMANCE EVALUATION, PUBLIC EMPLOYMENT and CONFERENCE WITH LABOR NEGOTIATOR Sections 54957 and 54957.6 of the Ralph M. Brown Act Title: Chief Executive Officer Agency Designated Representative: Alvaro Ballesteros, MBA   |              |
| RECONVENE IN OPEN SESSION | The meeting reconvened in open session at 3:58 pm. No reportable actions were taken during the closed session.   |              |
| ADJOURNMENT               | The meeting adjourned at 3:58 pm   |              |

Respectfully submitted by:

Linda Merkens, Senior Manager, Board Services Malou Balones, Board Specialist III, Board Services Victor Rodriguez, Board Specialist II, Board Services APPROVED BY:

Alvaro Ballesteros, MBA, Board Chairperson
Date: 1/30/2025 | 3:54 PM PST